

**EFFECTIVENESS OF NATIONAL PARKS EMPLOYMENT
OPPORTUNITIES IN IMPROVING LOCAL COMMUNITIES
LIVELIHOOD:
THE CASE OF SERENGETI NATIONAL PARK**

**BY
MTATIRO MAGWE KEHENGU**

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Business Administration (MBA) of Mzumbe University
2015.

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation/thesis entitled **Effectiveness of Employment Opportunities in National Parks in Improving Local Communities Livelihood: The Case of Serengeti National Park**, in partial/fulfillment of the requirements for award of the degree of master of Business Administration of Mzumbe University.

(Major Supervisor)

Internal Examiner

Accepted for the Board of MUDCC

CHAIRPERSON, FACULTY/DIRECTORATE BOARD.

**DECLARATION
AND
COPYRIGHT**

I, **Mtatiro Magwe Kehengu**, declare that the 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_____

© 2015

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 with an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

ACKNOWLEDGEMENTS

The completion of this study has been possible through contributions made by different individuals and institutions. I hereby therefore wish to acknowledge all the different persons and institutions that have made completions of this dissertation possible and a success.

First and foremost, I wish to express my profound gratitude and sincere appreciation to my supervisor Mr. Simon Kitilla for his tireless guidance, suggestions and constructive comments throughout the study period. He played a unique role in shaping up this work.

I would also like to express my sincere appreciation to Serengeti District Council for granting me a study leave and providing financial support. It suffices here to mention the former District Executive Director (DED) MS Goody Pamba.

Special thanks go to Miss Nancy Fletcher due to her critical comments during the formulation of proposal, contributed to the successful completion of the study. Also I would like to send my thanks to my family / parents Mr. & Mrs. Eliah Kehengu for their financial support, moral, love and advice during my studies. I would like to convey sincere gratitude to my lovely son Aron, my daughters Irene and Janet .Their tolerance, prayers and love have always been a source of strength and encouragement. May God bless you always!

Since it is difficult to specifically mention each and every one who participated in the study, I hereby pay tribute to everyone who in one way or another took part in the study. But above all I thank Almighty God for the love he showed on me throughout my study and always.

DEDICATION

This work is first dedicated to my lovely family their love has been of valuable contribution to my success in education.

LIST OF ABBREVIATIONS & ACRONYMS

CBO	-	Community Based Organizations
DC	-	District Council
DED	-	District Executive Director
GNP	-	Gross National Product
LGA	-	Local Government Authority
MNRT	-	Ministry of National Resources Tanzania
NGO	-	Non Governmental Organization
PRSP	-	Poverty Reduction Strategy Paper
SACCOS	-	Savings and Credit Co-operative Societies
SENAPA	-	Serengeti National Park
SPSS	-	Statistical Package for social Science Research
TANAPA	-	Tanzania National Park
UK	-	United Kingdom
UN	-	United Nations
UNWTO	-	United Nations World Tourism Organisation
USA	-	United State of America
VEO	-	Village Executive Officer
WEO	-	Ward Executive Officer

ABSTRACT

This study was conducted to examine the effectiveness of employment opportunities in national parks in improving local communities livelihood; the case of Serengeti National Park in Mara region. This was pursued under the specific objectives that were to determine local people awareness of the nature of employment opportunities offered by Serengeti national park, to reassess the effectiveness of employment opportunities offered by Serengeti national park and to identify strategies that may cause improvement of livelihood.

Both primary and secondary data were collected. Primary data were collected using checklist and structured questionnaires. Data collected were coded and analyzed with the aid of Statistical Package for Social Sciences (SPSS) computer software. Data analysis entailed a number of descriptive statistics including frequencies, averages, cross tabulations and t-independent sample tests. Basing on results, this study concludes that the community has expectations of getting employment opportunities offered by SENAPA from different departments and sections like park rangers, drivers, operators, cleaners, revenue control, out rich works, Veterinary officers, Technicians, and accountants.

Effectiveness of SENAPA in offering of employment of opportunities to the surrounding communities is of satisfactorily level and in addition that, SENAPA have increased its effectiveness by offering employment opportunities in permanent and contract basis than in temporally terms. Moreover, the study reveals that SENAPA have several strategies to improve the livelihood of the surrounding community, for example, provision of employment opportunities, financing programs like sports and games, provision of education to the surrounding community.

The study recommended SENAPA to highlight several issues, special attention and strategies in order to improve local livelihood so as to become marketable and competitive in attracting the whole community.

LIST OF TABLES

Table 3.1: Respondents Sample Size.....	32
Table 4.2: Respondents Gender	37
Table.4.3: Distribution of Respondents Marital Status.....	38
Table 4.4: Respondent's Family Size.....	39
Table 4.5: Respondents Education Level.....	39
Table 4.6: Age of the Respondents.....	40
Table 4.7: Years of Experience with Serengeti National Parks.....	40
Table 4.8: Terms of Employment.....	42
Table 4.9: The Salaries/Income from the Employment Offered	43
Table 4.10: Effectiveness of Employment Opportunities Offered	44
Table 4.11: Finance Programs Like Sports, Games	46
Table 4.12: Provide Education to the Community.....	46

LIST OF FIGURES

Figure 1: Conceptual Framework Model.....	26
Figure 2: Map of Serengeti District	27
Figure 4: Respondents' Occupation Status.....	41
Figure 5: The Nature of Employment Opportunities in Serengeti National Par.....	41
Figure 6: Provide Employment Opportunitie.....	46

LIST OF APPENDICES

Appendix i: Estimated Annual Revenue and Numbers of Tourists by Rarks.....	55
Appendix ii: Questionnaire for Serengeti Nation park Community.....	56
Appendix iii: Official Questionnaire SENAPA Staffs.....	60
Appendix iv: Interview Guide Official Questionnaires WEO's & VEO'S	62
Appendix v: Map of Animals from Serengeti National Park.....	64

TABLE OF CONTENTS

CERTIFICATION	ii
DECLARATION AND COPYRIGHT.....	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
LIST OF ABBREVIATIONS & ACRONYMS	vi
ABSTRACT.....	vii
LIST OF TABLES.....	viii
LIST OF FIGURES	ix
LIST OF APPENDICES	x
CHAPTER ONE	1
BACKGROUND INFORMATION.....	1
1.0 Introduction.....	1
1.1 Background of the Problem	1
1.1.1 Competitive Strengths of Tanzania Tourism Development.....	2
1.2 Statement of the Problem.....	4
1.3. Objectives of the Study	5
1.3.1. Main Objective.....	5
1.3.2 Specific Objectives	5
1.4 Research Questions:.....	6
1.5. Significance of the Study	6
CHAPTER TWO	7
LITERATURE REVIEW	7
2.1 Theoretical Literature Review	7
2.1 1. Definition of Key Terms	7
2.1.1.1 Employment.....	7
2.1.1.2 Livelihood.....	7
2.1.1.3 Rural Livelihood	8
2.1.1.4 Livelihoods Resources Capital	9

2.1.1.5 Natural Capital	9
2.1.1.6 Physical Capital	9
2.1.1.7 Human Capital	10
2.1.1.8 Social Capital	10
2.1.1.9 Financial Capital	11
2.2 Livelihoods Diversification.....	11
2.2.1 Rural Livelihood and Income	12
2.3 National Park Management.....	12
2.3.1 Tanzanian National Parks	12
2.3.2 Income from National Parks	13
2.4 Employment Opportunities Available in National Parks.....	13
2.5 Effectiveness of Employment in National Park in Improving Livelihood	15
2.6 Strategies to Improve Local Community Livelihood	18
2.7. Wildlife Policy	22
2.8 Empirical Literature Review	23
2.9 Conceptual Framework	24
 CHAPTER THREE	 28
RESEARCH METHODOLOGY	28
3.1 Introduction.....	28
3.2 Area of the Study	28
3.3 Climate and Topography.....	29
3.4 Types and Sources of Data	29
3.4.1 Primary Data	30
3.4.2 Secondary Data	31
3.5. Research Design.....	31
3.5.1 Population of the Study.....	31
3.5.2 Sample Size.....	31
3.6. Sample Selection Procedures	32
3.7 Data Collection Methods	32
3.7.1 Interviews.....	33
3.7.2 Questionnaires.....	33

3.7.3 Focus Group Discussion	33
3.7.4 Documentary Review.....	34
CHAPTER FOUR.....	35
DATA ANALYSIS AND DISCUSSION OF FINDINGS	35
4.1 Introduction.....	35
4.2. Characteristics of the Respondents	35
4.2.1 Economic Activities	35
4.2.2 Categories of Respondents.....	36
4.2.4 Marital Status of the Respondents	37
4.2.5 The Family Size	38
4.2.6 Educational Level	38
4.2.7 Age of the Respondents	39
4.2.8 Years of Experience with Serengeti National Parks	40
4.2.9 Occupation Status of the Respondents.....	41
4.3 The Nature of Employment Opportunities Available in National Park.....	42
4.4 Effectiveness of Employment Opportunities Offered by National Parks	43
4.4.1 Terms of Employment	43
4.5 Strategies Used by SENAPA to Improve Livelihood Surrounding the Park.....	45
4.5.1 Provide Employment Opportunities	45
4.5.2 Finance Programs Like Sports, Games and Agricultural Activities	46
CHAPTER FIVE	49
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	49
5.2 Summary and Conclusions of the Study	49
5.3 Recommendations	51
5.4 Suggestions for Further Studies	52
REFERENCES	54
APPENDIX ONE.....	57

CHAPTER ONE

BACKGROUND INFORMATION

1.0 Introduction

This chapter highlights the main reasons for the study. It also gives the background information, problem statement, research objectives, research questions, study significance as well as limitations to the study.

1.1 Background of the Problem

National Parks are often major tourist attractions located in relatively remote and marginalized rural areas (Arnold, 2001). The potential role of tourism in contributing to the costs of conservation and providing economic opportunities for communities living adjacent to natural heritage has long been recognized (Tumusiime, 2006). The Serengeti ecosystem has been called the eighth wonder of the world. Spanning more than 25,000 km² of north-west Tanzania and south west Kenya, it contains some of the densest wildlife populations in East Africa (MNRT, 2007).

Hundreds of thousands of people also live in this part of southern Kenya and northern Tanzania, and earn a livelihood from the land and its resources (Walsh, 2000). Smallholder farmers in the west, pastoralist herders in the north and east, and hunter-gatherer populations in the south have to live side by side with the Serengeti's wildlife (MNRT, 2007). In Tanzania, close to 30% of the total land area is set aside as protected areas, tourism is a hugely important and rapidly developing industry, yet the country remains among the poorest in the world and progress towards reducing poverty remains elusive (Tumusiime, 2006).

Today, although a human population is permitted to remain in Serengeti areas, they face severe limitations on just which land and resource uses they are permitted to carry out (Arnold, 2001). Virtually no human entry into the Serengeti National Park has been allowed and a number of Game Reserves have been established on the western fringes of the Serengeti that have involved resettling all their former

inhabitants (Walsh, 2000). All of this, although perhaps a necessary condition as far as conservation is concerned, has neither helped land pressure in surrounding areas nor endeared the local population to wildlife. Such problems are perhaps most profound in the north west buffer of the Serengeti, in Bunda and Serengeti districts, which are among the most densely-populated and intensively-used parts of the ecosystem.

