



**THE UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT  
KARATU DISTRICT COUNCIL**



*“Authentic African Cultural Experience”*  
*Lake Eyasi Tourism Destination Management*  
*Plan*  
**2019 – 2024**

## FOREWORD



Tourism is one of the economic sectors in Tanzania which contributes to considerable economic growth, service export and social development. Currently tourism contributes about 17.5% of the country's GDP and 25% of the country's foreign earnings. Lake Eyasi is one of the leading cultural tourism destinations in the country with a diversity of cultural and natural attractions as well as a stunning and attractive landscape upon which the tourism competitive strength relies on. Notwithstanding this position, we feel that the potential for future growth, prosperity and employment in tourism is not being fully exploited and that there is a need for clear strategic guidance with supporting actions.

As the government is striving to promote Tanzania as a tourism destination, we are committed to building on this strong base by promoting transformation, inclusive growth and development of the tourism sector in a sustainable way. While inclusive growth will bring new entrants into the mainstream tourism economy, responsible tourism will make the sector more socially, economically and environmentally sustainable. Attaining our vision through these strategic imperatives will improve the lives of our people and ensure that tourism continues to benefit future generations.

I am pleased to present the current Lake Eyasi Tourism Destination Management Plan 2019 – 2024. This is a shared statement of intent which articulates the priorities and roles of the different stakeholders and identifies the shared actions needed to be taken to develop the Lake Eyasi destination over the next five years.

This SP is a living document, which provides an integrated framework and clear strategic directions to build a resilient visitor economy for Lake Eyasi over the next five years. However, successful implementation of this plan will require a healthy working relationship and collaboration with partners and stakeholders who are equally passionate about the future of tourism in Lake Eyasi. Therefore, participation and cooperation of tourism and business operators as part of a 'whole of destination' approach is a key to the success of this plan. Furthermore, the plan can be used as a resource to apply for relevant funding opportunities

I look forward to the continued support for growth of sustainable tourism in destination Lake Eyasi.

Hon. Theresia Mahongo  
**KARATU DISTRICT COMMISSIONER**

## ACKNOWLEDGEMENT

The Karatu District Council wish to thank VSF-Belgium, UCRT under the Legend Challenge Fund for their financial and technical guidance and assistance which enabled the production of this plan for the next five years. The team is also grateful and would like to acknowledge all individuals and institutions who participated in the consultation process and contributed by providing inputs and information on the strategic direction of tourism in destination Lake Eyasi. Many thanks are also given to Karatu District Council for planning and organizing meetings and workshops, providing information and guidance for the entire process, and creating a good working environment for the production of the current plan. Finally, we extend our sincere thanks to the Consultant Mr. Moses Njole from the College of African Wildlife Management, Mweka for providing technical guidance and preparation of this strategic plan. While Lake Eyasi remains to be the dream destination for the dedicated tourists looking for authentic African cultural experience, implementation of this strategic plan is key to the development of sustainable tourism in destination Lake Eyasi and the entire northern tourism circuit and the country at large.

We thank you.

**DED-Karatu District Council.**

**ENDORSEMENT**

I hereby endorse the 1<sup>st</sup> Tourism Destination Management Plan of 2019-2024 for Lake Eyasi Destination and call upon all stakeholders to support its implementation.

Signature-----

On this ----- day of ----- year -----

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**KARATU DISTRICT COUNCIL EXECUTIVE DIRECTOR**

## EXECUTIVE SUMMARY

Lake Eyasi is one of the popular destinations for cultural tourism in the country which receives approximately 14,000 visitors annually. The competitive advantage of Lake Eyasi destination relies on the diversity of cultural and natural attractions as well as its position within the popular Northern Tourism Circuit in the country. However, the most significant attraction for the destination is the last remaining hunter and gatherer societies (Hadzabe) with their unique life style.

Given the significance and potential of tourism to the Lake Eyasi destination economy and the competitiveness of tourism in the northern tourism circuit, it is important that tourism is maintained and strengthened as an economic driver and planned and managed in a sustainable way. This will not only position Lake Eyasi as a leading destination in the country for cultural tourism experiences, but also it will enhance the conservation of natural and cultural heritage, protect the wellbeing of the local residents and attract visitors with shared values.

The aim of this plan is to provide a framework for coordinating the management of all aspects of tourism at Lake Eyasi in order to contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment. Sustainable tourism development for the destination is guided by the following vision and mission.

### ***Vision***

*To become a leading cultural tourism destination in the country for improved livelihood and memorable visitor experience.*

### ***Mission***

*Promote responsible tourism that preserve, respects and is compatible with the community values and tradition; conserves the environment, improves the economic wellbeing and quality of life of local communities and enhances visitor experience.*

The need to develop the Lake Eyasi Destination Plan was identified as an important priority by Karatu District Council, UCRT and VSF-Belgium in order to capitalize on the tourism potential for the area and hence contributing to sustainable development. This Tourism Destination Management Plan has been developed in cooperation with the KDC and is underpinned by a comprehensive situational analysis including SWOC and stakeholder engagement process. A vision was created through consultation with stakeholders to guide the strategic direction of tourism across the destination over the next five years. In order to realize this vision, a mission has been developed and four strategic priority areas were identified with Strategic Objectives (SOs) and Action Areas (AAs) needed to address each strategic priority area. This will in-turn lay a foundation and provide a framework for sustainable tourism development for Lake Eyasi destination in the next five years.

### **Strategic Priority Areas**

There are four strategic priorities areas (issues) for Lake Eyasi destination, each outlining a number of strategic objectives and action areas, these includes:

1. **Tourism Destination Management:** To achieve this priority area, four strategic objectives and 20 action areas need to be addressed.
2. **Tourism Economics:** To achieve this priority area, four strategic objectives and 20 action areas need to be addressed.
3. **Tourism Operation:** To achieve this priority area, two strategic objectives and 14 action areas need to be addressed.
4. **Cross-cutting Issues:** To achieve this priority area, two strategic objectives and 12 action areas need to be addressed.

To achieve its implementation, a plan outlining the outcome, time frame, key performance indicators, responsible parties and tentative budget for each activity has been prepared. Finally, the plan monitoring, and evaluation has been provided.

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## LIST OF ACRONYMS

Acronyms	Definition
AAs	Action Area(s)
CBO	Community Based Organization
CTEs	Cultural Tourism Enterprise
DED	District Executive Director
DMO	District Medical Officer
DMP	Destination Management Plan
DTO	District Tourism Officer
EFD	Electronic Fiscal Device
FAM	Familiarization Tour
GDP	Gross Domestic Product
GoT	Government of Tanzania
HIV-AIDS	Human Immuno Virus-Acquired Immune Deficiency Syndrome
KDC	Karatu District Council
LECTF	Lake Eyasi Cultural Tourism Forum
LGA	Local Government Authority
LUP	Land Use Plan
MKUKUTA	National Strategy for Poverty Alleviation
MNRT	Ministry of Natural Resources and Tourism
NCA	Ngorongoro Conservation Area
NCAA	Ngorongoro Conservation Area Authority
NGOs	Non-Governmental Authority
SOs	Strategic Objective(s)
SWOC	Strengths, Weakness Opportunities and Challenges
TACTO	Tanzania Association of Cultural Tourism Organizers
TANAPA	Tanzania National Parks
TATO	Tanzania Association of Tour Operators
TCT	Tourism Confederation of Tanzania
TNA	Training Needs Assessment
TTB	Tanzania Tourist Board
CTP	Cultural Tourism Programme
TTGA	Tanzania Tour Guides Association
UCRT	Ujamaa Community Resource Team
VGAs	Village Government Authorities
VIC	Visitor Information Centre
VSF	Veterinaires Sans Frontieres
WEO	Ward Executive Officer
LECTF	Lake Eyasi Cultural Tourism
TOP	Tourism Opportunity Plan
SACCOS	Savings and Credit Co-Operative Society

<b>Acronyms</b>	<b>Definition</b>
PPT	Pro Poor Tourism
NLGUG	Ngorongoro Lengai Global UNESCO Geopark
SNV	Netherland Development Organization
VDF	Village Development Fund
UNESCO	United Nations Education and Science Organization
UNWTO	United Nations World Tourism Organization
US\$	United States Dollar
WWW	World Wide Web
CAWM	College of African Wildlife Management, Mweka
DDF	District Development Fund
LECTB	Lake Eyasi Cultural Tourism Board
MOU	Memorandum of Understanding
PPP	Private Public Partnership
M&E	Monitoring and Evaluation
KPI	Key Performance Indicator
ICT	Information and Communication Technology

## DEFINITION OF KEY TERMS

<b>Tourism</b>	Is the act of travelling to, and staying in, places outside one's usual environment for leisure, business and other purposes.
<b>Destination</b>	A physical space in which a tourist spends at least one overnight which includes tourism products, services and attractions and resources. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness.
<b>Destination Management</b>	Includes the planning, development and marketing of a destination as well as how it is organized and maintained physically, financially, and operationally.
<b>Destination Management Plan</b>	A roadmap to decisions and actions over the next 5 years which serves to guide future directions, activities, programmes and actions to realize tourism vision statement for Lake Eyasi destination.
<b>Sustainable Tourism</b>	Tourism which meets the needs of present visitors and host regions while protecting and enhancing opportunity for the future (UNWTO)
<b>Tourism Product</b>	The sum of the physical and psychological satisfaction it provides to tourists during their travelling en route to the destination. It can be seen as a composite product, as the sum total of a destination's attractions, transport, accommodation and entertainment which result in customer satisfaction.
<b>Vision Statement</b>	An aspirational description of what Lake Eyasi destination would like to achieve or accomplish in term of tourism development. It is intended to serve as a clear guide for choosing current and future courses of action.
<b>Mission Statement</b>	Describes the approach Lake Eyasi destination will take to achieve the vision.
<b>Tourism Infrastructure</b>	Refers to the facilities and services within Lake Eyasi destination that are necessary to enhance tourist experiences.
<b>Tourism Opportunity Plan</b>	Refers to a plan which examine and prioritize the infrastructure and investment across the destination and provides a direction for the sustainable development of tourism in the destination Lake Eyasi.
<b>Conservation institutions</b>	Means organizations such as TANAPA and NCAA.
<b>Community Based Tourism</b>	Form of tourism where the local community has substantial control over, and involvement in, its development and management, and a major proportion of the benefits remain within the community.

<b>Cultural Tourism</b>	An alternative form of tourism that takes a community-based tourism approach i.e. a ' <i>people to people</i> ' tourism that enables tourists to experience the host communities' way of life.
<b>Cultural Tourism Enterprise</b>	Total set of products that involve different cultural and natural attractions, activities and provision of services in a given local community.
<b>Tour Package</b>	This includes those elements in the holiday - transportation, accommodation and transfers- sold by a tour operator at an inclusive price.
<b>Tour Itinerary</b>	It is a tour program designated to identify the origin, destination and all the enroute stopping points along with transportation, accommodation and other services on the traveler's trip.
<b>Geotourism</b>	Is an alternative form of tourism that sustains, or even enhances, the geographical character of a place, such as its culture, environment, heritage, and the well-being of its residents. It is a form of natural area tourism that specifically focuses on geology and landscape (National Geographic's).
<b>Agritourism</b>	Is the type of tourism that involves any agriculturally based operation or activity that brings visitors to a farm.
<b>Volun-Tourism</b>	Form of tourism whereby the tourists receive no financial compensation while taking various forms of, usually organized social and/or environmental work at the destination.
<b>Pro-poor Tourism</b>	Alternative form of tourism which emphasizes the unlocking opportunities for the poor within the tourism. A form of tourism that results in increased benefits for the poor.
<b>Geoparks</b>	Are defined as single, unified geographical areas where sites and landscapes of international geological significance are managed with a holistic concept of protection, education and sustainable development. A geopark achieves its goals through a three-pronged approach that is conservation, education and geotourism.

## CHAPTER 1

### 1.0. INTRODUCTION AND BACKGROUND INFORMATION

Over the past few decades' tourism has evolved to be one of the largest and fastest growing global economic sectors with a considerable role to play in supporting sustainable development worldwide. The sector is responsible for 9% of global GDP, accounting for 29% of exports in services and providing over 200 million jobs worldwide.

Tourism is one of the key economic sectors in Tanzania that has, for the past two decades, played a vital role in the economic growth and development and acts as a major source of foreign exchange. Currently tourism accounts for about 17.2% of the Tanzania GDP, nearly 25% of the total export earnings. The number of tourists visiting destination Tanzania has continued to increase every year. For instance, number has increased from 627,325 in year 1999 to 1,327,143 in year 2017. Furthermore, the industry provides both direct and indirect employment to nearly two million Tanzanians. Tanzania is a unique destination in Africa which is blessed with many attractions that are unmatched elsewhere. The country is endowed with a variety and diversified natural and cultural attractions. The competitive strength of the country tourism relies on the diversity of wildlife, beautiful sceneries and landscapes, diverse cultural attractions, friendly people as well as peace and security in the county when compared to other destinations.

### 1.1. Overview of Cultural Tourism in Tanzania

Cultural tourism is the fastest growing segment of tourism in the country which attracts high spending visitors to the destinations. It is a type of tourism which focuses on culture, specifically the lifestyle of the people in those marginalized rural areas, the history, art, architecture, religion(s), and other elements that helped shape their way of life.

Cultural Tourism in Tanzania has been developing since 1996, under the stewardship of the Tanzania Tourist Board (TTB) in collaboration with Ministry of Natural Resources & Tourism (MNRT) and The Netherlands Development Organization (SNV). Cultural Tourism was initiated by youth in local communities in Northern Tanzania. The product came as a result of Maasai youth groups that used to dance alongside the Northern safari road accessing Lake Manyara, Tarangire, Ngorongoro and the Serengeti major tourist attractions in the area. These volunteering dances resulted to them being given a small amount of money or tip for an interesting entertainment along the way. As this became popular, the youth groups recognized an opportunity for employment through formal selling of their cultural product. The groups decided to seek assistance from SNV, a Dutch Development Organization which by that time were doing several development projects in the Maasai land.

SNV in collaboration with the Ministry of Natural Resources and Tourism together with the Tanzania Tourist Board started a worthwhile Cultural Tourism Programme in Tanzania (CTP), encouraging small groups of individuals to start small, personally profitable tourism initiatives to provide visitors with genuine cultural experiences that combine nature, scenery, folklore, ceremonies, dances, rituals, tales, art, handicrafts and hospitality that give a unique insight into the people's way of life. Cultural tourism



provides visitors with the opportunity to encounter authentic culture and get to experience the real daily lives of the Tanzanians. By visiting the locally owned cultural tourism enterprises (CTEs), visitors explore the landscapes, take part in local dances and rituals, listen to traditional music tales, taste the local cuisines and beverages, make handcrafts and get the insight of the Tanzanians way of life.

Statistics indicates that the proportion of cultural visitors with a specific cultural tourism motivation has grown in recent years. With over 120 ethnic tribes which forms a basis for diverse and rich cultural heritage, cultural tourism has great potential to become a major part of travel and tourism in Tanzania. Many destinations are capitalizing on their cultural opportunity to maximize this potential. In recognition of its significance to the country's tourism development, Tanzania Tourist Board and many TOs are promoting cultural tour packages in their itineraries.