The Tanganyika National Parks Ordinance CAP [412] of 1959 established the organization now known as Tanzania National Parks (TANAPA), and Serengeti became the first National Park. Conservation in Tanzania is governed by the Wildlife Conservation Act of 1974, which allows the Government to establish protected areas and outlines how these are to be organized and managed. National Parks represent the highest level of resource protection that can be provided. By February 2008, TANAPA had grown to 15 national parks, with plans to add 1 more in the near future, as well as to expand existing parks. Conservation of eco-systems in all areas designated as national parks is the core business of the organization. Nature-based or wildlife tourism is the main source of income that is ploughed back for management, regulation, and fulfillment of all organizational mandates in the national parks (Arnold, 2001). Tanzania has a rich heritage of archaeological, historical and rock painting sites, a number of which have been designated to World Heritage Sites. At Olduvai Gorge, in the interior Rift Valley, is the site of discoveries of the traces of earliest man, and along the Indian Ocean are the remains of settlements

1.1.1 Competitive Strengths of Tanzania Tourism Development

The strength of the appeal of Tanzania to tourist product is dominated by natural assets of the country. The assessment is that by any standards, Tanzania is an exceptionally beautiful and interesting country. With its 12 National parks, 31 Game reserves, 38 Game controlled areas, a Conservation area and Marine park, Tanzanians wildlife resources are considered among the finest in the world and have been widely known for many years. They include the great Serengeti plains, the spectacular Ngorongoro Crater, Lake Manyara and Africa's highest mountain, Kilimanjaro, in the

north, Mikumi, Udzungwa and Ruaha National parks and Seluu game Reserve in the south.

Additional natural attractions include the sandy beaches in the north and south of Dar es Salaam and the excellent deep-sea fishing at Mafia.

Serengeti National Park protects abundant charismatic wildlife, has spawned an internationally significant wildlife tourism industry, and is the most visited and highest revenue earner of all Parks in the country (MNRT, 2007). Research has shown that despite this tourism development, local communities living adjacent to the park live in abject poverty and human wildlife conflict, including poaching and crop depredation, is a significant and growing problem. Between 1992 and 2003, for example, Serengeti National Park generated US \$31 million from tourism but only 1.6% was allocated to adjacent villages for socio-economic development projects and an individual household in the Western Serengeti got an average of just US \$250 per year from the implementation of development projects (Walsh, 2000). At the same time, elephants are moving out of the Serengeti and into neighboring village agricultural lands and causing chronic, and sometimes catastrophic, damage to the fields of the rural poor.

However, the employment for the communities around Serengeti national park is a challenge. People around Serengeti areas are busy with agricultural activities as if they are living far from the national parks. This makes local communities not feel that they are part and parcel of Serengeti national park. If this situation will remain unsolved, may lead to local communities to be the sources of destruction of the national park. For the Serengeti national park to fail to deliver local benefits to community is a big challenge. From this background, this study is building. Therefore the aim of this study is to investigate the effectiveness of national parks employment of opportunities in improving livelihood of local communities, the case of Serengeti national park.

1.2 Statement of the Problem

Serengeti national park provides valuable revenue used to support the conservation work of the national parks, as well as wildlife research, and the education and livelihood of local communities (Walsh, 2000).

Serengeti national park helps to generate international awareness of conservation issues, while the physical presence of tourists can help deter illegal poaching activity, assisting the park rangers with their game management work. Human activity is closely monitored and all development strictly regulated. Buildings in the parks must be unobtrusive and waste disposal is carefully controlled. Park visitors and facilities are widely distributed to prevent harassment of animals and to minimize the human imprint on the environment (Barrow, 2000). Even though, numerous studies have demonstrated that National park can contribute significantly to the creation of employment opportunities, particularly for traditionally disadvantaged groups such as women and youth; and that it can be effectively harnessed to generate net benefits for the poor (UNWTO, 2002) the situation show that there is discrimination of the employment.

MNRT (1999) reviewed tourism policy with the guidelines aims at improving livelihood of the people living around the park. Although the policy state well On the other hand, the situation at Serengeti national park show that the local communities are complaining on the participation on management of resources. Local communities are not enjoying the opportunities of the employment at Serengeti national park. This demoralizes the local communities in Serengeti national park not to be part of the conservation of the national park. This situation is bad because may lead to conflicts between Serengeti national park and the local community. The conflict between the management of Serengeti national park and local community may lead to destruction on the part of the Serengeti national park. Serengeti national park development could provide a valuable source of income and employment. The development of the full tourism value chain could have a significant positive impact on Tanzania's effort to achieve an even higher level of rapid, sustained and equitable economic growth.

Several studies have conducted on the subject relating to effectiveness of national parks employment of opportunities in improving livelihood of local communities, For example, London (Barrow,2000), Zambia, (Bwalya, 2007) Uganda (Tumusiime, 2006), Indonesia (Arnold 2001). These studies indicated that national parks employments improve the livelihood of surrounding communities.

They provide employment opportunities such as park rangers, intelligence unit, constructions/building works, procurement, tourism, law, out rich unit, revenue control, administration and veterinary units. Moreover, no study have been conducted in Tanzania to reveal the current situation and if possible to recover the problem. This study intends to bridge the gap by conducting the study about effectiveness of national parks employment of opportunities in improving livelihood of local communities with a case study of Serengeti national park in Tanzania where the issue is more serious in order to address the problem.

1.3. Objectives of the Study

The study included both main objective and specific objectives in order to assess the effectiveness of employment opportunities in National parks in improving local communities' livelihood.

1.3.1. Main Objective

The main objective of this study was to assess the effectiveness of employment of opportunities in National parks in improving local communities, livelihood: The case of Serengeti National park

1.3.2 Specific Objectives

- (i) To determine local people awareness of the nature of employment opportunities offered by Serengeti National park.
- (ii) To reassess the effectiveness of employment opportunities offered by Serengeti National park in improving livelihood.
- (iii) To identify the strategies that may cause to improve livelihood

1.4 Research Questions:

The following questions guided this study to achieve its objectives:

- (i) Are the local people aware of the nature of employment opportunities offered by Serengeti national park?
- (ii) Is there effectiveness of employment opportunities offered by Serengeti National park in improving livelihood?
- (iii) What are the strategies that may be cause to improve livelihood?

1.5. Significance of the Study

The findings of this study may serve as provoking resource that can inspire other researchers' curiosity to conduct research in deep in other areas related to employment at the national parks. The results are expected to contribute to the following:-

- (i) To be used in implementation of policies and structures that will facilitate employment in national parks.
- (ii) To provides useful information for policy and decision makers in their efforts of improving employment in national parks.
- (iii) To contribute in adding knowledge regarding employment in national parks.
- (iv) To provide benefits to the researcher in respect of award of master degree and the community at large.
- (v) It contains recommendations which will be used to improve various activities on employment in national parks.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction:

This chapter presents a review of definitions of the key terms, relevant literature in the context of this work, empirical studies, theories and conceptual framework.

2.1 Theoretical Literature Review

The theoretical literature review part included what other scholars have written in relation to the studied topic. The part involves definition of key terms as used in the study, theories that governed the study, the concept of employment opportunities in relation to national parks and the surrounding communities, and the empirical literature reviews.

2.1 1. Definition of Key Terms

The definition of key terms helped to understand the studied topic at the same time avoid ambiguities. This included key terms from the topic and operationalisation of these terms in relation to the study.

2.1.1.1 Employment

Employment is a relationship between two parties usually based on a contract one being the employer and the other being the employee. An employee contributes labor and/or expertise to an endeavor of an employer and is usually hired to perform specific duties which are packaged into a job. An employee is a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business (Markey, 2002; Frank, 2004).

2.1.1.2 Livelihood

A livelihood is a means of making a living. It encompasses people's capabilities, assets, income and activities required to secure the necessities of life. A livelihood is sustainable when it enables people to cope with and recover from shocks and stresses

(such as natural disasters and economic or social upheavals) and enhance their well-being and that of future generations without undermining the natural environment or resource base as put forth by the Ministry of Natural Resources and Tourism (MNRT, 2007).

2.1.1.3 Rural Livelihood

According to Ellis (2000) livelihood consists of assets (natural, physical, financial, human and social capital), the activities and access to these (mediated by institutions and social relations) that, together, determine the living gained by the individual or household. Access to assets, for example land, together with the crop production activities and other income generating activities, determines the living gained by a household or an individual. In most cases choice of activities is highly dependent on the availability and access to assets. The concept of livelihood is better understood when viewed as a component of rural development considering that even wildlife resources occur in rural landscapes.

However, because rural development is today described and sought consistent with environmental constraints and social context in the target areas, the concept of livelihood tends to evolve with it. At its simplest, the livelihood has to be sustainable with respect to both environmental and social domains. Mbile (2005) considers livelihood as the environmentally sustainable when it maintains or enhances the local and global assets on which it depends, and has net beneficial effects on other livelihoods. Furthermore, livelihood needs to be socially sustainable meaning that it can cope with and recover from stress and shocks, and provide for future generations (Chambers, 1991; Ellis, 1998).

A person's livelihood refers to their "means of securing the basic necessities -food, water, shelter and clothing- of life". Livelihood is defined as a set of activities, involving securing water, food, fodder, medicine, shelter, clothing and the capacity to acquire above necessities working either individually or as a group by using endowments (both human and material) for meeting the requirements of the self and his/her household on a sustainable basis with dignity. The activities are usually

carried out repeatedly. For instance, a fisherman's livelihood depends on the availability and accessibility of fish (Barrow, 2000).

2.1.1.4 Livelihoods Resources Capital

Access to livelihood resources determines household's ability to pursue various livelihoods strategies (Ellis, 2000; Ellis and Freeman, 2004). To create livelihoods normally households combine different capital endowments that they have access to and control over (Scoones, 1998). This means access to stocks of these resources can be used direct or indirect to generate means of survival for the households. According to Ellis (2000), capital is classified into five groups, natural, physical human, financial and social capital.

2.1.1.5 Natural Capital

According to Angelsen (2003) nature resource stocks (land, water, air and biological resources) are utilized by people to generate means of living. From the concept it means wildlife is a natural capital, which can be used by people to generate income for better living. Generating income from wildlife varies; it can be by non-consumptive means by obtaining income through game viewing or consumptive through hunting or capture and sale of live animals and/or trophies. Natural capital can further be classified as renewable and non-renewable resources. Renewable resources replenish themselves over time e.g. fishery and wildlife.

Non-renewable resources are those, which can be permanently depleted and cannot be replenished examples include minerals and oil stocks.

2.1.1.6 Physical Capital

According to Gillingham (2003) Physical capital is the capital created by economic production processes or producer good commonly known in economics. Physical capitals are useful assets in the production process. Examples of physical capital are buildings, irrigation systems, roads etc. Physical assets are important in facilitating livelihoods and livelihood diversification. For example, roads have a greater role of facilitating movements of goods and people in and out of the area. From the

experience gained in the five villages visited, it shows that good physical assets especially road and communication systems have positive impacts on local people's livelihoods and vice versa.

2.1.1.7 Human Capital

Human capital consists of skills, education, health and human labour available. It also includes knowledge, good health and physical capability important for pursuit of different livelihoods activities (Scoones, 1998). Human capital can be increased by investments in education and trainings. Labour resource is important in a situation where there is little or no labour market. This can be seen in most rural areas where people cannot afford to pay more for labour. Large household numbers reduces risk of livelihood security of illness and allow livelihood diversification to be perused (Ellis, 2000). It is important to consider quantity and quality of human resources, quantity relate with age, size and gender composition of the household while quality involve the skills obsessed.

Human capital has influence in engaging and benefiting from natural resources. For example, age really matters in benefiting household from natural resources. From observation, old people do not normally go to fetch firewood, fodder or collecting poles.

This is normally done by young, strong people. The same applies to sex whereby women only collect firewood for household use while men usually benefit more by doing business for cash earning from resources e.g. fishing, cutting timber, and also charcoal making (Arnold, 2001).

2.1.1.8 Social Capital

Moser in Ellis (2000) defines social capital as reciprocity within communities between households based on trust delivered from social ties. Social capital is made up of both networks of inscriptive and elective relationship between household individuals. The relationship may be vertical as in authority relationship or horizontal as in voluntary organization. Vertical relationships involve relationship of people of different ranks or above village level, for example relationship between government

and NP authority, while horizontal relationships involve people more or less of the same rank e.g. relationship between villagers themselves. However, Putman et al., in Ellis (2000) envisage social capital to comprise of more horizontal social groups e.g. associations, clubs and voluntary agencies that bring individuals together to pursue certain objectives. Positive relationship between people and park authority is crucial for sustainable wildlife management.

2.1.1.9 Financial Capital

According to Wangwe (2004) financial capital is the capital base that households have access to. It is essential for pursuit of any livelihood strategy and is more about savings and access to credit in the form of loans. For many rural communities access to capital is very limited. This results in saving being held in other form For example, among the five villages visited only in two did people have access to financial capital within the village? The rest, who did not have access to institutions, tended to save in other forms like keeping livestock and buying assets, which could be sold in time of need.

Additionally, more access to financial capital has positive impacts on natural resource dependency. Local communities who have financial institutions within the village level tend to diversify income generating activities thus less dependency on natural resources.

2.2 Livelihoods Diversification

Livelihoods diversification involves increasing diverse portfolio of activities and assets

by an individual or household in order to survive and improve the living standard (Ellis,

2000). Livelihood strategies are dynamic and respond to changing pressures and opportunities (Scoones, 1998). Sustainable livelihood framework (Figure 1) identifies four livelihood strategies, which are agriculture, off-farm activities, non-farm activities and environmental resources collection. Among these strategies there are natural resources and non-natural resources base activities. According to (Ellis, 2000) natural resource based activities consist of agriculture and environmental resource

collection. Non-natural resource activities include business, remittances and salary from employment and also pension for retirees. Farming includes livestock keeping and crop production. Majority of rural people engage in farming activities. Off-farm activities are another way of diversifying household income.

2.2.1 Rural Livelihood and Income

The main livelihood activity in rural areas of many developing countries is agriculture. In Tanzania, agriculture is a source of livelihood for about 80% of citizens, the majority living in rural areas. Agriculture has strong linkages with the non-farm sector through agro-processing, urban markets and export trade (PMO, 2001). Although the terms livelihood and income are not synonymous, composition of household or individual income at a given time is most direct and measurable outcome of the livelihood process. Income consists of cash and in kind contribution to the welfare of the individual or household originates from livelihood activities engaged by household members (Ellis, 2000).

Cash income can be from crop or livestock sales, wages, rents and remittances whilst in-kind include consumption of farm produce, payment in-kind and transfer or exchange of products (Ellis, 2000).

2.3 National Park Management

The national parks management was analysed into Tanzania national parks and income generated from national parks.

2.3.1 Tanzanian National Parks

Like all other National parks in Tanzania, SENAPA is managed by TANAPA. TANAPA was established on 7 July 1959 according to National Parks Ordinance Chapter 412 – Supp. 59 which states: “An ordinance to provide for the establishment control and management of National Parks and for purposes connected therewith, and to repeal the National Parks Ordinance” (TANAPA, 2007). Being a parastatal organization with the primary role of conservation, TANAPA administers controls and regulates 14 NPs by controlling poaching, promoting tourism, maintaining park ecology and other management-related work (TANAPA, 2007).

2.3.2 Income from National Parks

Wildlife is an important sector in Tanzania for current and prospective revenue generation. Its contribution to GDP is estimated to be between 7% and 10% (TANAPA, 2007). Income generation by TANAPA and NCAA is through game-viewing while Income generated by Wildlife Division is through hunting, capture of live animals, sale of trophies and sale of licenses.

2.4 Employment Opportunities Available in National Parks

The National Park Service has many professional, volunteer, and trade opportunities across the country.

From parks to regional offices, the Park service employs over 20,000 individuals in permanent and temporary positions (Walsh, 2000). The following positions are available at the national parks; Archeologists, Automotive mechanics, Botanist, Carpenters, Ecologists, Electricians, Facility managers, Fish biologists, Forestry technicians, Gardeners, Geologists, Historians, Human resources specialists, Hydrologists, Information management specialists, Landscape architects, Maintenance mechanics, Masons, Museum, professionals, Park police, Park rangers and Small craft operators (Barrow, 2000).

Tanzania National Parks is one of the most efficient and productive bureaucracies in Africa. The personnel structure is streamlined, with a workforce of only 1650 staff operating 15 national parks and 1 additional proposed national park (MNRT, 2007). In its desire to maintain a team of qualified and motivated staff, ample training opportunities are provided, although there has been no comprehensive training programme yet developed. Staff recruiting qualifications is continually being raised to ensure only the highest caliber and best trained people are employed. Promotions within the organization are intended to stimulate quality performance among staff as per the scheme of service (Walsh, 2000).

URT (1999) Tanzania National Parks has a long-established and well-developed program to share benefits with the communities surrounding the national parks. In the last five years, the 2003-2004 financial year, more than US\$3 million has been

contributed to communities adjacent to the parks and to conservation education organizations. The Community Conservation Service (CCS) is an Outreach Programme (OP) of TANAPA that is extended to surrounding communities with a focus on local people and governments up to the district level (MNRT, 2007). According to MNRT, (2007) the CCS started in 1988 as a pilot project under the Neighbors as Partners program, supported by the African Wildlife Foundation (AWF), with three villages along the eastern borders of Serengeti National Park and Ngorongoro district.

However, relies on the goodwill of the parks' neighbors. TANAPA is working hard to ensure that local communities have a sense of ownership and a vested interest in the future of the parks by sharing the rewards of conservation and delivering tangible benefits (Gillingham and Lee, 2003). A percentage of park revenues is used to assist community development initiatives, such as schools, health dispensaries, water schemes and roads (MNRT, 2007). Villagers are encouraged to develop cultural tourism projects to cultivate their own financial returns from park visitors. Many locals are employed within the parks by lodges and tour operators and by TANAPA, particularly in the fight against poachers who desire to steal from the parks for profit or subsistence (Walsh, 2000).

Poaching involves not only the commercial hunting of elephants and rhinoceroses for ivory and rhino horn, but also subsistence activities such as honey collection, illegal fishing and hunting for the pot, felling trees for construction or firewood, and picking traditional medicinal plants that have become scarce in unprotected areas (Walsh, 2000). When villagers depend on the park for employment, and witness the community benefits from the presence of a park, they are more likely to defend the protected area and to report poaching. TANAPA works with communities to teach sustainable environmental management, assist with tree planting, establish nurseries, and promote cultural, as well as wildlife, conservation (Walsh, 2000).

Serengeti National park is taking the lead in educating local people, providing study materials and teacher training for schools, and showing conservation videos in

Swahili in villages. Schools and community groups are offered free visits to the parks to demonstrate the importance of preserving these habitats. Scientists working in Tanzania's parks continue to find hitherto undiscovered species of butterflies, birds, beetles and plants. And regular surveys are undertaken to monitor the distribution and number of animals, test water quality, identify disease outbreaks, and check invasion by exotic species (Walsh, 2000). The national parks are a lifeline for animals that would otherwise face extinction by human hands.

They offer refuge to many endangered and vulnerable species, safeguard shrinking habitats, and provide protected breeding sanctuaries in which threatened species can recover. With everyone's support, these vital ecosystems will be preserved for the benefit of future (MNRT, 2007).

2.5 Effectiveness of Employment in National Park in Improving Livelihood

In Tanzania, national laws cover equal employment opportunity and anti-discrimination in the workplace. Employers are required by laws to create a workplace free from discrimination and harassment (Angelsen and Wunder, 2003). It is important that as an employer understand the rights and responsibilities under human rights and anti-discrimination law. By putting effective anti-discrimination and anti-harassment procedures in place in the business they can improve productivity and increase efficiency (Walsh, 2000). The fair work provides education and assistance for employees and employers on preventing discrimination in the workplace. Taking on people facing barriers to employment is often overlooked by employers and can be a useful way of diversifying the skill set within a business (Adams and Hulme, 2001).

Sustained economic growth, in which poor women and men participate directly, as both agents and beneficiaries, is essential for reducing poverty. Recurring crises expose the vulnerability of poor individuals and families as well as their jobs and livelihoods (Angelsen and Wunder, 2003). The current economic crisis, and the ongoing challenges of population growth, price volatility, food insecurity and climate change, highlights the need for more effective public actions to address the real

constraints and opportunities faced by poor women and men. Employment and social protection, two critical avenues towards achieving pro-poor growth and the Millennium Development Goals, have not received enough attention in public policy making:

Productive employment and decent work are the main routes out of poverty. Well-functioning labour markets and an enabling environment for local entrepreneurship are essential to increase employment opportunities for the poor (Angelsen and Wunder, 2003).

Policies that recognize and improve conditions in the informal economy, where most poor women and men earn their livelihoods, are critical to poverty reduction (Adams and Hulme 2001). Increasing the employability of poor people, especially for women and youth, unlocks their potential to contribute to growth. Social protection directly reduces poverty and helps make growth more pro-poor (Gillingham and Lee, 2003). It stimulates the involvement of poor women and men in economic growth, protects the poorest and most vulnerable in a downturn and contributes to social cohesion and stability. It helps build human capital, manage risks, promote investment and entrepreneurship and improve participation in labour markets (Barrow, 2000).

Social protection programmes can be affordable, including for the poorest countries, and represent good value for money (Gillingham and Lee, 2003). Actions in these two areas are mutually reinforcing and promote pro-poor growth. Better and more productive jobs raise incomes; allow social spending by poor workers and help finance social protection (Angelsen and Wunder, 2003). Social protection improves the productivity and employability of poor people and stabilizes and increases their incomes and links short-term coping strategies with longer-term growth enhancing and poverty reduction strategies (Adams and Hulme, 2001). Action on both employment and social protection will be a critical and countercyclical element of developing countries' response to the current global economic recession.

Measures in these areas will help protect the progress made over the last decade towards achieving MDG in the face of global recession and volatility in international

markets (Barrow, 2000). Combinations of measures promoting social protection (cash transfers) and employment (e.g. workfare) will help protect the most vulnerable while also promoting longer-term recovery. Developing countries will need considerable assistance from donors to build the foundations for the economic rebound. They also need support when providing social protection measures to build resilience to the recession and tackle the real economic hardships faced by poor people (Angelsen and Wunder, 2003).

Though obviously difficult when budgets are under pressure and fiscal space is limited, it is even more important now to create the conditions and incentives for pro-poor growth that will reduce poverty and build livelihoods robust enough to weather the storms of the global economic climate (Barrow, 2000).

The main livelihood activity in the area is small scale farming based on an extensive agricultural system. The farming system is mainly monoculture, although mixed farming was observed in a few households where they mixed maize and beans. Majority of the farmer's farm for subsistence, selling crops only in case of excess yield (Angelsen and Wunder, 2003). For those who do produce for sale, major cash crops grown are tomatoes, sugarcane, coconut, sesame and tobacco.

Maize, beans and rice are the main staple food crops grown. Livestock husbandry is not an economic activity of significance in the areas (Barrow, 2000). Few households engaged in keeping animals like goats and pigs. Poultry keeping is commonly observed, although a repeated outbreak of diseases is found to affect the activity negatively. Non-farm activities like making mats, bricks, tailoring, shop, tea rooms and local beer brewing were also observed (Adams and Hulme, 2001).

Financial services are limited in rural areas of developing countries. The villages had Savings and Credit Cooperative Societies commonly known as SACCOS. SACCOS are networks of credit unions, which act as community banks in rural areas (Wangwe, 2004) SACCOS loans have lower default rates. Borrowers know that the loans come from savings of the community Members are able to get loans and also banking services. Serengeti SACCOS members are able to get loans especially during the

agriculture season when they need money for land preparation and for buying agricultural inputs. Although few villagers were complaining, the entry fee is high for them.