The Cultural Tourism Programme (CTP) under Tanzania Tourist Board (TTB) is responsible for overseeing the development of cultural tourism in Tanzania and provides guidance to the CTEs including registration of the new CTEs in the country based on the set guidelines by the MNRT. Over the years now CTP has seen a growth from 3 CTEs and 600 annual visitors to the current registered 72 CTEs with a staggering number of approximately 82,000 annual visitors. Cultural tourism directly benefits about 2,250 people as coordinators, tour guides, food providers, dancers, contact people, and diverse handcraft groups. Cultural tourism sector provides service to tourists including home-stays, guiding, recreation, handicrafts making, herbal medicines, indigenous skills. The sector generates direct rural incomes, direct employment, and the VDF (Village Development Fees) to local community development projects.

The majority of CTEs are members of Tanzania Association of Cultural Tourism Organizers (TACTO) which is an independent, legally constituted, non-governmental organization fostering working relationships with organizations or group of persons dealing in cultural tourism in Tanzania. It aims to empower the productive poor to transform the lives of their families through the development of sustainable micro-enterprises in the way of cultural tourism products for sale to tourists. TACTO uses a community empowerment approach in its operations that entails; enabling Cultural Tourism Enterprises (CTEs) to achieve competitiveness and become independent that is being self-reliant and be able to sustain their own business development without much help. To achieve this, TACTO carefully and constantly identifies the needs and expectations of its member CTEs and play a role in guiding their struggles to achieve them. While individual CTEs must struggle in order to become financially stronger, TACTO through its advocacy element works to ensure favorable environment for them to achieve competitiveness and encourage and promote membership in TACTO and ensure that the organization is adequately representative and financed. TACTO is committed to supporting the development of sustainable cultural tourism through; lobbying for cultural tourism-oriented policies, capacity building of community-based tourism initiatives, brokering sustainable relationships between private investors, donors and communities, and facilitating women empowerment through tourism.

## **1.2. Lake Eyasi Cultural Destination**

Lake Eyasi basin is one of the popular cultural tourism destinations located in Eyasi Division in Karatu District Council which is a gateway to the country's popular tourist destination in the northern tourist circuit in Tanzania that is Serengeti National Park and Ngorongoro Conservation Area. Lake Eyasi

destination offers satisfaction for the visitors in search for unique and authentic cultural experience. The presence of ethnic diversity contributes significantly to make this area popular for cultural tourism in the country. The area is, in fact, the most linguistically diverse and complex and the only place in the African continent where the four major African language families -Bantu, Khoisan (the Hadza language, while a click language, is strictly speaking not Khoisan but considered a language isolate not falling into any of the major linguistic groups), Cushitic and Nilotic -occurs together. While vernacular languages, traditions and customs associated with these ethnic communities often have great tourist appeal, various modes of production and prominence of cultural tourism are some of the examples of this culture diversity. For instance, it is also the only place in Tanzania which host the four types of local communities' mode of productions which includes; the last remaining hunter and gather community (Hadzabe), the Datoga pastoralists, Datoga blacksmith and other farmers communities like the Iraqwi, Nyisanzu and others. Despite such potential, it is surprising that Lake Eyasi is neither registered by TTB-CTP programme as CTE nor a member of TACTO.

Lake Eyasi was registered with Karatu District Council as a CBO in year 2011/2012 with a recognized administrative and institutional set up. However, the CBO was annulled in 2018 by the Karatu District Council Authority due factors such as poor governance, lack of transparency especially with financial related matters, persistence conflicts and embezzlement of tourism revenue.

### **1.3. Rationale for Tourism Destination Management Plan for Lake Eyasi**

Cultural tourism brings a number of positive impacts economically, environmentally, and socio-culturally. However, it may also have significant and adverse impacts on local residents and communities, as well as on the biophysical environment due to its negative impacts. It is argued that if not properly planned and managed, tourism can easily become a short-term-boom-and-bust-industry because it bears the seeds of its own destruction hence sometimes termed a double-edged sword.

In order to achieve the long-term benefit and ensure viability and long-term sustainability of cultural tourism in destination Lake Eyasi there is a need to ensure that tourism contributes to the economy, conserves the natural and cultural heritage, improves the wellbeing and livelihood of the host communities, and contributes to inter cultural understanding between the host communities and the tourists. To achieve this a proper strategic planning is required which can minimize potential negative impacts and maximize positive returns to the destination.

The plan will provide a framework for coordinating the management of all aspects of tourism at Lake Eyasi in order to contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment. It will entail a systematic and holistic approach embracing the idea of sustainability advocating for tourism which brings economic benefit, is sensitive to the environment, is welcomed by the local communities and results in satisfied visitors. Furthermore, this plan will provide a way for achieving sustainable tourism development for Lake Eyasi destination and ensure the long-term economic benefit and survival of tourism. This will in turn encourage more tourism development and attract more potential tourists to visit our country and Lake Eyasi destination. Ultimately it will enhance the tourism potential to contribute more to socio-economic development and hence to poverty alleviation in-line with country's vision 2025, the National Strategy for Poverty Alleviation (MKUKUTA

Phase-2), Sustainable Development Goals number 1, 8 (Target 9) and 17 (Target 9) as well as other Governments efforts and strategies for tourism and economic development.

#### 1.4. Stakeholder’s Analysis

The current Tourism Destination Management Plan 2019 – 2024 articulates the agreed roles of the different stakeholders and identify clear actions that they need to take. Tourism destination management is complicated and fragmented requiring the collaborative action of both the private and public sector organization along with a plethora of third sector parties, community groups and individual projects. For tourism to be successful and make a constructive and sustainable contribution to the local area, all parties need to co-ordinate activity and work to common, agreed goals, set down in this plan. This is therefore a plan for all stakeholders with an interest in tourism for Lake Eyasi (See table 1)

**Table 1: Key stakeholders of the current tourism destination strategic plan.**

SN.	Stakeholder	Stakeholder's Expectation from the DMP
1.	Tourism industry associations such as TATO, TACTO, TCT, TTGA	Increased tourism business opportunity for their members including good business environment
2.	Tourism business operators (Tour operators, accommodation establishment owners)	More tourism business opportunity and increased profitability and return
3.	Local tour guides and driver guides	Employment opportunity and engagement in tourism value chain
4.	Tanzania Government (MNRT, TTB)	Increased contribution of tourism to the country sustainable development
5.	Tourists	Memorable and satisfying tourism experience
6.	TANAPA and NCAA	More sustainable tourism development which will increase the number of tourists visiting the protected area destination and hence contributing more to management of natural and cultural resources
7.	LGA (Karatu District Council and Village Authorities)	More tourism opportunity and hence more income and revenue from tourism
8.	Local community at Lake Eyasi basin especially the Hadzabe, Datoga (Blacksmith and Pastoralists) and other tribes	Opportunity for engaging in tourism value chain and sharing the benefits of tourism both communally and at household level
9.	NGOs (UCRT, VSF-Belgium)	Responsible and sustainable tourism development and practices
10.	CBOs	Opportunity for engaging in tourism and hence increase the multiplier effects of tourism to the local community and share the benefits of tourism sustainably

#### 1.5. Goals and Objectives

Formulate a long-term development framework and set parameters for tourism development within Lake Eyasi for the next five years (2019-2023) with emphasis on policy and strategy, planning, institutional strengthening, legislation and regulation, product development and diversification, marketing and

promotion, tourism infrastructure development, economic impact of tourism and tourism investment, human resource development, and socio-cultural and environmental impacts of tourism.

Specifically, the plan intends to contribute to the sustainable development of tourism in Lake Eyasi basin destination.

### 1.6. Methodology and Approach

The development of this plan has been guided by the consultant whereby a wide range of national and local sources of data were used to form a picture of tourism in Lake Eyasi. Tourism stakeholders in Lake Eyasi were consulted to provide information, needs and to comment on priorities for the destination. In addition, individual meetings were held with local government authorities, tourism associations, local tour guides, CBOs and other relevant bodies across Lake Eyasi and Karatu. To ensure ownership and participation of various key stakeholders, several workshops were organized (see figure 1 and 2)



*Figure 1: Cross section for ongoing workshop on preparation of code of ethics and strategic planning process*



*Figure 2: Group photo of participants for one of the strategic planning workshops*

The production of this destination plan is guided by the conceptual framework in figure 3 below.

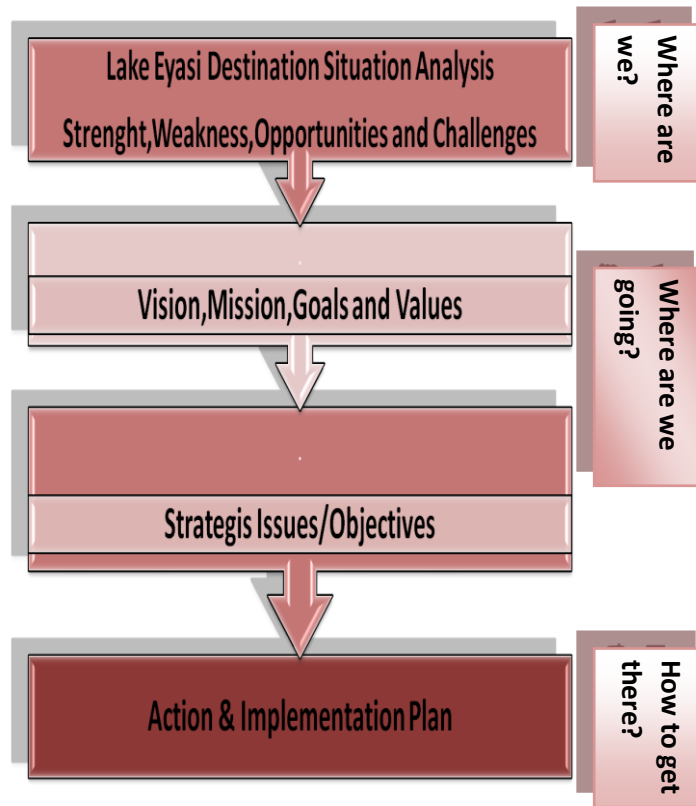


Figure 3: Conceptual framework for production of strategic destination plan.

### 1.7. Agenda for Sustainable Tourism

The development of this plan is guided by the agenda for sustainable tourism which denotes a form of tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. To ensure sustainable tourism development for destination Lake Eyasi the following four interrelated pillars need to be addressed.

**Economic Sustainability:** The rationale of which is to ensure that tourism is profitable in both the immediate and long term.

**Ecological & Environmental Sustainability:** The rationale of which is to ensure that tourism developed is compatible with the maintenance of essential ecological processes, biological diversity and biological resources. A sustainable tourism that promotes the conservation of cultural and natural resources.

**Cultural Sustainability:** The rationale of which is to develop tourism that increases local people's control over their lives which is compatible with their culture and values and which strengthens their community identity.

**Local Sustainability:** The rationale of which is to design and implement tourism that benefit local communities and generate/retain income in those communities including efforts to ensure the reduced

economic leakage of tourism from the Lake Eyasi destination and increase economic linkage of tourism with other economic sectors.

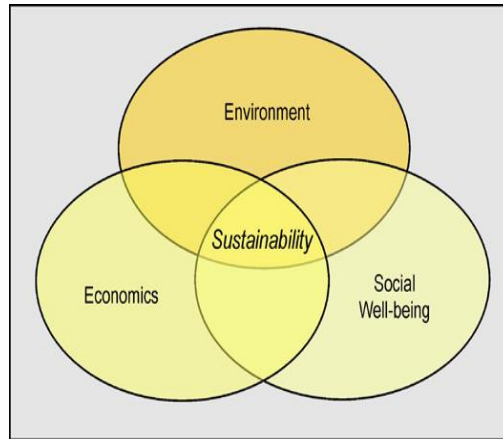


Figure 4: Dimension of tourism sustainability (Source: UNEP, 2005)

This agenda needs to embrace two, interrelated, elements of the sustainability in tourism:

- i. The ability of tourism to continue as an activity in the future, ensuring that the conditions are right for this; and
- ii. The ability of society and the environment to absorb and benefit from the impacts of tourism in a sustainable way.

Agenda for sustainable tourism is articulated as a set of twelve aims that address economic, social and environmental impacts which can be used as a framework to develop policies for more sustainable tourism that recognize the two directions in which tourism policy can exert an influence:

- i. Minimizing the negative impacts of tourism on society and the environment; and
- ii. Maximizing tourism’s positive and creative contribution to local economies, the conservation of natural and cultural heritage, and the quality of life of hosts and visitors.

The development of this tourism destination strategic plan involved four working phases as depicted in the table below:

Table 2: Development Phases for Strategic Plan

Phase	Activity
The first phase (August 2017 – May 2018)	Involved intensive stakeholder consultations of representatives from villages councils in the basin, Hadzabe, Datoga (both blacksmith and pastoralists) CBOs, Ward Councillors and Executive Officers, the Eyasi acting Division Secretary, the Karatu District Council. This provided an opportunity to reflect and share experiences on tourism management and provide recommendations for its improvement. During this phase evidence was gathered through tourism product audit including attractions and infrastructure, understanding current performance and businesses, identifying local issues, as well as

	reflecting on external trends and assessing the competitor's strength.
The second phase (June – September 2018)	Involved the actual preparation of the Destination Management Plan and accompanying code of conduct for all stakeholders, based on the potential, the challenges and the recommendations identified. Strategy/direction were established through lining up with existing policies, summarizing the situation-SWOC, identifying overall principles and aims for tourism, shaping the strategic direction and priorities, preparing a vision statement, and identifying strategic objectives and targets. Then action plan was developed which identified and defined actions and allocated roles and securing commitment. Finally, plan implementation strategy as well as selected indicators for monitoring and evaluation were prepared.
The third phase (October 2018 – March 2019)	Consisted of the presentation and validation of the Lake Eyasi Tourism Management plan and accompanying code of conduct for all stakeholders, to ensure sustainable, fair, and transparent tourism benefits for all.
The fourth phase (March – December 2019)	Will consist of the follow-up Lake Eyasi Tourism Management plan and accompanying code of conduct and advisory support to all stakeholders.

**1.8. Layout of the Strategic Plan**

The strategic plan is organized into four major chapters. The first chapter gives the background and an overview of tourism in Tanzania and Lake Eyasi cultural destination. The chapter also outlines the rationale for preparing the destination plan and the methodological approach employed in the preparation of the plan. Furthermore, the chapter lists the current stakeholders in the destination outlining their expectation from the tourism industry. Stakeholder's analysis was conducted to provide a clear understanding of expectations of each of them in order to effectively implement this strategic plan.

The second chapter provides a situation analysis of the current state of tourism in Lake Eyasi outlining both the internal and external environment affecting the destination. The chapter provides a tourism product audit including analysis of tourism attraction, activities and facilities for the destination. Furthermore, the chapter provides an economic and competitive analysis and analyses the tourism destination management. Furthermore, the chapter outlines the current strength, weakness, opportunities and challenges (SWOC) facing the destination.