2.6 Strategies to Improve Local Community Livelihood

Livelihood consists of assets (natural, physical, financial, human and social capital), the activities and access to these (mediated by institutions and social relations) that, together, determine the living gained by the individual or household (Ellis, 2000). Access to assets, for example land, together with the crop production activities and other income generating activities, determines the living gained by a household or an individual. In most cases choice of activities is highly dependent on the availability and access to assets (Adams and Hulme, 2001). The concept of livelihood is better understood when viewed as a component of rural development considering that even wildlife resources occur in rural landscapes (Gillingham and Lee, 2003). In everyday language, livelihoods are the things people do to make a living. On the subject of a sustainable rural livelihoods approach, rural communities have three alternatives to improve their livelihoods: through agricultural intensification, extension of the activity and through diversification into other activities, which are not farm based (Ellis, 2000).

Normally, livelihood analysis does not only focus on livelihood activities, but also on livelihood perspective and social relations, which consist of institutions that influence people's access to natural, human, physical, social and financial capital (Ellis, 2000). Communities' access to resources influences income-generating activities they are performing and also environmental resource use and dependency. It is argued that the assets and activities that individuals own determine the living gained by an individual or households (Ellis, 2000). The most important step in analyzing livelihoods is to identify livelihood resources required for pursuit of different livelihoods activities (Sunderlin and Angelsen, 2005).

Human capital is an important factor at the household level. Agricultural activities in the rural areas are labour intensive. Therefore, a large number of household members

is regarded as an advantage as far as the availability of household labour is concerned. Having large numbers of household members reduce the risks of livelihood insecurity to cases of illnesses and allow the pursuance of livelihood diversification (Ellis, 2000). This is an important thing to be considered because most of the rural people cannot afford to pay for hired labour.

Households strategies are complex and normally contain multiple and dynamic portfolios of different activities (Ellis, 2000). Households depended on diverse sources of activities for generating their income. A livelihood comprises the assets, the activities and the access to these that together determine the living gained by an individual or household (Ellis, 2000a). There is some question of whether this, and similar definition of livelihoods, sufficiently encompasses all the relevant considerations for the well-being of rural households (Barrett and Reardon, 2000). To ensure a sufficiently encompassing perspective, carefully investigate the range of factors that contribute to an understanding of rural households' livelihood strategies. Focusing on the household and household behaviour and then turn to examining the context in which the household operates and the important role of civil society and social capital (Sunderlin and Angelsen, 2005). The basis of a livelihood strategy is the asset position of the household at a given point in time. Note that, as has become standard practice, household assets are defined broadly to include natural, physical, human, financial, public and social capital as well as household valuables such as jewelry.

These assets are stocks, which may depreciate over time or may be expanded through investment (Gillingham and Lee, 2003). In making decisions on strategies to improve the livelihood position, households consider both the current situation and the long-run livelihood position. Livelihood strategies thus include a dynamic component (Sunderlin and Angelsen, 2005). The quantity of an asset owned is not the only determinant of the value of that asset to the household. Among others, the ownership status and the fungibility of the asset influence value. If assets are clearly owned, meaning there is no difficulty with access, then the value is likely to be higher than in the case where ownership is vague or uncertain. Ownership status also influences the

transferability of an asset (Gillingham and Lee, 2003). Land that has a clear and transferable title may be sold while human capital, although clearly owned, cannot be transferred.

Assets can be productive, in that they can be used as inputs in a productive process, or nonproductive, such as household valuables (Adams and Hulme, 2001). Some assets, such as literacy and numeracy of household members, can be used in a number of productive activities while others, such as farm machinery, tend to be coupled with particular activities. In some cases, such coupling may be the product of specialisation and can lead to higher returns (Adams and Hulme, 2001). However, the lack of fungibility of coupled assets can result in the asset not being used to its full potential. Developing countries are often missing, households as part of their livelihood strategies will hedge against uncertain outcomes by taking actions to manage risk such as diversifying activities (Gillingham and Lee, 2003). They also may actively invest in a diverse asset portfolio to enhance future livelihood prospects by increasing the available income-generating activities in which they can participate (Ellis, 2000).

Diversification is then an integral part of livelihood strategies (Ferraro, 2002). Thus far, it has remained static, focusing on activities and outcomes based on assets and the context at a given point in time. The concept of livelihoods is, however, a dynamic concept that recognizes long-term strategic planning by households (Gillingham and Lee, 2003). Outcomes in a given period may not only be used to maintain well-being (through consumption) in a given period but may be invested in assets for future well-being (Sunderlin and Angelsen, 2005). For example, income may be used to purchase household valuables or physical capital and participation in community projects may enhance social capital. Property rights regimes dictated and enforced by the state shape investment in natural assets, as does the functioning of land markets. Credit markets and government credit policies influence investment in financial capital (Bwalya, 2007).

Recent studies in Latin America show that 40% of income generated by rural households came from nonfarm activities (Reardon, Berdegue and Escobar, 2001). Rural households obtain additional income from migrant remittances, agricultural wage employment, and by a range of agricultural activities including livestock and crop production. The evidence suggests that not only is the rural sector fairly diversified across activities, but households use a range of activities to maintain livelihoods.

That is, within a single household a number of income-generating activities are used for livelihood maintenance and improvement. Given that livelihood strategies tend to be multidimensional, interventions geared towards improving rural livelihoods should be designed accordingly. Historically, however, rural development policies and projects implemented by national and local governments, NGOs and international organisations have tended to focus efforts on single sectors of the rural economy. In particular, the focus of interventions has been on agricultural production and, quite often, individual crops.

While this may be suitable in certain circumstances, given the diversity of activities employed by households to maintain livelihoods this focus may be limited at best and quite likely inappropriate (Sunderlin and Angelsen, 2005). Recognizing the need to broaden the scope of development projects, international organizations, such as the United Nations Development Programme (UNDP), and bilateral aid agencies, such as the United Kingdom's Department for International Development (DFID), have initiated "sustainable livelihood" programmes. Such programmes attempt to develop projects that recognise the multiple means, activities, entitlements and assets by which people make a living (UNDP, 2000).

Rural development projects invariably depend on collective action and the required action is typically complex. The complexity is driven by the incomplete knowledge of both the technical and human aspects of the project, including uncertainty to the extent to which individuals required to cooperate for collective action can be trusted to do so (Marshall, 2001). Incomplete knowledge is reduced through the sharing of

information. In recent years, the concept of social capital has been developed to help understand the costs and benefits of communicating information and the mechanism by which external influences modify these benefits and costs. Although households use a number of assets to maintain livelihoods, there has been increasing recognition of the importance of social capital. Social capital can be defined as the "features of social organisation, such as trust, norms and networks, that can improve efficiency of society by facilitating coordinated actions" (Sunderlin and Angelsen, 2005). Because the importance of social capital in development has only been widely and explicitly recognized in the last decade, it is only now beginning to be incorporated into project design.

2.7. Wildlife Policy

After the Arusha manifesto, the wildlife policy of Tanzania of 1998 became the first documented and inclusive policy for wildlife conservation and development (MNRT, 2007). The policy aims to involve society in wildlife conservation, management and development. This came after recognizing some challenges confronted by the sector one of them being high human population growth. The policy has the following five objectives:

- (i) To protect and conserve wildlife
- (ii) To promote sustainable utilization of wildlife
- (iii) Better management and development of wildlife resources
- (iv) To strengthen wildlife resource monitoring and research
- (v) To enhance community education and public awareness about wildlife.

The policy made new institution arrangement to ensure efficient and effective wildlife management. Central government was given role of providing clear national policy and regulatory framework, together with the task of promoting public participation towards policy implementation. Other stakeholders like private sector, non-governmental organizations (NGOs) and the public were given roles of supporting conservation, management and sustainable utilization of wildlife (MNRT, 2007).

2.8 Empirical Literature Review

Wapalila, (2008) conducted a study on protected areas, local people livelihood and conflict. The study was done in five villages allocated adjacent to Mikumi national park in order to examine impacts of Mikumi National Park on people's livelihoods, particularly regarding benefits and costs. Additionally the study identified source, triggers and impacts of conflicts on the people's livelihoods and wildlife conservation. Household survey questionnaires, focused groups discussions, field observations and secondary data from different sources were used to collect information.

Data were analysed using SPSS, and simple descriptive statistics. Local communities' livelihoods were assessed using the sustainable livelihood framework; Household income was calculated by aggregating all households' income sources. Environmental dependency and relationship between household total income and environmental income was investigated using simple linear regression. Sources triggers and impacts of human wildlife conflicts were identified and discussed. The results revealed that farming was the main livelihood activity for 67.2% of the interviewed households. Other income generating activities found were: seasonal labour (work on other villager's farm), crop and non crop businesses, local beer brewing and formal employment (teaching and nursing). The households income was estimated to be 125,964,000 Tshs per year, which is equal to 2800 Tsh. or 2.3 USD per day. In addition to that calculation of coefficient showed 50% income inequality.

Lundmark et al, (2010) conducted a study on National parks and protected areas and the role for employment in tourism and forest sectors: a Swedish case. The paper argued that the development of national parks and other protected areas has been widely promoted because of its potential for regional development in peripheral and sparsely populated areas. The argument is that the economic and social benefits seen in national parks in the USA and UK will also occur in the Swedish context in the form of an increased tourism-related labor market. Our aim was to analyze the possibility of such a development both in light of the policy visions of positive regional and local development and from the adversary point of view that protection

of land is making it more difficult for 15 sparsely populated mountain municipalities in Sweden to prosper. We used a database covering the entire population of the area for 1991 to 2001. Our results show that factors other than the protected areas are connected to the development of a tourism labor market. The most positively correlated variables for change in tourism employment are population growth and proximity to ski lifts. Positive population development is also correlated to a positive change in the number of people employed in forest sectors. Thus, one of the main outcomes is that the assumed and almost automatic positive relation between nature conservation and tourism can be questionable.

Paul, Leonardo and Gustavo (2001) conducted a study on Rural livelihood strategies and social capital in Latin America: Implications for rural development projects. Evidence from studies across Latin America show that rural households in the region are increasingly employing a diverse set of activities to maintain and improve livelihoods suggesting that households use multiple paths to get out of poverty of particular importance in household livelihood strategies are the assets households own and the context in which they operate. Recent development literature has highlighted the important role of social capital in development and particular emphasis is placed on the role of this asset in this paper. The objective of this paper is to examine these trends in order to inform project design and implementation in the region. Based on the conceptual framework and evidence from Latin America, the paper offers a number of suggestions for improving project design and implementation in Latin America.