Chapter three provides a roadmap outlining the desired future, vision, mission and core values for destination Eyasi. As the core of the plan, the chapter analyses five strategic priority areas, strategic objectives and action areas needed to be addressed for the next five years. Chapter four, provides

strategies for implementing, monitoring and evaluating the plan include an outline of the action plan matrix with indicative budget, responsible part and timeframe for each action.



## CHAPTER 2

### 2.0. DESTINATION SITUATION ANALYSIS

#### 2.1. Location and Accessibility

Lake Eyasi destination is located in Eyasi Division in Karatu District Council which is a gateway to Serengeti National Park and Ngorongoro Conservation Area which are the country's popular tourist destination in the northern tourist circuit. Lake Eyasi destination is located about 50 Km from nearby Karatu town and offers satisfaction for the visitors in search for unique and authentic cultural experience. Lake Eyasi basin is composed of seven villages (Qangded, Mikocheni, Endamaghay, Barazani, Munganyekundu, Jobaj and Dumbechan) with an estimated population of about 29,422 people.



*Figure 5: Lake Eyasi Cultural Destination*

Lake Eyasi destination is a part of Ngorongoro Lengai Global UNESCO Geopark (NLGUG) which was given the status by UNESCO in April 2018 as the first Geopark in Sub-Saharan Africa and the second in Africa together with M'Goun UNESCO Global Geopark in Morocco. NLGUG covers an area of 12,000 sq. km with a population of nearly 230,506 people consisting of geological and paleontological dream with breathtaking natural features, including fossil remains of our earlier ancestors and an active volcano that fires out black lava. The area consists of various geological, natural and cultural heritage with a diversity of local ethnic groups linking its stunning natural heritage and its material and intangible heritage. NLGUG can be assessed through three discovery routes (i.e. North, South and Caldera route) out of which the South route passes through destination Lake Eyasi.

## **2.2. Tourism Product Audit**

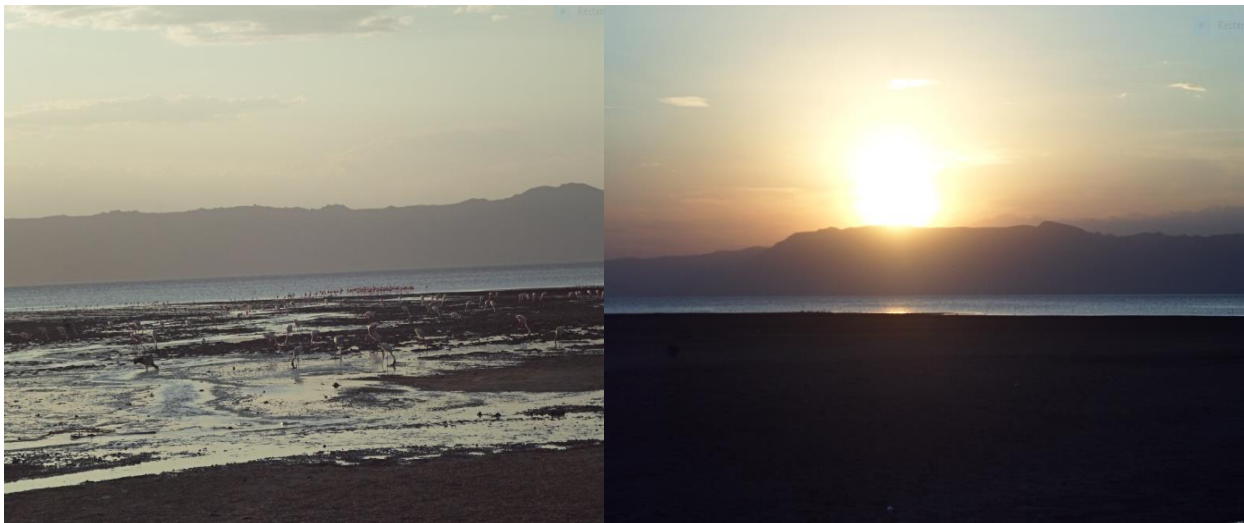
The analysis of tourism product focuses on facilities and services designed to meet the needs of the tourist to Lake Eyasi cultural destination and includes tourist attractions, facilities and market segments for visitors to Lake Eyasi cultural destination.

### **2.2.1. Tourist Attractions**

Attractions are those elements in a product which determine the choice made by tourist to visit Lake Eyasi rather than another destination. There are several attractions which includes natural, cultural, areas of archaeological interest, flora and fauna, landscapes and sceneries, arts and crafts as well as festivals and events just to mention some. The full details of attractions are explained here-under.

### **2.2.2. Natural Attractions**

These are nature objects and elements include different geological and geo-morphological objects, weather conditions, water bodies (including natural springs), natural caves, plants, animals, landscapes and sceneries and even geographical position that attracts the tourist attention. Lake Eyasi has a variety of these attractions including but not limited to wildlife, trees and vegetation, climate, landscape and natural environment. The following images depicts some of the key natural attractions for the destination.



*Figure 6: Rift valley escarpment landscapes (L) and sunset in Lake Eyasi*



*Figure 7: Great white pelicans in Lake Eyasi (Source Tanzania Safari Holidays)*

### **2.2.3. Cultural Attractions**

This includes elements of cultural inheritance that attract the tourists to visit Lake Eyasi. Those can be proto-history testimonies and memorials, and today's cultural elements, ancient settlements, cult places, ancient buildings, art and architectural monuments, art crafts, ethnic environment and peculiar life style of some categories of residents. The most popular cultural tourist attraction in Lake Eyasi destination is the Hadzabe and Datoga tribes. The Datoga commonly known as Mang'ati are sub-divided into blacksmiths and pastoralists. The blacksmith creates different products from iron or steel by heating and shaping the metal using objects such as hammer bend and cutter. The products are spear and arrows heads, knives, various ornaments souvenirs and rings, bracelets.



*Figure 8: Datoga women (L) Datoga men dancing (R)*





*Figure 9: Datoga Blacksmith (L) and Arrow heads (R)*

The Hadzabe also referred to as Bushmen or Tindiga are the last known hunter-gatherers community in Tanzania living by hunting, honey collecting, and fruit gathering life. Visitors to the Hadzabe learn about their mode of life including but not limited to cave exploration, participation in collecting fruits, wild honey gathering, practicing hunting skills using bow and arrow and sometimes participating in the hunting expedition.



*Figure 10: Hadzabe men & boys – out for hunting expedition*



Figure 11: Hadzabe kids practicing hunting skills (L) and visitors with Hadzabe hunter r (R)

There are number of cultural bomas and camps where tourists can learn and get exposed to the unique way of life of the Datoga and Hadzabe. Currently there are seventeen total Hadzabe camps as distributed in the following villages: Two in Endamaghay, one in Olpiron, three in Mikocheni, six in Qangded, three in Majimoto-Dumbechan and two in Gidamilanda-Dumbechan. However, out of those camps, six camps headed by the following camp leaders; Ali, Nonaa (Msafiri), Safari, Laja, Nyerere and Unuwas receive more tourists than others. This can be attributed to several factors such proximity to the village, geographical location of the camps, presence of good young hunters, nice and secluded natural environment, absence of other tribes in the neighboring environment and well-preserved natural environment.

There are also six Datoga blacksmith bomas owned by the following individuals; Ginyenyi, Gidadeli, Gitawari, Sambaragwa, Gajo and Balagi. Thera are also seven Datoga pastoralists bomas which are mostly visited in Qangded village. Although the Hadzabe and Datoga are the popular tribes but there are other tribes in the destination worth to visit which include the Nyisanzu, Taturu (part of Datoga) and Iraqwi.

#### 2.2.4. Events and Festivals

There are number of events which attracts visitors to the destination and the Karatu District. The most popular event is the Karatu Urithi Cultural Festival which provides opportunities for local tribes (including the Hadzade, Datoga and Iraqwi) to express their culture and tradition.



Figure 12: Official opening of the Urithi Wetu Heritage in Karatu.





Figure 13: Cultural dancing in Karatu Urithi Festival: Datoga (L) and Hadzabe (R).

There are other local festivals which takes place to the destination and these includes Epeme (this is sacred to the Hadza and is not opened to the tourists) festival by the Hadzabe which is normally done on the third dark day of the moon. Another local festival is called Bung'eda (extended funeral ceremony) by the Datoga which can sometimes last for up to a month. Other popular ceremonies include the marriage, circumcision and initiation, and upgrading of youth to adulthood especially for men.

#### 2.2.5. Tourist Package Offer

Given the diverse of natural, cultural and manmade attractions outlined above, Lake Eyasi offers a wide range of both active and passive experiences, all of which contribute to the destination's unique selling proposition (USP). These experiences are what make a visit to Lake Eyasi special and play a major role in deciphering the destination's competitive advantage and identifying emerging markets. Visiting Lake Eyasi destination can provide an opportunity to engage on the following ongoing tourist activities; nature and wildlife photography, bird watching, traditional dances and performing arts, visit onion farms, cultural tours to Datoga pastoralists and Datoga blacksmith bomas to learn about the lifestyle of indigenous communities, cultural tours to Hadzabe camps and chance of hunting with them. While some visitors especially domestic ones are attracted to the destination for the purpose of studying and doing research, others visit the destination for filming.

The package visit arrangement to destination Eyasi can either be day trip or overnight stay. Examples below provides sample itineraries for the two arrangements.

#### **2 Days / 1 Night Trip Arrangement to Lake Eyasi from Arusha or Karatu**

##### **Day 1 Arusha to Lake Eyasi**

- 0800h Pick up from your hotel in Arusha/or Karatu and drive to Lake Eyasi destination
- 1230h Lunch at the lodge in Eyasi
- 1500h Visit to Datoga blacksmith and pastoralists  
Later, walk to the lake  
Dinner and overnight at the lodge or camping in Eyasi destination

**Day 2 Lake Eyasi to Arusha**

0500h Visit the Hadzabe and possibility of hunting with them

1000h Enjoy your breakfast at the lodge in Eyasi  
After Breakfast, drive back to Arusha

**Day Trip Arrangement to Lake Eyasi from Karatu**

Day 1 Karatu to Lake Eyasi destination

0600h Pick up from your hotel in Karatu and drive to L. Eyasi with lunch boxes  
Visit to Datoga and Hadzabe tribes  
Later, drive back to Karatu and proceed to Ngorongoro or Arusha

**2.2.6. Potential Tourism Activities**

Given the diversity of natural and cultural attractions including the landscape and in order to increase the length of stay for the tourist to the destination the following are potential tourist activities which can be performed.

- i. Geo-tourism to learn about the geology and landscapes,
- ii. Educational tour,
- iii. Camel riding,
- iv. Cycling,
- v. Cave exploration,
- vi. Archaeological and historical tour,
- vii. Visit to the rock painting,
- viii. Walking to the Lake Eyasi,
- ix. Agritourism to the onion farms,
- x. Birding, and
- xi. Hiking expedition.

**2.3. Tourist Facilities and Services**

There are number of visitor facilities in Karatu township which facilitates the presence of tourists in the areas including but not limited to the following: Six banks (National Microfinance Bank, Cooperative Rural Development Bank, Uchumi Commercial Bank, National Bank of Commerce, Exim, Tanzania Postal Bank), fuel stations, super and mini supermarkets, curio shops, public wash rooms, Local markets, restaurants, recreational services (bars, lounge, pubs, night clubs, health centers, dispensaries, hospitals, bureau de change, several conference halls, security services (Police Station, Security Groups) and transport services (tour operators and shuttle services).

It is revealed in figure 24 that most visitors to Lake Eyasi destination are day trippers as compared to overnight spenders. Majority of day trippers go to the Lake Eyasi destination and return to be accommodated in the nearby Karatu township with a variety of accommodation facilities. Currently, there are 52 registered tourist accommodation establishment such as lodges, motels, hotels, and campsites in Karatu township. There is also a great number of establishments who target tour guides but some tourists who prefer to use them for budget safaris including guest houses, hostels and homestay. The government

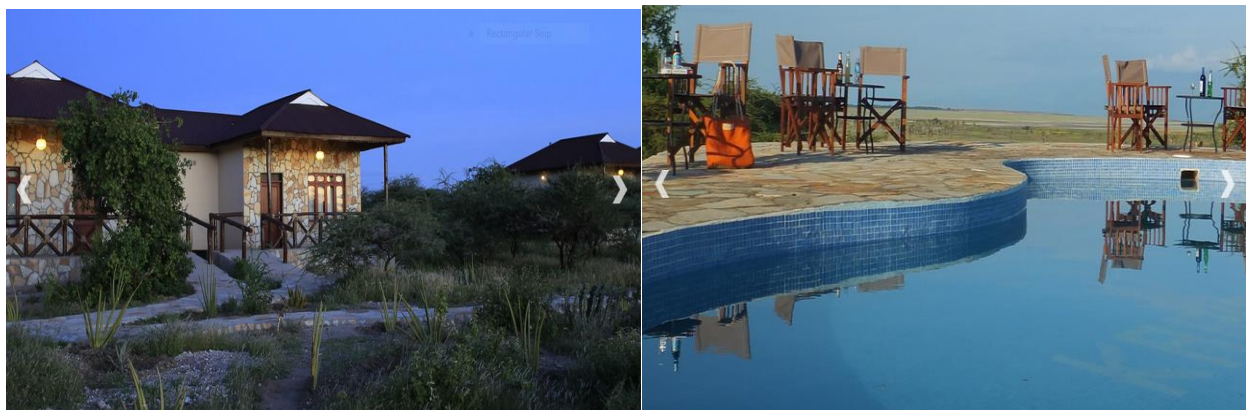
has a system of ranking the accommodations establishment in terms of quality of their services and facilities. The ranking also is done by tourists through trip advisor and the local people rate the establishments according to price. The accommodation establishments provide catering services as well, therefore tourist boarding in the accommodation's establishments get all meals due to their days of stay.

### **2.3.1. Accommodation Services at Lake Eyasi Destination**

For the tourists who opt to spend a night at the destination the following are available accommodation options including two lodges (Lake Eyasi Safari and Ziwani), three tented camps (Kisimangeda, Lake Eyasi and Tindiga), six local guest houses three of which are found in Qangeded and Barazani villages, and five campsites in all of which are located in Qangeded village. While the main product sold by the lodges includes the food, beverage and accommodation, some lodges organizes tour packages for the destination which is sold separate to the tourists.

#### **Lake Eyasi Safari Lodge**

The lodge has 16 rooms with a total of 35 bed capacity housed in double cottages scattered over a wide area featuring spacious en suite rooms with a private verandah. The rooms are tastefully furnished with a king size double or twin beds with mosquito netting, and en suite bathroom with shower and toilet. The prices for the lodge include the following rates: Triple room is sold at 333 US \$, Double room is sold at 233 US\$ and a single room is sold at 141.5 US\$. The main building houses the lounge, dining area, bar, gift shop and the reception. Meals are oriented to cater for international visitors using fresh vegetables from the local farmers although other major purchases are done in Karatu town and Arusha city. The lodge receives an average of 2000 visitors per year with an estimated annual income of 233,000 US\$ and provides employment opportunity to ten local people. The lodge also pays 2 million Tshs annually to the village as a bed night fee.