2.9 Conceptual Framework

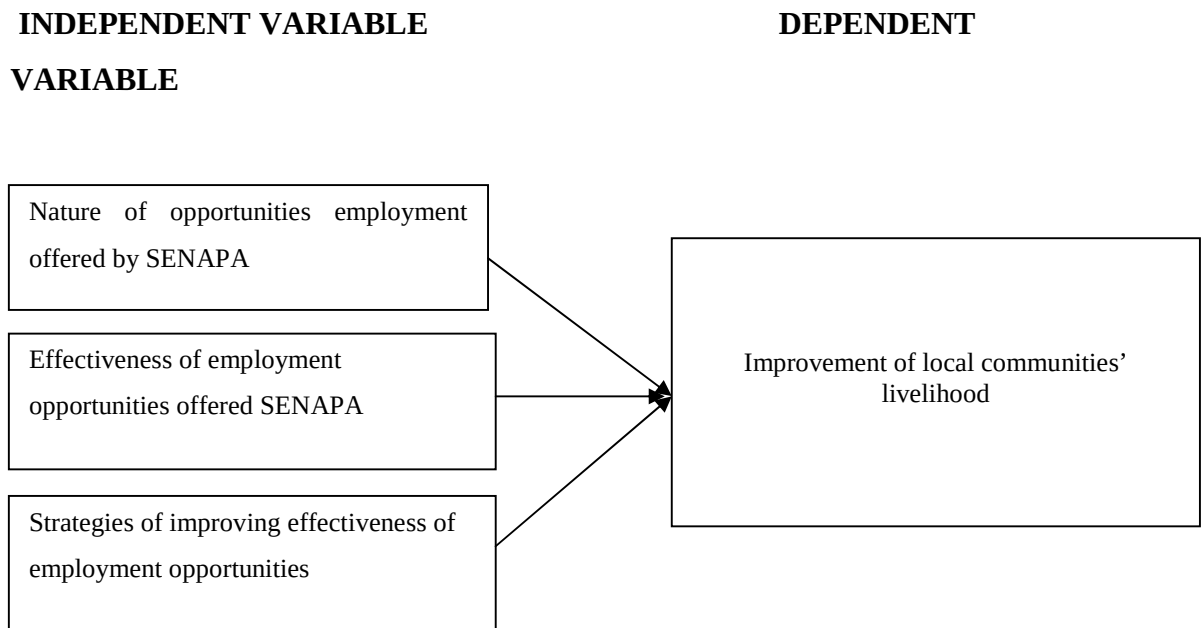
Conceptual frameworks is a type of intermediate theory that has the potential to connect to all aspects of inquiry for example problem definition, purpose, literature review, methodology, data collection and analysis (Bolumole, Frankel and Nasland, 2007). The frameworks are linked to particular research purposes. When purpose and framework are aligned, other aspects of empirical research such as choice of methodology and type of statistical technique become obvious. This study aimed to

provide the conceptual framework on effective of employment for improving livelihood of local communities around SENAPA.

The researcher reviewed the modern and relevant literature about the factors influencing employment opportunities in improving livelihood of local communities around national parks in Serengeti district. This was a knowledge gap which is the appropriate road map guiding him to answer research questions, complete study objectives. In this study the independent variables where as there are dependent variables which affected the study in different ways as indicates the figure 1.

The underlying assumption for the study was that, the community livelihood was the dependent variable influenced by the following independent variables which have been grouped into households specific variables, that were the nature of opportunities employment offered by SENAPA, effectiveness of employment opportunities offered SENAPA and strategies of improving effectiveness of employment opportunities. The figure 1 highlights the relationship between variables and the expected outcomes once effective employment opportunities influential change is achieved.

Figure 1: Conceptual Framework Model



Source: Researcher, 2015.

2.9.1 Analysis of Conceptual Framework Model

The conceptual framework model was analysed into three main factors in implementing employment opportunities to improve the local community livelihood surround national parks. These were improvement of local communities' life hood lead improvement of natural of opportunities employment offered by SENAPA, improvement of local communities life hood lead to effectiveness of employment and improvement of local communities life hood help in strategies of improving effectiveness of employment opportunities.

Nature of Employment Opportunities

In Tanzania, national laws cover equal employment opportunity and anti-discrimination in the workplace. Employers are required by laws to create a workplace free from discrimination and harassment (Angelsen and Wunder, 2003). Well-functioning labour markets and an enabling environment for local entrepreneurship are essential to increase employment opportunities for the poor (Angelsen and Wunder, 2003). Policies that recognize and improve conditions in the informal economy, are critical to poverty reduction (Adams and Hulme, 2001).

Increasing the employability of poor people, unlocks their potential to contribute to growth. If all these are clear and provided therefore the livelihood of the community will be improved.

Effectiveness of Employment Opportunities

Employers are required by laws to create a workplace free from discrimination and harassment (Angelsen and Wunder, 2003). It is important that as an employer understand the rights and responsibilities under human rights and anti-discrimination law. By putting effective anti-discrimination and anti-harassment procedures in place in the business they can improve productivity and increase efficiency (Walsh, 2000). Taking on people facing barriers to employment is often overlooked by employers and can be a useful way of diversifying the skill set within a business (Adams et al., 2001).

Strategies of Employment Opportunities

Households strategies are complex and normally contain multiple and dynamic portfolios of different activities (Ellis, 2000). Households depended on diverse sources of activities for generating their income. Livelihood consists of assets (natural, physical, financial, human and social capital), the activities and access to these (mediated by institutions and social relations) that, together, determine the living conditions of local communities. On that base, once there are clear strategies then the local community will benefit from the employment opportunities provided by national parks.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part of the chapter presents research design, study area, population, sample technique and sample size. The chapter also contains data collection methods, instruments and data analysis methods.

3.2 Area of the Study

This study was conducted at Serengeti National Park in two selected wards namely Ikoma and Natta. This is one among the seven district in Mara region such as Bunda, Tarime, and Musoma Rural other district are Butiama, Rorya and Musoma Municipal.

The choice of Serengeti National Park is based on the fact that is the leading national park in Tanzania and a wilderness area in Africa with a unique ecosystem that is one of the oldest in the world with over 90,000 tourists visit the Park each year to go on safari and witness the magnificent migration of the wild animals Holmen et al, 2002.

Map 3.1: Serengeti District Map



Source: Serengeti District Council Profile, 2015.

Figure 3.1 shows the map of Serengeti District. It is located on the Eastern part of Mara region between the Great Rift Valley and Lake Victoria in northern Tanzania, 200 kilometers (km) northwest of Arusha. It is contiguous in the north with the Maasai-Mara National Reserve in Kenya which it parallels along the border; on the northeast with the Loliondo Game Controlled Area; on the south east with Ngorongoro Conservation Area, on the southwest with Maswa Game Reserve and by the Ikorongo-Grumeti Game Controlled Area in the west: 1°30'-3°20'S, 34°00'-35°15'E.

3.3 Climate and Topography

The annual drying up in May triggers migration north; the rains which start in October trigger the returning migration south. Generally it is warm and dry, coolest from June to October, with a mean annual temperature of 20.8°C, which is often less than the diurnal variation.

Physical Features:

The plains of Serengeti are mainly crystalline rocks overlain by volcanic ash with numerous granitic rock outcrops (kopjes). In the north and along the western corridor are mountain ranges of mainly volcanic origin. Two rivers flowing west usually contain water and there are a number of lakes, marshes, and waterholes.

Climate:

Rainfall is mainly restricted to November-May with peaks in December and March/April. Mean annual temperature 20.8°C and mean annual precipitation 1210mm recorded at 1,150m. Rainfall tends to decrease towards the east and increase to the north and west, reaching 950mm annually in the western corridor near to Lake Victoria, and 1150mm annually in the extreme north of the park near to the border with Kenya.

3.4 Types and Sources of Data

The study used both secondary and primary data. Secondary data were collected from documentary reviews, articles, and other related information for the study. Primary data were collected from respondents in order to find out whether there were

employment opportunities on improving local livelihoods around national parks. In order to get accurate primary data, a combination of semi structured interview and self administered questionnaires were employed to collect data. Primary data were collected by the researcher himself from the respondents in the field. Also primary data were collected from employees including top management, labour officials and human resources employees of the selected national parks to find out the challenges facing the provisions of employment opportunities in improving local community livelihoods. However, secondary literature were collected through documentary review, a method for data collection that involved deriving information by studying written documents; (Raj, 2002), where as the written materials were in hard copy or soft copy.

The theoretical chapter in this dissertation foremost based on a literature study from previous published and un published literature. The researcher read books and magazines to deepen her understanding in employment security provisions for women. On the Internet the researcher mainly used the library databases to search for articles, definitions of terms, new information and more profoundly the search engine Google and Wikipedia.com search. Other secondary data will be sourced from government employment labour relations records. The information included previous manpower plan and training policy, current handbook, various circulars, the publications like books, journals and written documents of employment opportunities provisions and government at large.

3.4.1 Primary Data

Questionnaires, interview questions and survey are three methods used by researchers in collecting Primary data for the specific purposes of their study.

The questionnaires were used to asses employed respondents to see if SENAPA have benefit to them. The questionnaire was both closed and open ended, they were prepared in English and translated in Swahili language. Through questionnaire the respondent was required to fill the questions provided to them with relevant answers. There for the researchers got the answer to specific information.

3.4.2 Secondary Data

Secondary data are data that obtained from documents. In this study Secondary data was obtained from documentary review in district council files, past papers and journal from libraries, institutions and websites.

3.5. Research Design

A case study design was used in this study because it involved only people of Serengeti National Park. The case study design is very important because the study deals with one case which studies the thing deeply. The main reason for dealing with a case study of this study is to get the inner information's which is also reliable. Applications of a case study design help the researcher to use different data collections methods such as interview, questionnaires and documentary review.

3.5.1 Population of the Study

Population is very important in research methodology. The population sample size was drawn which normally used in research methodology. Population growth on these western frontiers is 4% per year (Packer, 2002). The population in the Serengeti district as a whole increased by about 54% during the period 2002 - 2008, and the population in the seven districts to the west of the park reached a total of 1,733,958 in 2010. This study used 82 respondent and 3 staff of Serengeti National Park.

3.5.2 Sample Size

Sample is a small position from the population drawn for the study. In this study the sample size comprised 85 respondent this number was reasonable and helpful in obtaining data for achievement of the study .This sample was distributed as shown in Table 3.1.

Table 3.1: Respondents Sample Size

S/N	Sample	Frequencies
1	Local community households	80
2	Staff of Serengeti National Park	3
3	Village leaders	2
Total		85

Source: Researcher, 2015.

3.6. Sample Selection Procedures

Sampling techniques refers to the process of selecting the participants of the sample study from the population (Kothari, 2004). The advantages of this type of sampling are the availability and the quickness with which data can be gathered (Bryman, 2004). This study used both probability and non probability sampling procedure. The probability simple sampling was used to choose respondents from the population. Selective or subjective sampling, purposive sampling relies on the judgment of the researcher when it comes to selecting the units for people, cases/organizations, events, pieces of data that were to be studied. Purposeful sampling is widely used in qualitative. Non probability sampling was used by purposive selection of the employees of Serengeti National Park direct in the study.

3.7 Data Collection Methods

Primary data were collected through interview and questionnaires. The same questions were posed to respondents in interview guide and in the questionnaire. The questions were constructed to answer specific objectives which intended to find out the nature of employment opportunities in order to improve local community livelihoods in the neighborhoods of national parks. Also effectiveness of employment opportunities and a way forward in relation to local community livelihoods. Most interviews were conducted during the period of April, 2015. Two interviewers were recruited to assist the researcher in collecting data. They were trained before and

given a guideline document to follow. The research questionnaires were completed by both categories of the respondents. All the interviews were conducted at the premise with each respondent.

3.7.1 Interviews

Interview is a method of data collection using oral or verbal communication between researcher and respondents. Structured interview were carried out in two ward of Natta and Ikoma. The interview guide asked predetermined set of questions using interview techniques which the researcher read while the respondents answered the questions. A structured questioner was useful in collecting data from both employees of Serengeti National Park in order to collect enough information from the respondents for the achievement of the study. According to this study, interviews were preferred because the approach allowed greater standardization and control while enabling easy comparison of responses to a question (Finn et al, 2000). It also helped the researcher to collect information direct from the respondents who participated in the study.

3.7.2 Questionnaires

The questionnaires are very important method of data collection from respondents. Questionnaires were used purposeful to collect information from the large sample. This study used questionnaires to collect information direct from the respondents, village leaders living in the surrounding community and SENAPA staff (Warioba, 2008). Open and closed questionnaires were used to capture information from customers. Through questionnaires the respondent were required to fill the question provided to them with relevant answer. This provide the opportunity to them to express their views hence fulfillment the requirement of the study.

3.7.3 Focus Group Discussion

The method involves interviewing a small group of respondents drawn from people of similar background. In this study, focus group discussion was used to verify information obtained from interviews and observations. In each ward one focus group discussion was held. The FGD consisted of 8-10 respondent and they were selected

randomly. The advantage of this method was to allow an interaction with a range of key informants and allows the researcher to focus on group norms and dynamics around the issues being investigated.