*Figure 14: Lake Eyasi safari Lodge*

#### **Ziwani Lodge**

The lodge has 7 cottages rooms (including 1 family cottage) each of which includes own en-suite bathroom, solar powered electricity with a total of 14 bed capacity. It is located on the shores of Lake Eyasi, an excellent location with sweeping views toward the Rift, boasting a beautiful swimming pool for



cooling off on hot afternoons. The lodge receives an estimated 50 visitors with an estimated 6,250 US\$ annual income. The prices for the lodge include the following rates: Double room is sold at 250 US\$ and a single room is sold at 125 USD. Apart from food, beverages and accommodation as the main product sold, the lodge also organizes tour to Hadzabe, Datoga and walking to the Lake Eyasi in collaboration with the local tour guides.



*Figure 15: Ziwani Lodge*

### **Kisima Ngeda Tented Camp**

The lodge has 8 palm thatched tented rooms (single, double and triple) with a total 21 bed capacity built on wooden platforms all with an enclosed bathroom (shower & flush toilet), hand-carved beds, and magnificent view across the Lake to the 600 metre steep escarpment of the Great Rift Valley to the west. The lodge has a bar & restaurant facing the lake, serving freshly cooked meals using locally produced ingredients and other facilities and services include a swimming pool. The camp receives an average of 1200 visitors with an annual average of 2000 bed nights in a year some of who spends one night and others spent two nights. As a strategy to reduce employment leakage the camp has employed sixteen locals including the manager out of nineteen employees. Furthermore, Kisimangeda purchases eggs and milk from the local communities although much of purchase for instance fruits and vegetable is done in Karatu and rest is from Arusha city. As a strategy to support community development, the camps provide a direct payment to the village an approximate of 12 to 18 million shillings annually depending on the number of bed-nights. Furthermore, Kisimangeda tented camp has supported various education, water and building projects; parts of which are direct support and part are through external funding channeled through them. Total value is support is estimated to be around 85 million in the last 15 years.



*Figure 16: Kisima Ngeda*



*Figure 17: Birdlife at Kisima Ngeda*

### **Tindiga Tented Camp**

The Camp consists of 10 thatched tented rooms with a total of 30 bed capacity blending beautifully with the natural environment, all with en suite bathrooms (shower), and a private verandah. The camp has a small intimate bar, restaurant and a small plunge pool. The price for the standard twin/ double safari tent is charged at 206.56 Euros for 1 person and 283.12 Euros for 2 persons including breakfast and dinner.





*Figure 18: Tindiga Tented Camp*

### **Lake Eyasi Tented Camp**

This is the newly constructed permanent tented camp found in Qangded village with a total of seven tents and 18 bed capacity. The camps offer food, beverage and accommodation together with other services such as conference facilities and restaurant for both the tourists and local communities. The room are sold at the following rates: Triple room is sold at 300 US\$, double room is sold at 250 US\$ while a single room rate is 180 US\$. The camp has employed 4 people and imports much of the requirements from Arusha and Karatu town.



*Figure 19: Lake Eyasi Tented Camp Facilities*

There are five campsites which provides camping accommodation for overnight tourist's majority of whom are low budget visitors including the students, volunteers and backpackers. Most of these campsites' charge and average of 10 US\$ per head per night for camping and most of the campsites are owned by prominent and senior local tour guides. It includes the following campsites: Eyasi Datoga campsite, Eyasi Bush campsite, Village or Chemchem campsite, Nyika campsite and Lake Eyasi Hadzabe Campsite.

### 2.3.2. Visitor Information Services

The small tourism office at the entrance to Lake Eyasi in Qangded village provides very little information about the destination. The office for Hadzabe CBO also offers some information about the Hadzabe community and their daily life as well as cultural experience provided by them. Information about destination Lake Eyasi can also be obtained from tour operators, accommodation establishments and internet sources. Furthermore, the official website of Tanzania Tourists Board at <http://www.tanzaniatourism.go.tz> provides a plentiful of information about the destination.



Figure 20: Tourism office (L) and Hadzabe CBO office (R)

### 2.3.3. Tour Guiding Services

The driver guides bring the tourists to Lake Eyasi destination and upon arrival to the destination, they are joined with the local tour guides (step-on guides) knowledgeable with the local environment and who accompany the groups for the local tour. Currently, there are about 60 local tour guides with different level of education and hence different knowledge, skills and attitudes toward tour guiding. From the analysis it was revealed that all the tour guides are married males. Figure 19 depict the profiles of local tour guides in terms of age and education level.

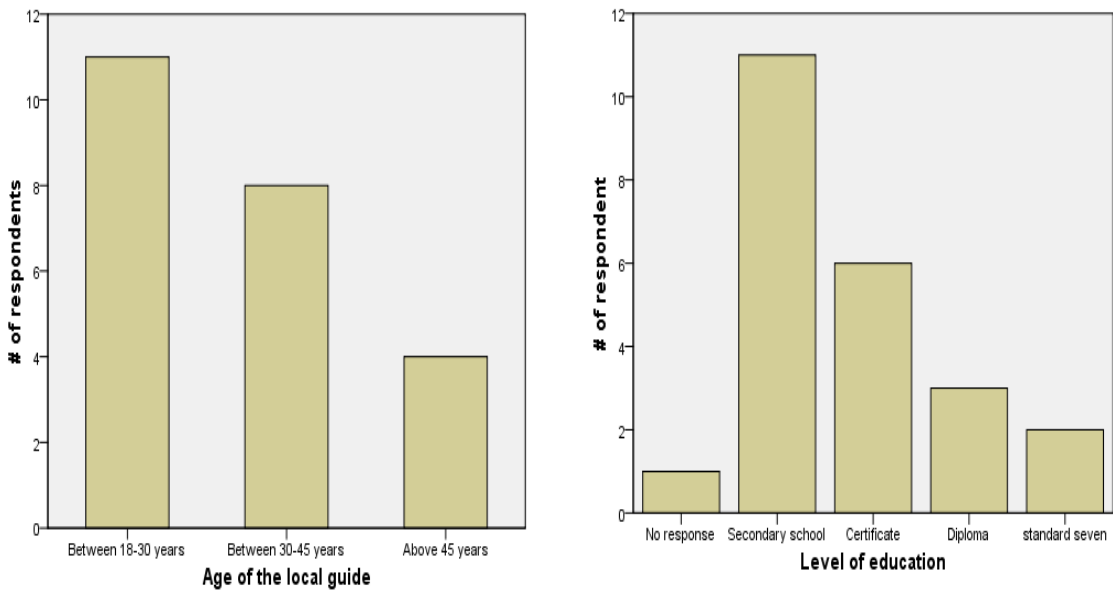


Figure 21: Profile of local tour guides

The analysis also revealed the presence of a weak tour guiding association and that majority of local guides lacks proper training and ethics in their profession.



Figure 22: Local tour guides at Lake Eyasi destination

### 2.3.4. Visitors Perception of Lake Eyasi Destination

A visitor survey conducted revealed that most of the visitors are positive about the destination. From the survey it was revealed that cultural attributes of the destination especially the Hadzabe is the main pulling factor for them to visit the destination. However, several complaints have been raised by some visitors especially return visitors who believes that the cultural practices and experience (especially the Hadza) provided to them is not authentic but rather staged. For instance, there are several scenarios where the Hadza hunts in the night in order to show the tourists in the following day and several other situations where tourists have identified staging scenarios.

## 2.4. Destination Economic Analysis

In order to strategically promote and market the destination Lake Eyasi, market analysis was conducted to understanding the characteristics, preferences, attitudes and opinions of visitors. The market research will assist in identifying the strategic market for the destination and direct efforts in marketing and promotion of the destination. Furthermore, market research will assist in monitoring the performance of tourism sector in Lake Eyasi. Several techniques were employed to assess the destination including the questionnaire survey, literature review, and interview. Factors which were assessed include the visitor information such as: profile, number, source, travel motivation, their perception of the destination.

### 2.4.1. Visitation to Lake Eyasi Destination

There has been an increasing number of visitors to Lake Eyasi destination. Figure 21 depicts the visitation by groups for the period of October 2016 to December 2018. Meanwhile annual statistics for a period of 1<sup>st</sup> January 2018 to 30<sup>th</sup> December 2018 indicates a total number of 14,047 tourists in 2349 groups using 3777 vehicles visited the destination.

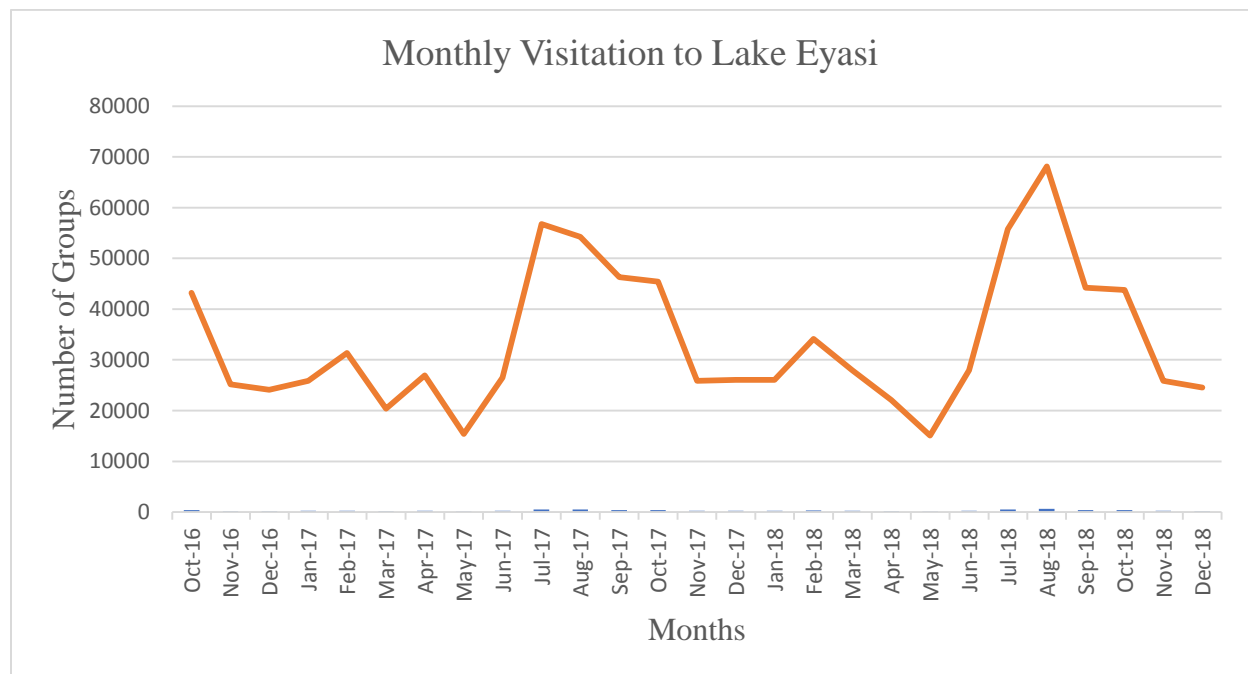


Figure 23: group visitation to Lake Eyasi destination



Furthermore, it was revealed in figure 24 that more tourists visited the destination as day trippers although there were also a number of overnight stays to the destination who used the local accommodations available the area.

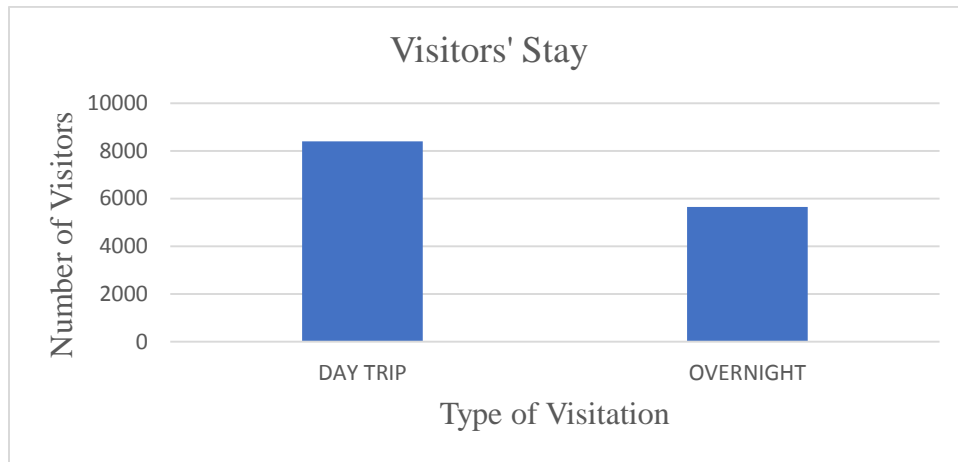


Figure 24: Nature of visitation to Lake Eyasi destination

The analysis revealed that visitors from 66 different nationalities visited the destination. However, most of tourists came from USA followed by France, Israel, Germany and Spain (see figure 23) while very few Tanzanians only 338 mainly students from nearby Arusha schools and the CAWM visited the destination.

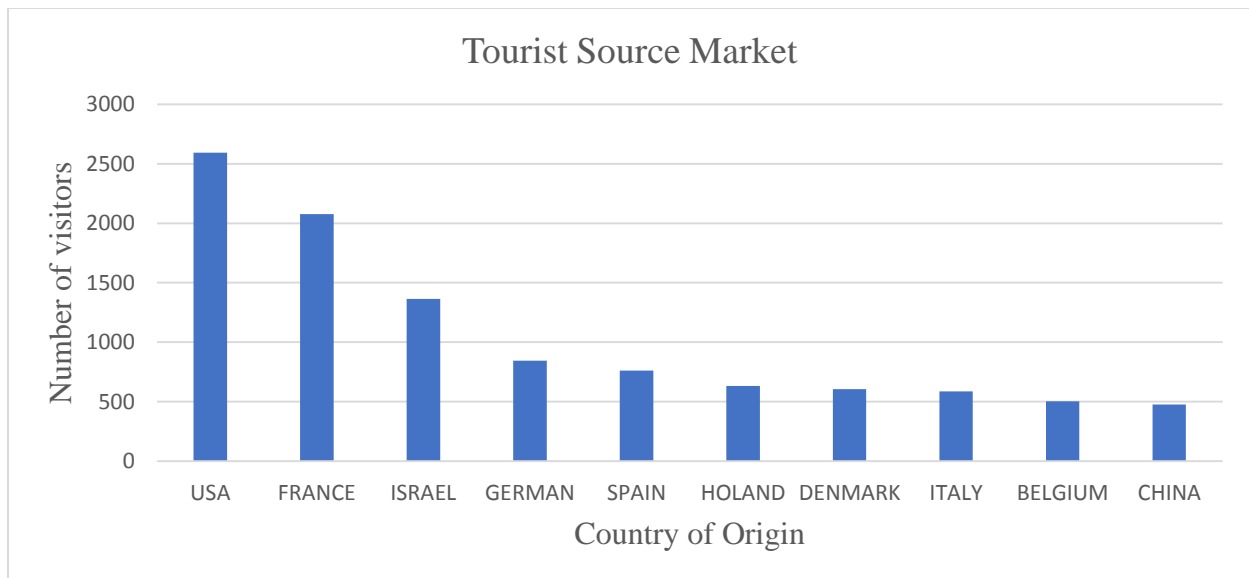


Figure 25: Tourist source market for the destination

From the analysis it was revealed that 587 tour companies organized trips to Lake Eyasi destination for period of January to December 2018. However, Figure 26 below depict tour operators who organized more visitation to Lake Eyasi destination for that period as compared to others.

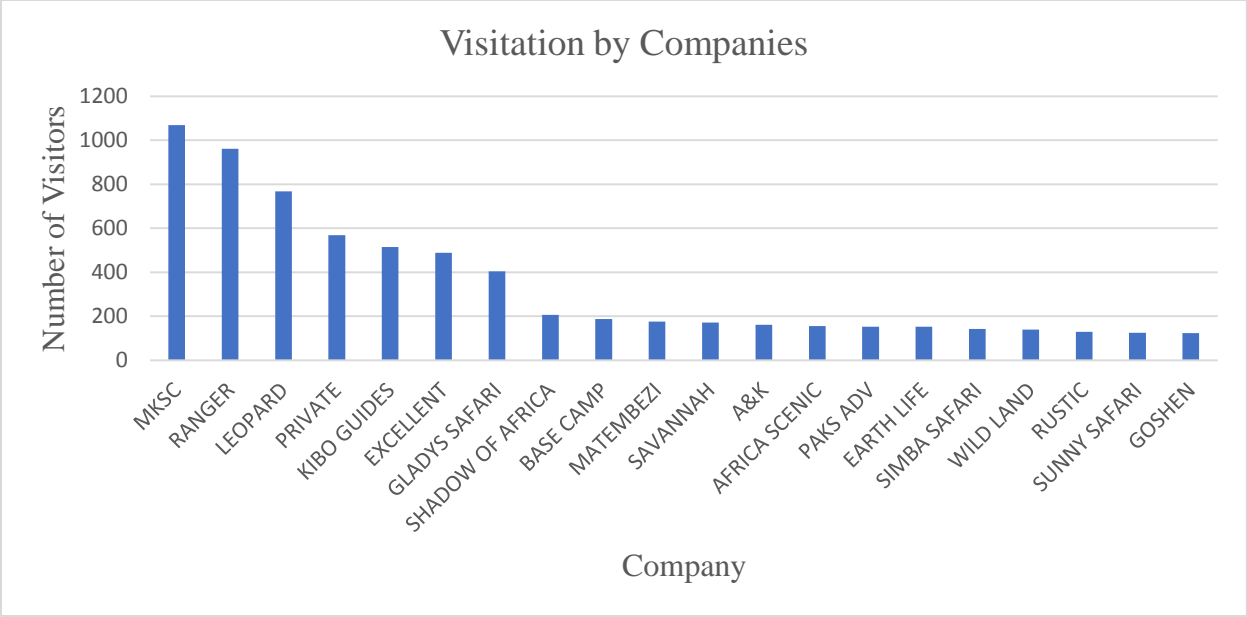


Figure 26: Companies who organized most visitation to Lake Eyasi

**2.4.2. Tourism Revenue**

For a period of October 2016 to September 2018 a total of 909,040 US\$ (Equivalent to approximately 2.05 billion Tanzanian Shillings) was collected from the total number of 8,250 groups who visited the destination each of which was charged 110 US\$ per vehicle.

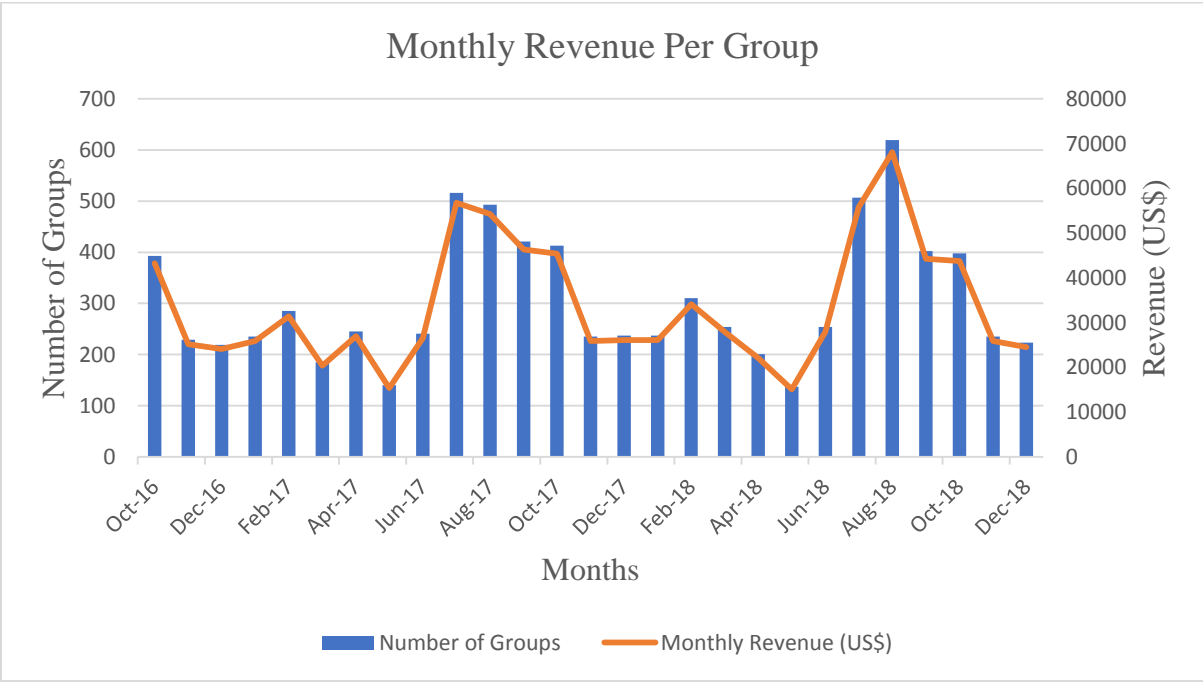


Figure 27: Monthly Tourism Revenue



## Revenue Collection and Sharing Mechanism

The current total package for visiting Lake Eyasi destination is 110 USD or its equivalent in Tanzania shillings per group/ vehicle the fee of which is paid in cash at the entrance gate to Lake Eyasi in Qangded village. There are four people each of whom collects money on behalf of four current beneficiaries which are (i) Karatu District Council (ii) Hadzabe CBO (iii) Datoga Blacksmith CBO and (iv) Datoga Pastoralist CBO. Table 3 Below depicts the current revenue sharing mechanism indicating the distribution of the 110 USD charged per vehicle/group.

Table 3: Current Tourism Revenue Sharing Mechanism

Receiving Part	Amount (USD)
Contribution to Karatu District Development Fund (DDF)	5
Contribution to Village Development Fund (VDF)	
Qangdeng	3
Mikocheni	3
Endamaghan	3
Barazani	3
Contribution to Lake Eyasi Cultural Tourism Board (LECTB)	3
Contribution to Hadzabe CBO	10
Contribution to the receiving Hadzabe Camp	10
Contribution to Datoga Pastoralist Community Fund	10
Contribution to Datoga Pastoralist receiving boma	10
Contribution to Datoga Blacksmith Community Fund	10
Contribution to Datoga Blacksmith receiving boma	10
Local tour guiding fee	30
<b>Total</b>	<b>110</b>

### 2.4.3. Destination Competitive Analysis

Lake Eyasi cultural destination is located on the northern tourist circuit which has over three quarter of the total number of CTEs found in the country. This section analyses several competitive cultural destinations with main one being Mto wa Mbu, Engaresero and other small CTEs in the nearby surrounding. However, Lake Eyasi has remain to be the dream destination for dedicated cultural tourists looking for authentic and truly cultural experience.

#### Mto wa Mbu Cultural Tourism Enterprises

Rated as one of the best and oldest models for community-based tourism in Tanzania, Mto wa Mbu CTE is the popular cultural tourism destination located at the foot of the Rift Valley. It is the main competitor of Lake Eyasi cultural destination and enjoys the advantage of being located on the highway going to Serengeti National Park and Ngorongoro Conservation Area the two most popular destinations on Northern Tourism Circuit in the country. It is an ideal resting place for most safari travelers and can easily be reached from Arusha by both safari vehicles and public transport. Mto wa Mbu is the most diverse ethnic community with over 120 tribes found in the area. The tour to the destination offers a variety of

tourism activities which includes; climbing Balaa Hill, Maasai Boma tour, Maasai Market tour, village walks, farm tour, miwaleni waterfall and lake tour, biking to Lake Manyara, and enjoying local cuisine lunch offered by local women.

### **Engaresero Emarate Community Based Cultural Tourism Organization**

The destination Engaresero village is located on the southern side of the famous Salt Lake Natron in Northern Tanzania, close to the Kenyan border, in the eastern branch of the East African Rift Valley Escarpment. The Lake is a major breeding ground for lesser flamingos worldwide. On the Southern side the village borders Ngorongoro highlands. It is in this village where Oldonyo Lengai (the Maasai name meaning 'the Mountain of God') is located. This cone shaped mountain is the only active volcano in the world that produces natrocarbonatite lava, a unique occurrence of volcanic carbonatite. Engaresero is also rich in Maasai cultural heritage. The Maasai community in Engaresero continues to practice its age-old pastoral ways of keeping livestock, moving their herds in harmony with nature's patterns.

Engaresero can be accessible by road from Arusha town. From Arusha bus terminal there are public buses which leave once per day to Loliondo. Get off at Engaresero; it takes 6 hours from Arusha to Engaresero which lies 220km North Western of Arusha. A visit to Engaresero offers the following cultural tourism activities; village tours, hot water spring visit, visit to the waterfalls, biking tour, visit to the footprints, hiking the rift valley escarpment, Embalulu crater, and Leparakash plains, trekking Oldonyo Lengai, Maasai Ethno-Botanic/herbal tour and herding tour just to mention some. Other small competitive nearby cultural destinations include the following.

### **Engaruka CTE**

Situated 63 km north of Mto wa Mbu, on the road to Oldonyo Lengai and Lake Natron and lies at the foot of the Rift Valley escarpment. It is an important historic site as some 500 years ago, an important tourist attraction here includes a farming community of several thousand people who chose to develop an indigenous irrigation and cultivation system. For unknown reasons, the farmers left Engaruka around 1700, but the ruins talk a lot about the highly specialized agricultural economy.

### **Ganako Karatu CTE**

Situated on the way from Arusha to the national parks in northern Tanzania, just on the lower slopes of Ngorongoro highlands outside the Ngorongoro and Serengeti, it is an important resting place for most safari travelers.

### **Karatu Iraqw CTE**

The group was established as Sandemu Iraqw Art and Culture Promoters in the year 2000 in Bashay village of Karatu district. This group has built a show centre to display the traditional culture of the Iraqw people which is the main ethnic group living in Karatu, Mbulu, Babati and Hanang districts. Their objective is to compile for posterity, a record of the lifestyle, traditions, history and culture of the Iraqw people, and to ensure that local people benefit in cultural tourism.

## **2.5. Tourism Destination Management for Lake Eyasi**

The Karatu District Council is the apex body in the management and development of tourism in Lake Eyasi. The council together with the village government authorities they are responsible for ensuring security and formulation of policies and plans for tourism development. The DTO is the technical advisor to the DED in all matters pertaining to tourism development in Karatu and in particular Lake Eyasi destination. Following the dissolution of Lake Eyasi Cultural Tourism CBO by the DED, there is currently an interim committee responsible for overseeing the operation of tourism in Lake Eyasi destination. The operational period of the committee is expected to end in December 2018. The committee has a total number of eight members consisting of three people from local CBOs, two WEOs from Qangded and Barazani, Division Secretary and Chairman for the tour guides.

There are also three CBOs representing the interests of the three ethnic groups (Hadzabe, Datoga blacksmith and Datoga pastoralists) found in the destination. These CBOs are legal entities which are officially registered with valid constitutions and leaderships to ensure that their community members enjoy the benefits of tourism. The Hadzabe CBO Started in 2011 with the objective of helping the Hadza and communities living the Hadza life. The institutional set-up consists of the Chairman, Secretary, Treasurer, Coordinator, the Patron who is a Catholic Priest and they have bank account. Similarly, the Datoga Blacksmith and Datoga Pastoralists each have their own CBO with well elaborated institutional set-up consisting of the Chairman, Secretary and Treasurer with valid constitution and bank account. There is also a tour guide association which acts as a unifying body for the local tour guides in the destination. However, these CBOs together with the tour guide association are faced with several challenges and needs to be strengthened institutionally.

A number of NGOs such as VSF-Belgium and UCRT are involved in providing technical, financial and material support and have played a big role for tourism development in Lake Eyasi destination including the support for the current destination plan.

## **2.6. Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis**

In order to form a clear picture of the destination and take relevant actions for sustainable development of tourism, an environmental scanning was conducted to understand the internal and external tourism environment for the destination. A SWOC analysis as a strategic planning tool was employed to evaluate of strengths, weaknesses, opportunities and challenge for tourism development in the destination. This process involved analyzing the relationship or interaction between internal elements (Strength and Weakness) on the external elements (Opportunities and Challenges). SWOC analysis was intended to maximize strength and opportunities, minimizing external challenges, and transform weaknesses into strengths. SWOC analysis generated many ideas which were useful in summarizing key management issues and opportunities.

### **The SWOC analysis helped to:**

- i. Bring into light whether tourism in Lake Eyasi is healthy or sick.
- ii. Know both internal and external factors affecting the success and/or failure of tourism in Lake Eyasi.

- iii. Form strategy to prepare for the possible challenges from the competitor’s destinations.
- iv. Evaluate tourism environment in a detailed manner to take strategic decisions for the future course of action in sustainable tourism development.
- v.