3.7.4 Documentary Review

Document is a form of information that can be found from the permanent source of data (Bryman, 2004). Data in document way is very difficult to be lost. Usually documents are written and can easily change to other forms such as picture and sound. The data in documents were invoices, newspapers and history reading. For the purpose of this study the journal, documents from SENAPA involved getting information.

3.8 Data Analysis Methods

Data were analyzed qualitatively which were include the list frequencies and percentages. Describe data analysis as being a systematic process involving working with data, organizing and dividing them into small manageable portions. Analysis was done based on the research objectives and it was presented according to the research objectives. Quantitative data was analyses using simple descriptive statistics in terms of percentages and frequencies. Qualitative data used matched information, explanation building and comparison to establish reasons on what has been observed at the case. Data were presented using summary tables, figures and diagrams.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

The purpose of this study was to examine effectiveness of national parks employment of opportunities in improving livelihood of local communities, Serengeti national park was used as a case study. This chapter considered the findings from the questionnaire and the results were divided into four broad categories of the following research objectives:

- (i) To identify nature of employment opportunities offered by Serengeti national park.
- (ii) To evaluate the effectiveness of employment opportunities offered by Serengeti national park in improving livelihood.
- (iii) To identify strategies that used by Serengeti national park to improve livelihood surrounding community.

Nevertheless, the background characteristics of respondents were firstly presented to provide a clear picture of the nature of people that participated in the study.

4.2. Characteristics of the Respondents

The study has revealed the characteristics of the respondents such as sex, age and position of respondents. Determining the characteristics of the particular respondents was very significant as the respondents helped the researcher to understand the quality of the information obtained from the field.

4.2.1 Economic Activities

Agriculture is the main source of income, mainly farming and livestock keeping. Production of food crops (cassava being the dominant crop) maize and sorghum. Cash crops are cotton, coffee, sunflower and tobacco.

In Serengeti, many people have been attracted to the area by the wildlife resource and tourism opportunities presented by the park (Campbell and Hofer, 1993; Williams, 1996).

4.2.2 Categories of Respondents

In this research there were categories of respondents' namely community of Serengeti national parks Officials of Serengeti national community. A total of 100 questionnaires were distributed to community of Serengeti national park of which 85 questionnaires were return complete and useable which represents 85% of response rate. According to Mugenda and Mugenda, (2003) the industry study of 40% – 60% of reponse rate from the target sample size to obtain satisfactory data for drawing conclusion. Therefore, 85% of the response rate from this study was convenient to obtain adequate information from the respondents. Details of response rates were shown in table 4.1.

Table 4.1: Details of Respondents Rate

Detail of respondents	Number of questionnaires distributed	Number of questionnaires returned complete and usable	Response Rate
Serengeti national park community	100	85	85.0%
Total	100	85	85%

Source: Field data, 2015.

4.2.3 Gender of the Respondents

The figure 4.2 explicitly indicates the respondents' sex involved in the study. The result means that majority of respondents involved in the study men were more in number than women. This has further revealed that possibly males were more participating in national parks employment while females engaging with other various family activities. Table 4.2 shows that 43.5% of respondents were female and 56.5% of respondents were male. This suggests the sample was fairly representative as the percentage of male compared female was close.

Table 4.2: Respondents Gender

Gender	Frequency	Percent	Cumulative Percent
Female	37	43.5	43.5
Male	48	56.5	100.0
Total	85	100.0	

Source: Field data , 2015.

4.2.4 Marital Status of the Respondents

Respondents were also requested to state their marital status. The result indicated that 67% of both male and female were married, 23.4% of respondents were single. Therefore married increase household size and therefore increase livelihood demand in relation of employment opportunities.

Table.4.3: Distribution of Respondents Marital Status

		Married		Single		Divorced		Total	
Respondents		Frequency	%	Frequency	%	Frequency	%	frequency	%
	Female	21	24.7	9	10.5	5	5.8	37	43.5
SEX	Male	36	42.3	11	12.9	1	1	48	56.4
		57	76.0	20	23.4	6	5.9	85	99.9

Source: Field data, 2015.

4.2.5 The Family Size

The family size was assumed to increase the demand of basic needs. The table 4.4 shows the range of 4-6 and 7 found to be 45.8 % and 28.2 % respectively. This implies that most of the households had larger family size which might to higher dependency rate.

Table 4.4: Respondent's Family Size

Number	Family size	Frequency	Percent
1	1-3	22	25.8
2	4-6	39	45.8
3	7+	24	28.2
Total		85	100.0

Source: Field data, 2015.

4.2.6 Educational Level

Educational is one of the long term strategies that may be used to improve governance of resources. Respondents were asked about the level of their education, result in table 4.5 illustrate educational attainment, 18.9% of respondents had secondary education 45.8 % had certificate level while the highest educational 12.9%. In terms of employment /occupation background of respondents who were also livestock were 38%. However, this indicate that regardless of their education level to they were also into farming since the tourism business is not in large scale to warrant full scale.

Table 4.5: Respondents Education Level

Education level	Frequency	Percent
Primary education	17	20
Secondary education	11	18.8
Certificate	39	45.8
Diploma/higher level	11	12.9
Other level	2	2.3
Total	85	100

Source: Field data, 2015.

4.2.7 Age of the Respondents

Table 4.6 indicated that 74.1% of the respondents were aged between 18 to 45 years while 25.9% percent of respondents have age of 46 years and above. These results suggested that the majority of respondents (74.1%) were between 18 to 45years of old. The result of these findings agreed people in this age (18-45 years) are the ones who have high demand to employment opportunities than other age.

Table 4.6: Age of the Respondents

Age	Frequency	Percent	Cumulative Percent
18 - 27 years	17	20.0	20.0
28 - 36 years	19	22.3	42.3
37 - 45 years	27	31.8	74.1
46 - 54 years	14	16.5	90.6
55 years and above	08	9.4	100.0
Total	85	100.0	

Source: Field data, 2015.

4.2.8 Years of Experience with Serengeti National Parks

Table 4.7 shows that 70.5% of respondents have 3 to 8 years with life experiences in Serengeti national parks community while 17.0% have 0-2 years of life experience and small number of respondents (11.8%) have 9-11 years of living in Serengeti national park community. Therefore, these findings suggested that most of respondents for this study have life experiences of 3-8 years of experiences in Serengeti national parks community.

Number of years	Frequency	Percent	Cumulative Percent
0-2 years	15	17.7	17.7
3-5 years	35	41.1	58.8
6-8 years	25	29.4	88.2
9-11 years	10	11.8	100.0
Total	85	100.0	

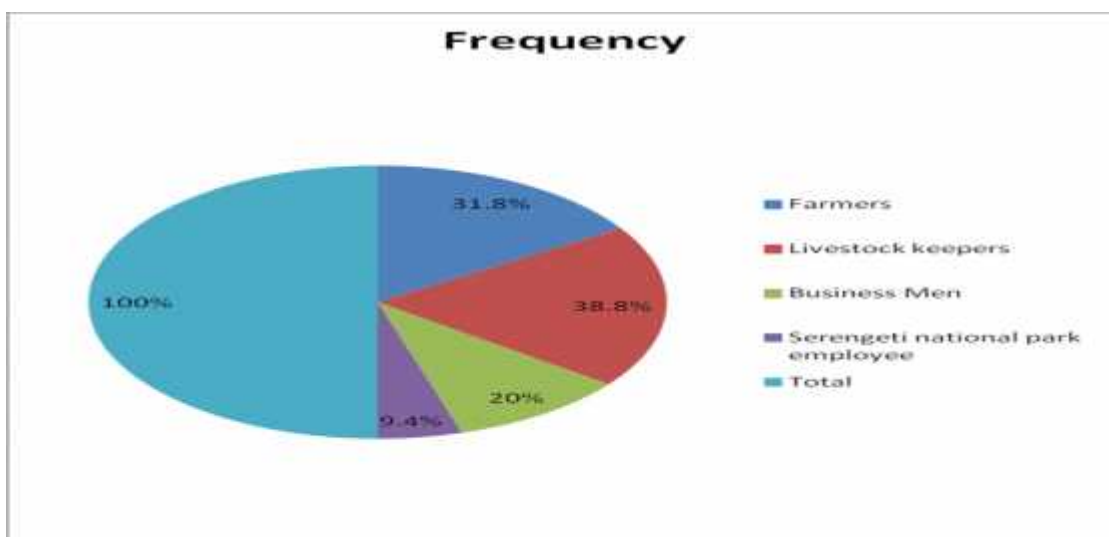
Table 4.7: Years of Experience with Serengeti National Parks

Source: Field data, 2015.

4.2.9 Occupation Status of the Respondents

Figure 4: shows that 70.6% the respondents are were farmers and livestock keepers while 20% of respondents were business men and 9.4% of respondents were employees of Serengeti national park. These results suggest that the majority respondents (70.6%) of this study comprised of farmers and livestock keepers.

Figure 4: Occupation Status of the Respondents

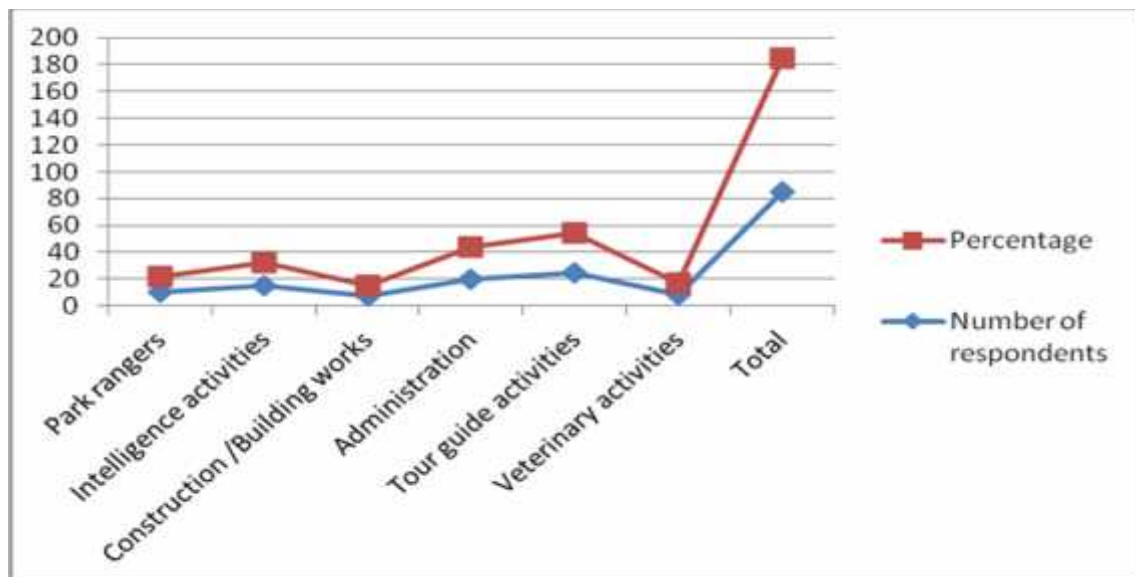


Source: Field data, 2015.

4.3 The Nature of Employment Opportunities Available in National Park

The following responses provided by respondents about the awareness of the existence of the nature of employment available within the park or around the park but their existence is influence by the existence of the national park. The researcher posed the question if they were aware any activity that can be an opportunity for employment. The study found 10 (11.8%) were aware of park rangers activities, 15 (17.6%) were aware of the existence of intelligence activities, 7 (8.2%) were aware of construction activities, 20(23.5%) were aware of administration activities in the park, 25 (29%) were aware of tour guide activities, and 8 (9.4) revealed veterinary services activities. In view of the information, majority of the respondents are aware of the existence of tour guide activities as the source of employment opportunities. Thus majority thought of tour guiding activities as the major source of employment. Figure 5 below depict the detail information about responses.