Table 4: SWOC Matrix

Strengths	Weakness
<ul style="list-style-type: none"> <li>* Presence of diverse and unique cultural attractions (Hadzabe and Datoga).</li> <li>* Presence of natural attractions, beautiful sceneries and landscapes which provides an opportunity for a diversity of tourist activities.</li> <li>* Presence of different livelihood activities in the area (pastoralism, blacksmith, hunting and gathering and agriculture).</li> <li>* Presence of local tour guides.</li> <li>* Presence of LUP for the all villages in Lake Eyasi destination.</li> <li>* Availability of telecommunication networks (Tigo, Halotel, Voda).</li> </ul>	<ul style="list-style-type: none"> <li>* Lack of authenticity (staging) in cultural expression.</li> <li>* Unethical tour guide’s behavioral practices.</li> <li>* Lack of transparency and accountability in financial matters.</li> <li>* Unequal tourism benefit sharing mechanism.</li> <li>* Inadequate efforts by VGA to implement the LUP.</li> <li>* Unreliable payment system for tourists visiting the destination.</li> <li>* Weak tourism institutional and governance framework.</li> <li>* Weak local tour guides association.</li> <li>* Lack of competency and perceived poor service delivery by the tour guides.</li> <li>* Lack of dressing codes and uniforms for the local guides.</li> <li>* Inadequate visitor use facilities like underdeveloped VIC, poor toilet facilities</li> <li>* Lack of by-laws and code of ethics for tourism operation.</li> <li>* Poor marketing and promotion of the destination.</li> <li>* Alcoholism among the Hadzabe and local tour guides.</li> <li>* Lack of tourism destination management plan with clear vision and mission.</li> </ul>
Opportunities	Challenges
<ul style="list-style-type: none"> <li>* Presence of other tribes like Iraqwi, Nyisanzu, Nyiramba and Taturu.</li> <li>* Increased interest in cultural tourism among visitors.</li> <li>* Government willingness to support tourism in the country.</li> </ul>	<ul style="list-style-type: none"> <li>* Poor road to the destination and hence difficult in accessibility especially during the rainy season.</li> <li>* Unreliable power supply (i.e. lack of power grid to the destination).</li> <li>* Environmental degradation including encroachment and deforestation due to</li> </ul>

<ul style="list-style-type: none"> <li>* Willingness of tour operators to promote cultural tour package.</li> <li>* Location in the northern tourists' circuit and a gateway to popular Serengeti National Parks National Park and Ngorongoro Conservation Area.</li> <li>* Being part of the NLGUG.</li> <li>* Employment opportunities for the local communities.</li> <li>* Ongoing national revival in tourism sector.</li> <li>* Growing awareness and confidence in current cultural tourism offer.</li> <li>* Government plan for infrastructure development especially tarmac road to the destination Lake Eyasi.</li> <li>* Tourism economic linkage with other industry and its ability to reach majority of the local people to the destination (multiplier effect).</li> <li>* Commitment of Karatu District Council to promote tourism in destination Lake Eyasi.</li> <li>* Potential of tourism to contribute to social services and improved cohesion and community solidarity.</li> </ul>	<p>charcoal burning, and large-scale agricultural practices.</p> <ul style="list-style-type: none"> <li>* Vandalism of the historic sites like Mumba rock paintings, and encroachment of natural springs and hot spring.</li> <li>* Overcrowding of tourists in some bomas and camps compared to others.</li> <li>* Overdependence on Hadzabe as primary attractions.</li> <li>* Spread of diseases such as HIV- Aids.</li> <li>* Population increase.</li> <li>* Siltation of Lake Eyasi.</li> <li>* Seasonality nature of tourism industry.</li> <li>* Large number of day trippers compared to overnight spenders.</li> <li>* Lack of habitat for Hadzabe hunting and local extinction of animals.</li> <li>* Cultural erosion due to intercultural mingling, modernization and globalization.</li> <li>* Illegal tourism practices such as secret filming by unethical visitors and sometimes using of drones.</li> <li>* Persisting conflicts and misunderstanding between the local communities and other stakeholders like tour guides and KDC</li> <li>* Bomas and camps becomes curio shops and tourists are forced to purchase locally made handcrafts.</li> <li>* Poverty and illiteracy of the local people especially the Hadzabe</li> </ul>
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*Source: Stakeholder's view and secondary data*

## Summary of Main Issues for Lake Eyasi Destination

- i. Lack of authenticity (staging) in cultural expression,
- ii. Unethical behavior by some tourists, tour guides and local communities,
- iii. Lack of transparency and accountability in financial related matters including revenue collection and benefit sharing mechanism,
- iv. Weak tourism institutional set-up and governance framework,
- v. Environmental degradation,
- vi. Inadequate visitor use facilities and infrastructures, and
- vii. Lack of competences among tour guides.



*Figure 28: Loss of habitat for hunting (L), Hadzabe camps becoming curio shops (R)*

## CHAPTER 3

### 3.0. LAKE EYASI TOURISM DESTINATION MANAGEMENT STRATEGIC DIRECTION 2019 - 2024

The aim of this five years tourism destination management plan is to formulate a long-term development framework and set parameters for tourism development within Lake Eyasi for the next five years (2019-2024). To achieve this end the plan is guided by the following vision, mission and core values.

#### 3.1. Vision Statement

*To become a leading cultural tourism destination in the country for improved livelihood and memorable visitor experience.*

#### 3.2. Mission Statement

*Promote responsible tourism that preserve, respects and is compatible with the community values and tradition; conserves the environment, improves the economic wellbeing and quality of life of local communities and enhances visitor experience.*

#### 3.3. Core Values

To achieve its vision and mission, the development of tourism in Lake Eyasi for the next five years shall be guided by the following tourism core values:

- ✦ **Sustainability:** *Ensuring a sustainable approach to tourism that achieves an appropriate balance between visitor experience and satisfaction, protection of natural and cultural environments, and enhances the wellbeing of the local communities*
- ✦ **Cooperation:** *Fostering a cooperative approach to tourism development across the business and community stakeholders at local,*
- ✦ **Cultural Diversity:** *Sharing and preserving the area's cultural diversity, authenticity, community values and lifestyles, and*
- ✦ **Celebration:** *Adopting a consistent and cooperative approach to celebrate and promote Lake Eyasi's natural and cultural heritage through the delivery of quality cultural tourism experiences.*

#### 3.4. Strategic Priority Areas

Following SWOC analysis four key strategic priority areas/issues were identified which includes: Tourism Destination Management; Tourism Economics; Tourism Operation and Cross-cutting Issues. In order to take the strategy forward, this section outlines the Strategic Objectives (SOs) and Action Areas (AAs) needed to address each strategic priority area. This will lay a foundation and provide a framework for sustainable tourism development for Lake Eyasi destination in the next five years:

### **3.4.1. Tourism Destination Management**

Tourism institutional and regulatory framework have been noted as one among the challenges facing tourism development in Lake Eyasi destination. In order to ensure smooth running of tourism in the destination, there is a need to instill some control measure in its operation. This prompts the need for creating a management framework for tourism growth and development through institutional linkages, communication, strategic partnership and alignment of tourism stakeholders in Lake Eyasi.

This strategic issue is intended to address the following strategic objectives:

- i. Improve the tourism governance and institutional framework,
- ii. Strengthening the Local Tour Guide Association,
- iii. Strengthening the local CBOs, and
- iv. Strengthening tourism consultative mechanism to ensure inter and intra sectoral coordination.

#### **3.4.1.1. Improve tourism governance and institutional framework**

The analysis revealed a weak and fragmented tourism governance and institutional framework which has resulted into regular conflicts and misunderstanding among the tourism stakeholders like the local communities, local tour guides and LGAs in the destination. This prompts the need for developing a stronger institutional framework with clear mandate and distribution of power in managing tourism in the destination.

The following strategy and activities are needed to address this strategic objective:

**Strategy 1:** Establish a tourism destination management board such as Tourism Advisory Committee or Lake Eyasi Cultural Tourism Forum (LECTF) to oversee tourism development in the area and provide technical guidance.

#### **Activities**

- i. Select board members (from Local Tour Guides Association, TTGA, Tourism Business in the area e.g. Lodge owners, CBOs, Tour Operators preferably Executive Secretary or Chairman of TATO, NCAA, TTB-CTP Coordinator, DTO, Eyasi Division Officer, NGO representative)
- ii. Prepare a constitution and register the Forum/ Committee
- iii. FAM visit to Mto wa Mbu CTE and other well developed CTEs to learn on the best practices for cultural tourism governance

#### **3.4.1.2. Strengthening the Local Tour Guide Association**

There is a local tour guide association for the destination, however, the association is not well developed and therefore not capable of performing its roles effectively. The local tour guides lack solidarity among themselves and some guides gets more jobs than others and hence well-paid compared to others. This has resulted into conflicts and misunderstanding among themselves hence the need for a stronger association to unify the local guides.

The following strategies and activities are needed to address this strategic objective:



### **Strategy 1: Improving the operating environment for the association**

#### **Activities**

- i. Review the constitution and register the association.
- ii. Build an office and procure office equipment's.
- iii. Hiring of the executive secretary.
- iv. Developing tourism operation manuals to be used by all local tour guides.
- v. Register and certify local guides and provide them with badge and name tag.
- vi. FAM visits to Mto wa Mbu and other well developed CTEs in the country.
- vii. Prepare a duty roster for all local tour guides.

### **Strategy 2: Capacitate local tour guide management and members**

#### **Activities**

- i. Capacity building and training for the association leaders especially on issues such as organization and financial management, advocacy skills and others to be identified in the skill gap analysis
- ii. Capacity building and training for the members on customer care, tour guiding skills and techniques, ethics in guiding, first aid and emergency aid, intercultural understanding and other areas to be identified in the skill gap analysis.

### **Strategy 3: Improve the financial capability of the association**

#### **Activities**

- i. Operating the association's bank account,
- ii. Start an association SACCOS,

#### **3.4.1.3. Strengthening the local CBOs**

There are three CBOs in the destination which advocates for the welfare and wellbeing of the local communities (Hadzabe, Datoga Blacksmith and Datoga Pastoralists). Local engagement in planning and decision making is a pre-requisite for successful development of sustainable tourism at Lake Eyasi destination. However, these CBOs are not well developed and needs to be capacitated to effectively perform their roles and responsibilities.

The following strategy and activities are needed to address this strategic objective:

#### **Strategy 1: Capacitate the Local CBOs**

##### **Activities**

- i. Review of the local CBOs constitutions,
- ii. Capacity building and training for CBOs in sustainable tourism operation, and
- iii. Capacity building and training for CBOs in financial and tourism revenue management.

#### **3.4.1.4. Strengthening tourism consultative mechanism to ensure inter and intra sectoral cooperation**

Partnership and collaboration with other public and private institutions is one of the pre-requisites for sustainable destination management in Lake Eyasi. As a fragmented industry and in order to pull resources together destination management calls for inclusionary collaboration among tourism suppliers inside and

across Lake Eyasi. Given the strategic location of Lake Eyasi it is important that efforts should be taken to ensure that the destination forge the relationship and works with other key stakeholders in the area like NCAA, TANAPA, NGOs, Tour Operators, and UNESCO through Ngorongoro Lengai Global UNESCO Geopark.

The following strategies and activities are needed to address this strategic objective:

**Strategy 1: Enhance collaborative engagement with other organizations and key stakeholders**

**Activities**

- i. Signing of memorandum of understanding (MOU) with Ngorongoro Lengai Global UNESCO Geopark (NLGUG) and NCAA.
- ii. Signing of memorandum of understanding (MOU) with leading tour operators to the destination
- iii. Promote private public partnership (PPP) mechanism

**3.4.2. Tourism Economics**

This issue intends to address the following strategic objectives:

- i. Increased tourism revenue for the destination
- ii. Enhanced tourism revenue benefit collection and sharing mechanism
- iii. Proper handling of the tourism revenue
- iv. Enhanced tourism business opportunities for the local communities

**3.4.2.1. Increased tourism revenue for the destination**

Currently tourism contributes a substantial amount of revenue to the destination. However, with a lot to do and see, the destination profile remains low and tourism revenue contribution is minimal compared to its full potential. In order to increase tourism revenue efforts should be done to increase the number of tourists, diversify tourism products, increase the length of stay for the tourists and raising the profile of the destination.

The following strategies and activities are needed to address this strategic objective:

**Strategy 1: Increase the length of stay for the tourists in the destination and diversify tourism products.**

**Activities.**

- i. Inventory and rapid assessment for the potential tourism products
- ii. Promoting new products like salt mining, sun-set (sundowners), agritourism, adventure tourism, women gatherings, star gazing, identification and pressing of the medicinal plants, and volunteer tourism (Volun-Tourism).
- iii. Organizing and hosting of local cultural events and festivals
- iv. Opening the road from Endulen down the escarpment via Endamaghan to allow for round trips of guests from NCA

## **Strategy 2: Increase the number of tourists to the destination**

### **Activities.**

- i. Build a portfolio of the destination market research
- ii. Create and manage Lake Eyasi tourism destination brand
- iii. Prepare marketing and promotion strategies for the destination
- iv. Prepare marketing and promotion materials
- v. Prepare the website for the destination

### **3.4.2.2. Enhanced tourism revenue benefit collection and sharing mechanism**

The current tourism revenue sharing mechanism is not realistic and lacks transparency. This has resulted into unequal benefits sharing and complaints among the local communities who are supposed to be the beneficiary of the tourism activities going on in their area.

The following strategies and activities are needed to address this strategic objective:

#### **Strategy 1: Improve tourism revenue collection mechanism**

- i. Review of the current revenue collection and benefit sharing mechanism
- ii. FAM visit to well-developed CTEs, TANAPA and NCA to learn about the best modality for benefit sharing of the tourism revenue
- iii. Prepare and implement rotational system for visiting Datoga bomas and Hadzabe camps

### **3.4.2.3. Proper handling of the tourism revenue**

Efforts should be done to ensure proper modality for payments of tourism fees and management of revenue tourism revenue for the destination.

The following strategies and activities are needed to address this strategic objective:

#### **Strategy 1: Discourage cash transaction and capacitate the local people**

### **Activities:**

- i. Install electronic payment system and provide EFD receipt for all transactions
- ii. Electronic distribution of shared revenue to the respective recipient's accounts based on the reviewed and accepted fair revenue distribution mechanism
- iii. Proper auditing of all recipient's accounts
- iv. Capacity building and training on financial management especially to the CBOs and local tour guide association

### **3.4.2.4. Enhanced tourism business opportunities for the local communities**

Sustainable tourism requires that the local communities are beneficiaries for the tourism business conducted in their place. However, analysis reveals that local people lack skill and capacity to capitalize on the tourism opportunities available in their area.

The following strategy and activities are needed to address this strategic objective:

**Strategy 1: Integrate the local people into the tourism value chain.**

**Activities**

- i. Capacity building and training for the local entrepreneurs especially women to tap in the tourism value chain (Identification, branding and marketing of the tourism products and opportunities)
- ii. Create conducive and enabling environment for tourism investment especially for the local
- iii. Create awareness on the potential opportunities for tourism investment in Lake Eyasi
- iv. Incentivize the local communities to start new tourism ventures

**3.4.3. Tourism Operation**

This issue intends to address the following strategic objectives:

- i. Enhanced customer services
- ii. Improved visitor use facilities

**3.4.3.1. Enhanced customer services**

Sustainable tourism calls for the need to provide services to the tourists in a manner that will enhance their experience and memories and provides visitor satisfaction and value for money. Therefore, efforts should be done to ensure that the visitors to the destination are satisfied with the service provide in turn to encourage return visit and attract more potential visitors based on the word of mouth. Efforts should be done to enhance customer service and standard level by improving the performance of service providers.

The following strategy and activities are needed to address this strategic objective:

**Strategy 1: Capacitate the local tour guides to improve their guiding knowledge, skill and attitudes.**

**Activities:**

- i. Conducting a training needs assessment (TNA) to identify the skill gaps among local tour guides
- ii. Prepare and develop tailor-made training modules and materials
- iii. Undertaking the actual training of local tour guides.

**Strategy 2: Controlling operating environment**

**Activities:**

- i. Set criteria for local tour guide's certification
- ii. Voluntary certification and accreditation of the local tour guides based on set criteria
- iii. Prepare and implement code of ethics to adhered to all stakeholders including the local guides
- iv. Prepare and implement tourism by-laws for the destination
- v. Prepare tourism operation manuals for the destination
- vi. Develop standards and criteria for certification of all bomas and camps.

- vii. Inspect, register and certify all bomas and camps

#### 3.4.3.2. Improved visitor use facilities

Lack of proper tourism use facilities like VIC and public toilets has been identified as one of the weakness for the development of sustainable tourism to the destination.

The following strategy and activities are needed to address this strategic objective:

#### **Strategy 1: Provision of necessary tourism infrastructures for the destination.**

##### **Activities:**

- i. Site suitability study to identify suitable areas for picnic and camping.
- ii. Build public toilets.
- iii. Build and equip a standard VIC.
- iv. Prepare and implement a destination interpretation programme.
- v. Lobby for on-going national infrastructure development programmes such as roads, water, communication network and energy.

#### **3.4.4. Cross-Cutting Issues**

The destination has a diverse of natural and cultural attractions which prompts the need for sustainable tourism development. It is therefore paramount important that tourism is conducted with minimal environmental and socio-cultural negative impacts, improves the livelihood and well-being of the local communities and conserves the destination resources upon which tourism depends.

This issue intends to address the following strategic objectives:

- i. Enhanced well-being and quality of life of the local communities
- ii. Conservation of the natural and cultural heritage resources

##### **3.4.4.1. Enhancing the well-being and quality of life of the local communities**

Being the cultural tourism destination the primary attractions to Lake Eyasi destination are the local communities with their unique culture. The principle of sustainability requires that the local should be beneficiaries of tourism activities taking place in their area. Efforts should be taken to ensure that they are benefited from tourism and have stake in it. It is also paramount important to ensure a healthy and happy population for the sustainable development of tourism in the destination. Efforts should also be done to ensure that visitor economy is retained locally, tourism links with other economic sector and spreads its multiplier effect among the local communities.

The following strategy and activities are needed to address this strategic objective:

#### **Strategy 1: Promote inclusive economic growth.**

##### **Activities:**

- i. Encourage the tourists to support community based socio-economic projects that collectively benefits the entire population.
- ii. Capacity building to the local communities on initiating and running of tourism SMEs.

**Strategy 2: Decrease tourism leakage from the destination through the use of local products**

**Activities.**

- i. Train local communities to promote local employment
- ii. Training and capacity building on local product preparation, packaging, branding and marketing to promote local purchase in order to encourage the purchase of local products.

**Strategy 3: Ensure a health local population**

**Activity**

- i. Sensitization campaign to the local communities on both communicable and non-communicable diseases especially HIV-AIDS to ensure a healthy population

**3.4.4.2. Enhanced conservation of the natural and cultural heritage resources**

Sustainable tourism development promotes safeguarding and maintenance of natural and cultural environment upon which tourism depends. Meanwhile, tourism depends on the quality of resources both natural and cultural, this prompts the need for proper resource conserved in order to maintain the sustainability and viability of tourism industry in a long run. Priorities should be given to efforts which aims; to protect and enhance natural and cultural heritage resources; to minimize tourism resource use and waste production; and to address damage to sensitive natural and cultural environments.

The following strategy and activities are needed to address this strategic objective:

**Strategy 1: Effective implementation of the conservation measures.**

**Activities:**

- i. Raise awareness amongst local communities about the negative impacts of tourism.
- ii. Implement and enforce the LUP.
- iii. Prepare and implement the village environmental by-laws and codes of conducts.
- iv. Identify sensitive areas which needs to be conserved and gazette them according to the village environmental committee by-laws.
- v. Providing conservation education to the local communities in collaboration with institutional like TANAPA, NCAA and NGOs.
- vi. Prepare and implement tourism code of ethics to be adhered by all tourism stakeholders in the destination.
- vii. Implement and enforce national and international tourism and conservation related legislations and regulations

## CHAPTER 4

### 4.0. PLAN IMPLEMENTATION, MONITORING AND EVALUATION

The implementation matrix (Table 5) outline actions required to be undertaken for sustainable development of tourism in Lake Eyasi destination under each strategic objective to work towards the 2024 Vision. Outputs, measures, responsibilities and time-scale are also indicated. Delivery of the objectives will require action across Lake Eyasi with ongoing support provided by the KDC and LECTF. To oversee implementation of this strategic plan, monitoring and evaluation is an important aspect. The monitoring and evaluation activity will be undertaken at all levels through relevant and appropriate approaches. These include meetings with stakeholders, feedback through media, field trips, research, surveys and studies. Independent monitoring groups will be given the opportunity to conduct researches and give feedback for improvement in sector performance.

A systematic and well-defined monitoring and evaluation system will be developed and operated according to the institutional framework. The system will include establishment and use of performance indicators. Monitoring and evaluation reports on the plan will be shared publicly. Strategic interventions regarding monitoring and evaluation will be undertaken from time to time as deemed essential. Although the KDC and LECTF will take a leadership and coordinating role in monitoring and evaluation (M&E) of the plan implementation, PPP is essential for ensuring the successful implementation of this plan. Therefore, both the private and public sector tourism stakeholders in Lake Eyasi must oversee the implementation of this plan. Each stakeholder will have to establish a reliable internal monitoring system. This will ensure effective monitoring and evaluation and availability of capacity to assess efficiency and effectiveness of their respective organizations in relation to this Strategic Plan.

The M&E will involve, among other things established indicators and source of information. The indicators and targets of this plan were determined after careful consideration during the planning process and will serve as reference when gauging plan implementation performance. Periodic tracking on progress on implementation of the milestones and targets will be done. In addition, there will be an annual review, which will focus on assessing whether the planned activities are in line with the achievement of set targets. Moreover, the review will involve conducting case studies, diagnostic studies, surveys, and beneficiary assessments to track any changes in terms of outputs realized over the period under review.

KDC tourism staff and LECTF shall develop an annual work plan and determine initiatives and tasks that will ensure that all targets and measures are reached. To encourage progress toward the established targets, this plan should be reviewed by the appropriate stakeholders and council leadership on a consistent basis and progress against objectives should be monitored every six month and reported to the Karatu DED. Upon each review, any adjustments that need to be made to this plan should be considered. Once most of the targets have been met or five years has passed, a new/updated plan should be developed.



Using this plan as guidance, Lake Eyasi is expected to continue making significant progress toward the development and promotion of tourism in a strategic and planned way. It is extremely important that the plan be referenced consistently as any new tourism related project/initiative discussions occur and as all applicable decisions are made. While new ideas and recommendations should be considered in the future, officials should reference this plan and determine if implementing any new ideas and recommendations is feasible and in accordance with this plan.

Table 5: Action Plan Matrix

<b>KEY PRIORITY AREA 1: TOURISM DESTINATION MANAGEMENT</b>						
<b>Strategic Objectives (SOs)</b>	<b>Activity</b>	<b>Outcome</b>	<b>Time frame</b>	<b>KPI</b>	<b>Responsible Part</b>	<b>Tentative Budget</b>
<b>Improve the tourism governance and institutional framework</b>	<b>Strategy 1: Strategy 1: Establish a tourism destination management board such as Tourism Advisory Committee or Lake Eyasi Cultural Tourism Forum (LECTF) to oversee tourism development in the area and provide technical guidance.</b>					
	Select members from (Local Tour Guides Association, TTGA, Tourism Business in the area e.g. Lodge owners, CBOs, Tour Operators preferably Executive Secretary or Chairman of TATO, NCAA, TTB-CTP Coordinator, DTO)	Tourism management board in place	June 2019	Members of tourism management board informed of their selection	KDC	1,000,000
	Prepare a constitution and register the Forum/ Committee	Legitimate tourism governing board with valid and registered constitution prepared	December 2019	Operating constitution and governing board inaugurated	KDC/Consultant	3,000,000
	FAM visits to Mto wa Mbu CTE and other well developed CTEs to learn on the best practices for cultural tourism governance	Increased capacity on cultural tourism governance	August 2019	FAM trip reports	VSF/UCRT	500,000
<b>Strengthening the Local Tour Guide Association</b>	<b>Strategy 1: Strategy 1: Improving the operating environment for the association</b>					
	Review the constitution and register the association	Registered local tour guides association with the reviewed constitution	June 2019	Operational tour guides association with	Management of Local Tour Guides/Consultant	4,000,000

				approved constitution		
Build an office and procure office equipment's.	Office furnished with proper equipment's	December 2020	Purchased office equipment's	Sponsor (VSF/UCRT/ NCAA, NLGUG Project)	15,000,000	
Hiring of the executive secretary	Office management capability improved	December 2019	Hired executive secretary	Sponsor (VSF/UCRT/NCA/N LGUG Project)	10,000,000	
Developing tourism operation manuals to be used by all local tour guides.	Improved and standardized tourism operation by the local tour guides	December 2020	Tourism operation manual in place and operational	Consultant	8,000,000	
Register and certify local guides and provide them with badge and name tag.	Certified and registered local tour guides	December 2019	Number of certified and registered local tour guides	KDC	4,000,000	
FAM visits to Mto wa Mbu and other CTEs	Improved awareness in community-based tourism operation	June 2019	FAM trip reports	Management of Local Tour Guides	500,000	
Prepare a duty roster for all local tour guides	All local guides equally operating in the destination and shares the benefits of tourism	December 2019	Duty roster prepared	Management of Local Tour Guides/Consultant	400,000	
<b>Strategy 2: Capacitate local tour guide management and members</b>						

	Capacity building and management training for the association leaders.	Improved association management skills	December 2019	i. Training reports and training materials ii. Number of trainings	Consultant	6,000,000
	Capacity building and training for the members.	Improved knowledge skills and attitudes of local tour guides	September 2020	i. Number of training ii. Number of members trained	Consultant	10,000,000
<b>Strategy 3: Improve the financial capability of the association</b>						
	Opening of the association's bank account	Associational finances properly handled	June 2019	Operational bank account	Local tour guides association management	300,000
	Start an association SACCOS	Improved welfare of the local tour guides	December 2019	Operational SACCOS	Local tour guides association management	1,000,000
<b>Strengthening the local CBOs</b>	<b>Strategy 1: Capacitate the Local CBOs</b>					
	Review of the CBOs constitutions	CBOs constitutions reviewed and improved	December 2019	Reviewed constitutions for the CBOs	Sponsor (VSF/UCRT)/ CBOs/ Consultant	4,000,000
	Capacity building and training for CBOs in managing the tourism operation	Improved capacity of CBOs in managing and	December 2019	Number of training undertaken	Consultancy	5,000,000

		operating tourism in their areas				
	Training and capacity building for CBOs on financial and tourism revenue management	Improved capacity of CBOs in managing finances	December 2019	Number of training undertaken	Consultancy	5,000,000
<b>Strengthening tourism consultative mechanism to ensure inter and intra sectoral cooperation</b>	<b>Strategy 1: Enhance collaborative engagement with other organizations and key stakeholders</b>					
	Signing of memorandum of understanding (MOU) with Ngorongoro Lengai Global UNESCO Geopark (NLGUG) and NCAA.	Improved collaboration with NLGUG and NCAA	June 2019	Signed MOU	KDC/LECTF	1,000,000
	Signing of memorandum of understanding (MOU) with leading tour operators to the destination	Improved collaboration with tour operators	June 2019	Signed MOU	KDC/LECTF	1,000,000
	Promote private public partnership (PPP) mechanism	Improved PPP	December 2019	Signed MOU	KDC/LECTF	1,000,000
<b>KEY PRIORITY AREA 2: TOURISM ECONOMIC ISSUES</b>						
<b>Increase tourism revenue for the destination</b>	<b>Strategy 1: Increase the length of stay for the tourists in the destination and diversify tourism products.</b>					
	Inventory and rapid assessment for the potential tourism products	Increased awareness of other new tourism products	June 2020	Number of potential tourism products	LECTF/KDC/Local Tour Guide Association/Consultant	6,000,000
	Promoting new products like salt mining, sun-set (sundowners), agritourism,	New tourism products integrated in the package	December 2020	Number of tourists participating in	TTB/Tour operators/ Local	5,000,000

	adventure tourism, women gatherings, star gazing as well as identification and pressing of the medicinal plants, volunteer tourism (Volun-Tourism).			other tourism products and the number of packages sold	Tour Guide Association	
	Organizing and hosting of local cultural events and festivals	Local cultural events and festivals operational	December 2020	Number of local events and festivals	KDC/VGA/LECTF	10,000,000
	Opening the road from Endulen down the escarpment via Endamaghan to allow for round trips of guests	Round trip from NCA – Lake Eyasi- NCA	June 2021	Number of tourists using the road	NCAA	5,000,000
<b>Strategy 2: Increase the number of tourists to the destination</b>						
	Build a portfolio of the destination market research	Destination market research profile revealed	December 2019	Tourism destination market research report	Consultant	5,000,000
	Create and manage Lake Eyasi tourism destination brand	Profile and image of Lake Eyasi destination enhanced	June 2020	Lake Eyasi destination brand	Consultant	5,000,000
	Prepare marketing and promotion strategic plans for the destination	Increased awareness of the potential tourists about destination Lake Eyasi	December 2020	Tourism marketing and promotional plans	Consultant	10,000,000

	Prepare marketing and promotion materials	Increased awareness of the potential tourists about destination Lake Eyasi	June 2021	Tourism marketing and promotional materials	Consultant	15,000,000
	Prepare the website for the destination	Information about Lake Eyasi easily available and accessible on internet	December 2020	Prepared website	ICT consultants	10,000,000
<b>Enhanced tourism revenue benefit collection and sharing mechanism</b>	<b>Strategy 1: Improve tourism revenue collection and sharing mechanism</b>					
	Review of the current revenue collection and benefit sharing mechanism	Improved benefit sharing mechanism and revenue collection mechanism	December 2019	New revenue collection and benefit sharing mechanism proposed and adopted	Consultant	5,000,000
	FAM visit to well-developed CTEs, TANAPA and NCA to learn about the best modality for benefit sharing of the tourism revenue	Improved awareness of benefit sharing mechanism	June 2019	FAM visit report	KDC/VSF/UCRT	1,000,000
	Prepare and implement rotational system for visiting Datoga bomas and Hadzabe camps	Equal sharing of tourism revenue	December 2019	Rotational system in place and rotational	KDC/LECTF	1,000,000



<b>Proper handling of the tourism revenue</b>	<b>Strategy 1: Discourage cash transaction and capacitate the local people</b>					
	Implement electronic transactions and provide EFD receipt for all transactions	Improved modality for revenue collection	December 2019	Installed EFD machine	KDC	15,000,000
	Electronic distribution of shared revenue to the respective recipient's accounts based on the reviewed and accepted fair revenue distribution mechanism	Smoothen mechanism for tourism revenue sharing	December 2019	Percentage of the revenue distributed	KDC	3,000,000
	Proper auditing of all recipient's accounts	Improving transparency in financial matters including expenditures	Ongoing	Annual and quarterly audit reports	KDC/Auditor	10,000,000
	Capacity building and training on financial management especially to the CBOs	Improved capacity of the CBOs in financial handling matters	December 2019	Number of training	Consultant	6,000,000
<b>Enhanced tourism business opportunities for the local communities</b>	<b>Strategy 1: Integrate the local people into the tourism value chain.</b>					
	Training and capacity building for the local entrepreneurs especially women to tap in the tourism value chain (Identification, branding and marketing of the tourism products)	Improved capacity building for the local entrepreneurs especially women to tap in the tourism value chain	June 2020	Number of training undertaken	Consultant	6,000,000
	Create conducive and enabling environment for tourism investment	Improved enabling environment for tourism investment	December 2021	Tourism investment incentives for	LGA (KDC and VGA)	5,000,000