Figure 5: Awareness of the Nature of Employment Opportunities in Serengeti National Park



Source: Field data, 2015.

4.4 Effectiveness of Employment Opportunities Offered by National Parks

The effectiveness of employment opportunities offered by Serengeti national park was one of the study specific objective. The study categorised these into terms of employment and remunerations.

4.4.1 Terms of Employment

As indicated in the table 4.8, most of the respondents (77.7%) were employed in Permanent and Contract basis and only 22.3% of the respondents were employed in temporally basis. These findings suggest in most cases SENAPA employed people from the surrounding community in permanent and contract basis which an indicator of effectiveness of employment to SENAPA community.

Table 4.8: Terms of Employment

Term of employment	Frequency	Percent	Cumulative percent
Permanent	35	41.2	41.2
Contract basis	31	36.5	77.7
Temporally basis	19	22.3	100.0
Total	85	100.0	

Source: Field data, 2015

4.4.2 Satisfaction with the Salaries/Income Offered by SENAPA

From the table 4.9, 61.2 % of the respondents indicated that they were not satisfied with the salaries/income paid by SENAPA to the surrounding community, however, small percent of respondents (38.8%) indicated to be satisfied with the salaries/income paid to them by SENAPA. Therefore, from these findings, SENAPA do not pay satisfied salaries/income to the surrounding community from their employment.

Table 4.9: Satisfaction with the Salaries/Income from the Employment Offered by SENAPA

Response	Frequency	Percent	Cumulative percent
Yes	33	38.8	38.8
No	52	61.2	100.0
Total	85	100.0	

Source: Field data, 2015.

4.5 Effectiveness of Employment Opportunities Offered by SENAPA to the Society

The effective of employment opportunities offered by SENAPA in improving local community livelihood was the second specific objective of the study.

Table 4.10, shows that 64.7% of the respondents indicated that there were effectiveness of employment opportunities offered by SENAPA in improving livelihood of surrounding community. In contrast, small percent of respondents (35.3%) disagreed with that statement. However, these findings suggest that there were effectiveness of employment opportunities in improving livelihood of the surrounding community as some employees have higher salaries because of their responsibilities (like procurement, park warden, and accountancy), SENAPA provide short contract to non-educated community like watchmen.

Table 4.10: Effectiveness of Employment Opportunities Offered by SENAPA to the Community

Response	Frequency	Percent	Cumulative percent
Yes	55	64.7	64.7
No	30	35.3	100.0
Total	85	100.0	

Source: Field data, 2015.

4.5 Strategies Used by SENAPA to Improve Livelihood Surrounding the Park

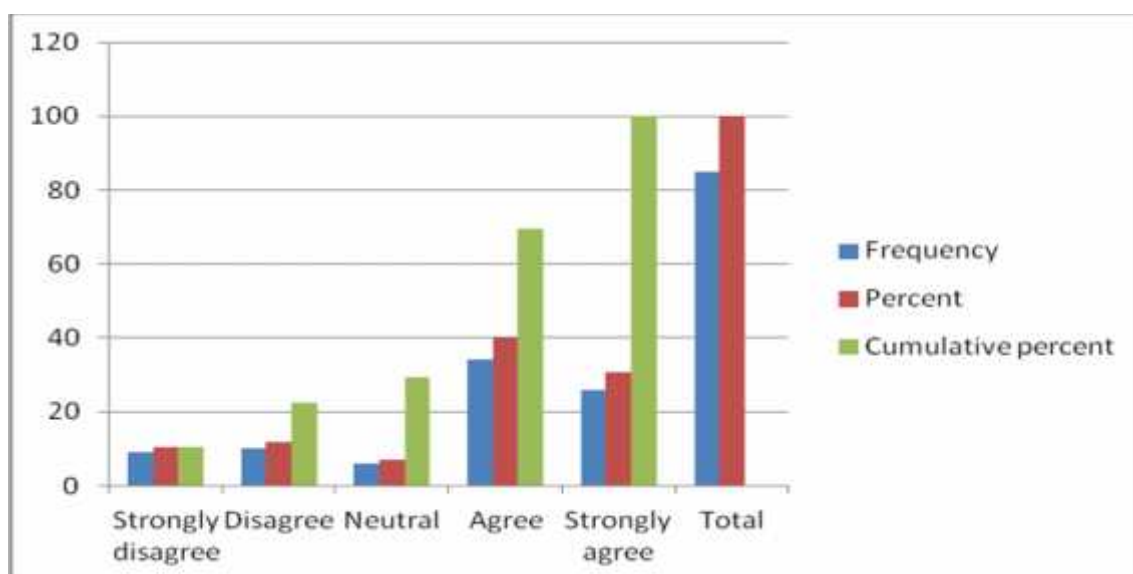
Strategies used by SENAPA to improve local community livelihood was the third specific objective of the study. The study intended to assess various strategies used to improve the livelihood of the surrounding community. These strategies were categorised into provisions of employment opportunities, financing programs, education provisions to the community, environmental conservation and other minor strategies.

4.5.1 Provide Employment Opportunities

Figure 6 shows that 70.6% of respondents agreed/strongly SENAPA provide employment opportunities to improve livelihood of the surrounding community while 22.4% of respondents disagreed/strongly disagreed with that statement and small percent (7.0%) of respondents remain undecided.

These results indicate that SENAPA provide employment opportunities as strategies to improve livelihood of surrounding opportunities.

Figure 6: Provide Employment Opportunities



Source: Field data, 2015.

4.5.2 Finance Programs Like Sports, Games and Agricultural Activities

Table 4.11 shows that 58.8% of respondents agreed/strongly SENAPA finance programs like sports, game and agricultural activities to improve livelihood of the surrounding community while 29.4% of respondents disagreed/strongly disagreed with that statement and few respondents (11.8%) of respondents remain undecided. These results suggest that SENAPA finance programs like sports, game and agricultural activities as a strategy to improve livelihood of the surrounding community.

Table 4.11: Finance Programs Like Sports, Games and Agricultural Activities

Response	Frequency	Percent	Cumulative percent
Strongly disagree	10	11.8	11.8
Disagree	15	17.6	29.4
Neutral	10	11.8	41.2
Agree	24	28.2	69.4
Strongly agree	26	30.6	100.0
Total	85	100.0	

Source: Field data, 2015.

4.5.3 Provide Education to the Community

From the table 4.12, most of the respondents 82.1% of respondents agreed/strongly SENAPA provide education to the surrounding to improve livelihood of the surrounding community while 13.0% of respondents disagreed/strongly disagreed with that statement and few respondents (4.7%) of respondents remain undecided. These results suggest that SENAPA provide education to the surrounding community as a strategy to improve livelihood of the surrounding community.

Table 4.12 Provide Education to the Community

Response	Frequency	Percent	Cumulative percent
Strongly disagree	6	7.1	7.1
Disagree	5	5.9	13
Neutral	04	4.7	17.7
Agree	38	44.7	62.4
Strongly agree	32	37.6	100
Total	85	100.0	

Source: Field data, 2015.

4.5.4 Ensure Environmental Conservation to the Whole Community

As shown in the table 4.13, most of respondents (58.8%) did not agreed that SENAPA ensure environmental conservation to the community as a strategy to improve livelihood of the surrounding community while few respondents 29.4% agreed with that statement and 11.8% of the respondents remained neutral. These findings suggest that SENAPA do not ensure environmental conservation to the whole community.

Table 4.13: Ensure Environmental Conservation to the Whole Community

Response	Frequency	Percent	Cumulative percent
Strongly disagree	24	28.2	28.2
Disagree	26	30.6	58.8
Neutral	10	11.8	70.6
Agree	15	17.6	88.2
Strongly agree	10	11.8	100.0
Total	85	100.0	

Source: Field data, 2015.

4.5.5 Other Strategies

Other strategies that were suggested by the respondents as strategies that SENAPA can use to improve the livelihood of the surrounding community were; increase salaries to the employed community, Provide job opportunities to the community as the first priorities, Increase motivation to their employees, provide more efforts of education to the community, SENAPA should ensure environmental conservation to the surrounding community, expand finance programs like sports.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the research findings and conclusions from each research objective. Furthermore this chapter gives recommendations to SENAPA as well as to the surrounding community. The chapter also ends by giving suggestions for future research about effectiveness of employment of opportunities offered by SENAPA in improving livelihood of surrounding communities which are based on the uncovered areas identified in this study.

5.2 Summary and Conclusions of the Study

This research was about effectiveness of employment opportunities offered by SENAPA in improving livelihood of surrounding communities. The study was conducted to SENAPA community found in Serengeti District for the year 2014-2015. The study identified the nature of employment opportunities offered by Serengeti national park. Furthermore the study evaluated the effectiveness of employment opportunities offered by Serengeti national park in improving livelihood

The research findings revealed that, SENAPA have effectiveness of employment opportunities in improving the livelihood of surrounding community. The findings also revealed that SENAPA provide employment of opportunities in Permanent and Contract basis. Thus SENAPA have effectiveness of employment of opportunities to the surrounding community. In additional the study identified strategies used by Serengeti national park to improve livelihood of surrounding community. The study found that SENAPA have several strategies of improving the livelihood of surrounding community, these includes; Provision of employment opportunities. Financing programs like sports, games and agricultural activities and provision of education to the surrounding community.

Moreover, other strategies suggested by the respondents to improve the livelihood of the surrounding community were; increase salaries to the employed community, provision of job opportunities to the community as the first priorities, increase

motivation to employees, provide more efforts of education to the community. Furthermore SENAPA should ensure environmental conservation to the surrounding community, expand finance programs like sports. These suggest that SENAPA have different strategies in improving livelihood of SENAPA community.

In additional, the research results also revealed the gap existed between SENAPA expectations to the surrounding community and perception of SENAPA community and services offered by SENAPA. The overall mean score of SENAPA expectations were lower than SENAPA community perceptions in services offered by SENAPA and education facilities promised by hence a negative gap existed. These findings reinforce the need for SENAPA management to place an emphasis on all dimensions of the requirements of the surrounding community. Furthermore, this study showed that SENAPA do not have enough effort in conserving the environment of the surrounding community.

The first National Tourism Policy was adopted in 1991 to provide the overall objectives and strategies necessary to ensure sustainable tourism development in the country. Nearly a decade later, there have been considerable changes on the political, economic and social fronts within the country, which raised the need for regular review of the policy. The thrust of these changes have been towards stimulating efforts to expand the private sector, in tandem with the disengagement of the Government from the sole ownership and operation of tourist facilities. Knowing the potentiality of tourism sector, as a strategy for poverty alleviation,

The National Tourism Policy of Tanzania was reviewed in 1999 to cope with the dynamism of the tourism industry. The overall objective of the policy is to assist in efforts to promote the economy and livelihood of the people, essentially poverty alleviation through encouraging the development of sustainable and quality tourism. That is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable.

It is also sought to market Tanzania as favored tourist destination for touring and adventure in a country renowned for its cultural diversity and numerous beaches the Government recognizes that the private sector plays a major role in the industry's development, with the Government playing the catalytic role of providing and improving the infrastructure as well as providing a conducive climate for investment. SENAPA community have expectations of getting employment opportunities offered by SENAPA from different departments and sections like park rangers, drivers, operators, cleaners, revenue control, out rich works, Veterinary officers, Technicians, and accountants.

Effectiveness of SENAPA in offering of employment of opportunities to the surrounding communities is of satisfactorily level and in addition that, SENAPA have increased its effectiveness by offering employment opportunities in Permanent and contract basis than in temporally terms. Moreover, the study reveals that SENAPA have several strategies to improve the livelihood of the surrounding community, for example, provision of employment opportunities, financing programs like sports and games, provision of education to the surrounding community.