				Lake Eyasi destination		
	Create awareness on the potential opportunities for tourism investment in Lake Eyasi	Raised investors awareness of tourism opportunities	December 2020	Tourism Opportunity Plan (TOP) for the destination	LGA (KDC and VGA)	10,000,000
	Incentivize the local communities to start new tourism ventures	More opportunities for the local communities to tap in the tourism value chain	December 2020	Local incentives for tourism business start-up	LGA (KDC and VGA)	3,000,000
<b>KEY PRIORITY AREA 3: TOURISM OPERATIONAL ISSUES</b>						
<b>Enhanced customer services</b>	<b>Strategy 1: Capacitate the local tour guides to improve their guiding knowledge, skill and attitudes.</b>					
	Conducting a training needs assessment (TNA)	The skill gaps among local tour guides identified	September 2019	TNA report	Consultant	3,000,000
	Prepare and develop tailor-made training modules and materials	Training materials prepared	December 2019	Tailor-made training modules and materials	Consultant	5,000,000
	Undertaking the actual training of local tour guides.	Improved knowledge, skills and attitudes among local tour guides	December 2019	Training reports including the number of trainees, dates, venues and training materials	Facilitator	10,000,000

<b>Strategy 2: Controlling operating environment</b>						
Set criteria for local tour guide's certification	Criteria for local tour guide's certification prepared	June 2020	Prepared certification criteria	Consultant	5,000,000	
Certification and accreditation of the local tour guides based on set criteria	Qualified local tour guides certified and accredited	December 2020	Number of certified and accredited local tour guides	KDC/LECTF	5,000,000	
Prepare and implement code of ethics to adhered to all stakeholders including local tour guides	Code of ethics signed, agreed and adopted by all stakeholders	June 2019	Operational code of ethics	Consultant/KDC/VGAs	4,000,000	
Prepare and implement tourism by-laws for the destination	Tourism by-laws implemented	June 2020	Operational tourism by-laws	KDC/VGAs	3,000,000	
Prepare tourism operation manuals for the destination	Tourism operational manual implemented and adopted by all stakeholders	December 2020	Presence of tourism operational manual	Consultant/KDC/VGAs/LECTF	10,000,000	
Develop standards and criteria for certification of all bomas and camps	Standardized situation of bomas and camps	December 2020	Operational criteria for certification of the bomas and camps	Consultant/KDC/VGAs/LECTF	5,000,000	

	Inspect, register and certify all bomas and camps	All bomas and camps certified	December 2020	Number of certified bomas	KDC/Consultant/LECTF	5,000,000
<b>Improved visitor use facilities</b>	<b>Strategy 1: Provision of necessary tourism infrastructures for the destination</b>					
	Site suitability study to identify suitable areas for picnic and camping.	Suitable areas for visitor facilities identified	February 2021	Site suitability survey report	Consultant	10,000,000
	Build public toilets.	Improved visitor use facilities	June 2010	Standard public toilets constructed	KDC/LECTF/VGAs	10,000,000
	Build a standard VIC.	Improved visitor use facilities	June 2022	Standard VIC constructed and operational	LECTF/VSF-UCRT	30,000,000
	Prepare and implement a destination interpretation programmes	Improved destination interpretation programmes	December 2023	Destination visitor interpretation programmes in place	Consultant/LECTF	10,000,000
	Lobby for on-going national infrastructure development programmes such as roads, water, communication network and energy	Improved infrastructures for the destination	June 2023	Number of infrastructures initiated	GOT/KDC	2,000,000

**KEY PRIORITY AREA 4: CROSS-CUTTING ISSUES**

<b>Enhanced well-being and quality of life of the local communities</b>	<b>Strategy 1: Promote inclusive economic growth.</b>					
	Encourage the tourists to support community based socio-economic projects that collectively benefits the entire population.	Increased tourists' contribution to community development	Ongoing	Number of community projects supported by the tourists	LECTF	2,000,000
	Capacity building to the local communities on initiating and running of tourism SMEs.	Increased capacity of the local communities in running of tourism SMEs	December 2020	Number of locally run tourism SMEs	Consultant	5,000,000
	<b>Strategy 2: Decrease tourism leakage from the destination</b>					
	Train local communities and promote local employment	Enhancing local employment	December 2021	Number of local communities trained and employed	Tourism Business Operators/Consultant	5,000,000
	Training and capacity building on local product preparation, packaging, branding and marketing in order to encourage the purchase of local products.	Enhanced capacity of local entrepreneurs in tourism product development	December 2021	Number of training undertaken	Consultant	5,000,000
	<b>Strategy 3: Ensure a health local population</b>					

	Sensitization and education to the local communities on both communicable and non-communicable diseases especially HIV-AIDS	Enhanced health of the local communities	Ongoing	Number of sensitization campaigns	DMO/VGAs/LECTF	7,000,000
<b>Enhanced conservation of the natural and cultural heritage resources</b>	<b>Strategy 1: Effective implementation of conservation measures</b>					
	Raise awareness amongst local communities about the negative impacts of tourism.	Increased awareness of the local communities on negative impacts of tourism	Ongoing	Number of sensitization campaigns and sensitization materials	LECTF	5,000,000
	Implement and enforce the LUP	Increased compatibility of the land use pattern	Ongoing	LUP implemented and enforced	Respective VGAs (Village Environmental Committee)	4,000,000
	Prepare and implement the village environmental by-laws and codes of conducts	Improved environmental conservation	Ongoing	Village environmental by-laws and codes of conducts operational	Respective VGAs (Village Environmental Committee)	4,000,000
	Identify sensitive areas which needs to be conserved and gazette them according to the village environmental committee by-laws	Improved conservation of the sensitive natural and cultural areas	December 2019	Identified sensitive areas which need to be conserved	Consultant/VGAs (Village Environmental Committee)	7,000,000
	Providing conservation education to the local	Increase awareness of the local communities on	Ongoing	Number of conservation	LECTF/NGOs in collaboration with	5,000,000

	communities in collaboration with the conservation institutional like TANAPA, NCAA and NGOs	environmental conservation related matters		education programme	conservation organizations	
	Prepare and implement tourism code of ethics	Tourism conducted with sensitivity to environment	June 2019	Operational code of ethics	Consultant	5,000,000
	Implement and enforce national and international tourism and conservation related legislations and regulations	National and international tourism and conservation related legislations and regulations enforced	Ongoing	Number of legislations enforced	KDC/VGAs	4,000,000
<b>Total Budget</b>						<b>391,700,000/=</b>



## CHAPTER FIVE

### 5.0. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

This section outlines the roles of different stakeholders in the implementation of this tourism destination plan. Most of the roles which are specific for destination Lake Eyasi has been adopted and modified from the Tourism Policy of 1999 and the proposed Tourism Policy of 2018.

#### 5.1. Ministry of Natural Resources and Tourism (MNRT)

The Ministry is responsible for tourism development and will: -

- i. Formulate, monitor, update and oversee the implementation of national tourism policy, strategy, legislations and integrated destination tourism plans.
- ii. Management of tourism information including research and statistics.
- iii. Licensing and control of tourism businesses.
- iv. Provide guidance and coordination on tourism products diversification and development
- v. Controlling quality and standards of tourism facilities and services.
- vi. Coordinate development and promotion of tourism.
- vii. Promoting linkage between tourism and local economy, and controlling leakage of tourism earnings.
- viii. Coordinating international and regional cooperation and collaboration with regard to all aspects of tourism development.
- ix. Monitoring and evaluation of the sector performance.

#### 5.2. Tourism Related Sectoral Ministries

These are ministries performing activities, which have direct impact to the sector. These Ministries will: -

- i. Set aside specific land for tourism development and investments in Lake Eyasi.
- ii. Provide core infrastructure and services for operational needs of tourism development in Lake Eyasi.
- iii. Ensure tourists safety and security.
- iv. Promote investment into the tourism industry and development of industries which directly/indirectly have forward and backward linkages with the tourism industry (i.e. industries which sell products to or buy products from the tourism industry value chains).
- v. Provide financial resources for implementing tourism destination management plan and ensure that tourism is contributing to the realisation of development policy objectives set in the national plans.
- vi. Oversee compliance of environmental impact assessment and audit.
- vii. Promotes tourism workforce development.
- viii. Prepare conducive environment for tourism investment and operating environment for doing tourism business in Lake Eyasi.

#### 5.3. Tanzania Tourist Board (TTB)

The Tanzania Tourist Board will: -

- i. Promote and market Lake Eyasi as a leading cultural tourist destination.

- ii. Encourage development of amenities and to enhance destination Lake Eyasi attractiveness.
- iii. Undertake research for improving the industry's performance.
- iv. Develop and manage destination brand.
- v. Provide tourist information through different media.

#### **5.4. Conservation Institutions**

The Conservation Institutions will: -

- i. Promote conservation awareness to tourism stakeholders in collaboration with destination management.
- ii. Financial and technical support to tourism development and conservation in Lake Eyasi destination
- iii. Support marketing and promotion of Lake Eyasi tourism products.

#### **5.5. Research and Training Institutions**

The Research and Training Institutions will: -

- i. Provide training, research and consultancy services for sustainable tourism development in Lake Eyasi destination.

#### **5.6. The Local Government Authority**

The Local Government authorities will: -

- i. Identify, develop and promote tourism products within the destination.
- ii. Set aside land for and attract tourism investments.
- iii. Construct and maintain road to Lake Eyasi destination.
- iv. Formulate and enforce by-laws to sustain tourism resources.
- v. Facilitate capacity building of small and medium enterprises as local supplies to tourism activities.
- vi. Mainstream tourism issues in LGAs

#### **5.7. Local Communities**

The communities will: -

- i. Protect and develop tourist attractions in their area of jurisdiction.
- ii. Identify potential tourism resources and attractions within their areas.
- iii. Produce and supply local products to tourism establishments.
- iv. Establish tourism-based small and medium enterprises.

#### **5.8. Media**

The Media will: -

- i. Facilitate marketing and promotion of tourism products.
- ii. Support awareness raising and dissemination of tourism and conservation related information to the public.

### **5.9. Regional and International Organizations**

The Regional and International Organizations will: -

- i. Provide financial and technical assistance.
- ii. Facilitate capacity building in tourism industry.
- iii. Support implementation of international obligations.

### **5.10. Private Sector**

The Private Sector will: -

- i. Invest in the destination.
- ii. Provide services to tourists.
- iii. Participate in product development and marketing.
- iv. Participate in conservation of tourism resources.
- v. Support infrastructure development and maintenance.

### **5.11. Non-State Organizations**

The Non-State Organizations will: -

- i. Support community-based tourism projects.
- ii. Support tourism development in the destination.
- iii. Promote sustainable tourism development.
- iv. Promote gender participation and youth involvement in tourism in the destination.
- v. Facilitate technical assistance; training; research and technology transfer on matters pertaining to tourism.
- vi. Participate in product development and marketing.
- vii. Participate in conservation of tourism resources.
- viii. Support tourism infrastructure development.

### **5.12 Tanzania Association of Cultural Tourism Organizers (TACTO)**

TACTO will:

- i. Assist to provide technical support for development of cultural tourism in Lake Eyasi destination
- ii. Advocate and lobby for good working environment for cultural tourism
- iii. Assist to build capacity for community-based tourism initiatives
- iv. Assist in brokering relationship between private sector, donors and communities
- v. Facilitate women and youth empowerment through tourism

*Annex i: Map of Tourist Attractions*

*Annex ii: List of Interviewees*

<b>SN.</b>	<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Contacts</b>
1.	Sadi Mohamed Mwanga	Senior Local Guide	Hadzabe Camp	0786364093
2.	Joseph Christian Awe	Chairman	Local Tour Guide Association	0788237967
3.	George Maembe	Coordinator	Hadzabe CBO	0764295280
4.	Daudi Bargeda	Senior Local Guide	Lake Eyasi	0753178310
5.	Momoya Mhindoki	Senior Guide/Camp Owner	Lake Eyasi	0753178241
6.	Qwarda Girigisi	Senior Guide/Camp Owner	Lake Eyasi	
7.	Evelyne Muro	DTO	Karatu District Council	0784202012
8.	Salome Loithore Kivuyo	DTO	Karatu District Council	0762358306
9.	Mvungi	DTO	Karatu District Council	
10.	Sirili Ako	Executive Secretary	TATO	0754535637
11.	Elirehema Maturo	Coordinator	TTB-CTP	0713230134
12.	Peter Makutian	Tourism Service Manager	NCAA	0763731308
13.	Wensley Kileo	Coordinator/Chairman	Mto wa Mbu CTE/ TACTO	0784606644
14.	Ernest Mwamaja	Tourism Marketing Director	TTB	0755862885
15.	Peter Van Der Jagt	Country Director	VSF-Belgium	0683899181
16.	Dismas Partalala	Programme coordinator	UCRT	0784310413
17.	German Sedoyeka	Field officer	UCRT	0688399872
18.	Alfred Massawe	Executive Secretary	TACTO	0767074446
19.	Samwel Burra	Manager	Lake Eyasi safari Lodge	0753384383
20.	Aika Solomoni	Assistant Manager	Ziwani Lodge	0754400507
21.	Matata Mollel	General Manager	Ziwani Logde	0769404040
22.	Christian Schemeli	Director / Owner	Kisimangeda Tented Camp	0787422012
23.	Sadock Mgeta	Driver Safari Guide	Freelance Guide Society	0784828835
24.	Ally Mtemvu	Driver Safari Guide	Freelance Guide Society	0767500151
25.	Emanuel Mollel	Driver Safari Guide/Secretary	TTGA	0784214226
26.	Halifa Msangi	Driver Safari Guide/Chairman	TTGA	0784369026
27.	Glory Salema	Driver Guide/Chairperson	Women Guide Foundation	0787515379
28.	James Mazigo	Driver Safari Guide	Safari Guides Society	0754800279
29.	Dioniz Kazungu	Driver Safari Guide	TTGA	0767526207
30.	Godfrey Kalisa	Freelance Safari Tour Guide	Gladys Safari	0764631063
31.	Lauriano Munishi	Tourism Officer	MNRT	0717178657
32.	Alexander Shayo	Driver Guide	TTGA	0754288193
33.	Liberatus Kajeli	Tourism Officer	Kearsley (T) Ltd	0752356260
34.	Fidel Kimario	Tourism Lecturer	Mweka Wildlife College	0767904699
35.	Samwel Makundi	Sales & Marketing	Travelstart Tanzania Ltd	0657695124
36.	Nixon Massawe	Driver Safari Guide	Kibo Safaris	0784581643
37.	Mustapha Elmy	Senior Local Tour Guide	Lake Eyasi	0754541350
38.				
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41.				
42.				

*Annex iii: List of Participants in Stakeholders Workshops*