5.3 Recommendations

The results of this study highlight several issues which require special attention and strategies if the SENAPA need to take marketable and competitive in their attraction to the whole community. The followings were the recommendations for addressing the issue at hand: The research reveals that SENAPA tend to offer employment opportunities which were paid low to the surrounding community in order to minimize the operation costs.

- (i) SENAPA need to increase payment for employees from the surrounding community in order to maintains the status of the SENAPA in terms of peace and security.
- (ii) The management of SENAPA should provide paying job to the surrounding community to improve the life standard of the surrounding community in order to avoid unnecessary conflicts with the community.

- (iii) National park formulate good policy to improve livelihood of the community living along the park.
- (iv) The Government of Tanzania must be aware of the surrounding community in Serengeti National park and take effective initiatives to promote and sustain employment opportunities to them.
- (v) Considering the overall development of the people in Serengeti, there must be well-organized coordination between and among the leader representatives. Not only that but also non-governmental organizations that assist government agencies should be responsible and work for the improvements of Serengeti livelihoods and the sustainability of indigenous.
- (vi) A complete participatory approach must be adopted by involving Serengeti community in each phase of tourism development in Serengeti District.
- (vii) Local residents need to be assured that their voices are included in the planning and decision-making process of any development programs that are launched for the improvements of their livelihoods in Serengeti.
- (viii) Furthermore various projects combines a programme of research with building local capacity for policy advocacy should be conducted aim to improve:
- (ix) Capabilities for evaluating the success and limitations of integrated conservation and development activities.
- (x) Development and conservation work by more effectively targeting the interventions to the people who are most affected by the loss of resources associated with the park.
- (xi) National and local policy on protected area management so that it takes better account of the needs of poor people living around the park.
- (xii) National and local policy to ensure financial resources is allocated to achieve conservation and development priorities.

5.4 Suggestions for Further Studies

The study identified other areas for further research as discussed next. This study examined the effectiveness of employment opportunities offered by SENAPA in improving the livelihood of the surrounding community. Further research on

effectiveness of employment opportunities offered by other national parks like Ngorongoro, Mikumi, Manyara in improving the livelihood of the surrounding community need to be conducted to identify more additional information. Another study on about factors hindering development of SENAPA community should be conducted to reveals the problems that SENAPA community faces when trying to improve their livelihood standard. The findings can be used to formulate other constructive decisions and give new ideas to different interested parties.

Further research could be done on SENAPA services expectations and perceptions of SENAPA community about SENAPA services. The study could reveal the service quality gaps in all service dimensions. Furthermore, this study was cross-sectional research on effectiveness of employment opportunities offered by SENAPA in improving livelihood of surrounding community one point in time. There is a need to conduct longitudinal research to gauge any changes in employment of opportunities offered by SENAPA over time.

REFERENCES

- Adams, W. M. and D. Hulme (2001). *If Community Conservation is the Answer in Africa, What is the Question?* Oryx 35 (3): 193-200.
- Angelsen, A. and S. Wunder (2003). "Exploring the Forest - Poverty Link": *Key Concepts, Issues and Research Implications*. Bogor, Center for International Forestry Research.
- Arnold, J. E. M. (2001). *Forestry Poverty and Aid*. CIFOR. Bogor, Indonesia.
- Barrow, E. (2000). Rhetoric or reality?: *A Review of Community Conservation Policy and Practice in East Africa*. London, International Institute for Environment and Development.
- Bryman, A. (2004). *Social Research Methods*. Oxford, Oxford University Press.
- Bwalya, B. (2007). Katanino Joint Forest Management Area, Masaiti District, Zambia:
Challenges and Opportunities. Ås, [B. Bwalya]: X, 165 s.
- Chambers, R and C. G (1991). Sustainable rural livelihoods: practical concepts for the
21st century. Brighton, IDS.
- Conover, M. R. (2001). Resolving human-wildlife conflicts: the science of wildlife
damage management. Boca Raton, Fla., Lewis.
- Ellis, F. (2000). *Rural Livelihoods and Diversity in Developing Countries*. Oxford, Oxford University Press.

Ellis, F. and H. A. Freeman (2004). *Rural Livelihoods and Poverty Reduction Strategies*

in Four African Countries. London, Frank Cass & Co. 40(2004)nr 4: S. [1] 30.

Ferraro, P. J. (2002). "The Local Costs of Establishing Protected Areas in Low-Income Nations: Ranomafana National Park, Madagascar." *Ecological Economics* 43 (2-3): 261-275.

Gillingham, S. and Lee P. C (2003). *People and Protected Areas: A Study of Local Perceptions of Wildlife Crop-Damage Conflict in an Area Bordering the Selous Game Reserve, Tanzania*. Oxford, Blackwell Scientific Publications. 37(2003)nr 3: S. 316-325.

Markey, (2002). *Employment and Labor Relation* London. Frank Cass and Co 40 (2004) 4:S [2] 30).

MNRT (2007). *Wildlife policy of Tanzania (Revised Version)*. M. O.N.R.A.Tourism. Dar es salaam , Tanzania, Government Printer.

Samuel Wangwe (2004) *Innovation in Rural Finance in Tanzania*. Daima Associates Ltd Dar es Salaam.

Sunderlin, W. D., A. Angelsen, et al. (2005). "Livelihoods, Forests, and Conservation in Developing Countries: An Overview." *World Development* 33 (9): 1383-1402.

Tumusiime, D. M. (2006). *Dependence on Environmental Income by Households Around Rwenzori Mountain National Park*. Western Uganda. Ås, [D.M. Tumusiime].

Turner, R. K. and J. Paavola (2003). "Valuing Nature: Lessons Learned and Future Research Directions." *Ecological Economics* 46 (3): 493-510.

Vedeld, P., A. Angelsen, et al. (2004). *Counting on the Environment: Forest Incomes and the Rural Poor*. Washington, D.C., World Bank.

Walsh, M. (2000). The Development of Community Wildlife Management in Tanzania; Lessons from the Ruaha Ecosystems: *African Wildlife Management in the New Millennium*. College of African wildlife Management Mweka Tanzania.

APPENDIX ONE

Appendix I: Estimated annual revenue and numbers of tourists by parks (July 2005 to June 2006) (source: TANAPA, 2007).

<i>NO.</i>	<i>PARKS</i>	<i>FOREING VISITORS</i>	<i>DOMESTIC VISITORS</i>	<i>TOTAL VISITORS</i>	<i>TOTAL REVENUE 1000 TSHS</i>
1	Arusha	23481	24680	48161	1,468,670,123
2	Serengeti	127682	115648	243330	14,517,305,762
3	Gombe	521	237	758	138,748,810
4	Katavi	1042	495	1537	98,283,245
5	Kilimanjaro	38631	1843	40474	19,723,632,070
6	Mikumi	7071	13719	20790	349,771,657
7	Tarangire	67940	53623	121563	2,887,932,646
8	Ruaha	10740	7438	18178	534,401,526
9	Lake Manyara	94942	31356	126298	2,886,405,008
10	Rubondo Island	383	1041	1424	33,543,354
11	Mahale Mountains	1149	6987	8136	260,922,598
12	Udzungwa Mountains	1276	5207	6483	60,643,427
13	Saadani	1140	756	1896	54,038,030
Total		375,998	263,030	639,028	43,014,298,256

APPENDIX TWO

QUESTIONNAIRE

Appendix II: (SERENGETI NATION PARK COMMUNITY)

SECTION A

PERSONAL INFORMATION OF RESPONDENTS

1. Gender

- ☐ Male
☐ Female

2. Age (Years)

- ☐ 18- 25
☐ 26- 35
☐ 36- 45
☐ 46- 55
☐ 56 and Above

3. Marital status

1. Single
2. Married
3. Separated
4. Widow

4. Education level

1. No formal education
2. Primary education
3. Secondary education
4. Collage education

5. Occupation/ main source of income

- ☐ Farmers
☐ Livestock keepers

- ☐ Business men
- ☐ Employed (Government /private sector)
- ☐ Other (Please specify):

.....

6. How many years have you taken to live in Serengeti National Park community?

- ☐ 0-2 years
- ☐ 3-5 years
- ☒ 5-7 years
- ☐ 7-9 years
- ☐ More than 10 years

SECTION B

Nature of employment opportunities offered by Serengeti National Park

7. What are the types of employment opportunities offered by SENAPA

- 1.....
- 2.....
- 3.....
- 4.....

8. Are you employed in which department?

Department	Tick where appropriate
Park rangers	
Intelligence unit	
Construction/building works	
Procurement	
Revenue control	
Administration	
Veterinary units	
Out rich program	

9 . Are you employed in which term

- i. Permanent
- ii. Contract basis
- iii. Temporally basis

10. How long do you work in Serengeti National Park

- i. Less than one year
- ii. 1-2 years
- iii. 3-4 years
- iv. More than 5 years

v. 11. Are you satisfied with the salaries/ income you get from the employment offered by SENAPA in improving live hood?

- i. If yes explain.....
- ii. If no.....
- iii. If yes to what extend are you satisfied
 - i. Strongly satisfied
 - ii. Satisfied
 - iii. Neutral
 - iv. Strong dissatisfied
 - v. Dissatisfied

12. Is there any effectiveness employment opportunities offered by Serengeti National Park in improving live hood

If yes explain.....

SECTION C

13. Which of the following strategies does Serengeti national park authority use to improve the livelihood of surrounding communities?

Strategies	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
Provide employment opportunities					
Finance programs like sports and game and agricultural activities					
Provide education to community					
Ensure environmental conservation to the whole community					
Provide health services to the community					
Other strategies (Please specify)					

14. What do you comment on the strategies that may be cause to improve livelihood?

1.....

...

2.....

APPENDIX THREE

Appendix III: OFFICIAL QUESTIONNAIRE (SENAPA STAFF)

1. Personal data

Name.....

Sex.....

Position.....

2. Age

Years group	Tick
18-25	
26-35	
36-45	
46-55	
56 and above	

3.What are the types of employment opportunities offered by SENAPA to the surrounding community.

- i.
- ii.
- iii.
- iv.

4.To what extent does Serengeti national park provide employment opportunities to Serengeti community? EXPLAIN

5.What benefits does Serengeti National Park contribute to the community by providing employment opportunities to Serengeti Community?

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
Support Serengeti national park security					
Improve livelihood of Serengeti community.					
Economic growth of Serengeti community					
Protects the poorest and most vulnerable in a downturn					
Promote investment and entrepreneurship					
Improves the productivity and employability of poor people					
Other benefits (Specify):.....					

6. Do you think the employment opportunities provided by your office is enough to improve livelihood of the surrounding community

7. Which comments can you propose about assessment of effectiveness Serengeti national parks employment opportunities in improving livelihood of local communities?

.....
.....
.....
.....

APPENDIX FOUR

INTERVIEW GUIDE

Appendix IV (OFFICIAL QUESTIONNAIRES WEOS & VEOS)

1. Personal data

Name.....

Sex.....

Position.....

2. Age

Years group	Tick
18-25	
26-35	
36-45	
46-55	
56 and above	

3. What are the types of employment opportunities offered by SENAPA to the surrounding community.

- v.
- vi.
- vii.
- viii.

2. What are benefits does Serengeti national park contributes to the community by providing employment opportunities?

.....

.....

.....

.....

.....

3. What factors does Serengeti national park consider in order to provide employment opportunities to communities of Serengeti national park?

.....
.....
.....

4. What strategies does Serengeti national park authority use to improve the livelihood of surrounding communities?

.....
.....
.....
.....
.....

5. To what extent does Serengeti national park provide employment opportunities to the surrounding community?

.....
.....
.....

6. What other comments can you make on the strategies to be used on employment opportunities in Serengeti national parks in improving livelihood of surrounding community?

.....
.....
.....

Thank you for your time!

APPENDIX FIVE

Appendix V: Photo of attractive animals found in Serengeti National Park.



Source: Mara profile, 2015.