CHALLENGES FACING COMMUNITY BASED TOURISM IN TANZANIA: A CASE STUDY OF ARUMERU DISTRICT IN ARUSHA REGION

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENT OF THE DEGREE OF MASTER TOURISM PLANNING AND MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

2015

CERTIFICATION

The undersigned certifies that, he has read and recommends to the Open University of Tanzania a dissertation titled: *"**Challenges facing Community Based Tourism in Tanzania: A case study of Arumeru District in Arusha Region"*** submitted in partial fulfillment for the requirements of degree of Master of Tourism Planning and Management of the Open University of Tanzania.

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Date

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ABSTRACT

Community Based Tourism (CBT) is increasingly being developed and promoted as a means of reducing poverty in developing countries. Some of the needs of the local community are met through offering tourism services. CBT is an initiation of local people in Arumeru District to use tourist attractions to satisfy their needs. However, whilst many community based tourism ventures have been established in developing countries their operation have not been monitored properly. It is apparent that most of these communities based tourism venture are faced with a number of challenges. This study investigated these challenges facing community based tourism in Arumeru. The type of this research is mixed research whereby the case study research design used. The sample size included 4 CBT managers, 8 local tour guides, 8 waiters, 4 village leaders and 32 local residents. Purposive and simple randomly sampling methods were used to select respondents. The collection instruments were questionnaires and interview. Data was analyzed by Statistics Packages for Social Science (SPSS version 16.0) and explained in descriptive statistics, the content analysis was also used. From the findings of the study, it was clear that challenges ranged from; lack of government support, lack of education and training, poor infrastructure, poor marketing strategies, lack of community support, insecurity and poor customer care service. This study recommend that, education and training should be provided to the CBT projects managers and service providers, improvement of infrastructure, Involvement of local communities to CBT projects, establishment of aggressive marketing strategies and improvement of customer care services to CBTS.

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LIST OF ABBREVIATIONS

CBT	:	Community Based Tourism
CBO	:	Community Based Organization
CBNRM	:	Community Based Natural Resource Management
GDP	:	Gross Domestic Product
ITB	:	International Trade Fair Berlin
KRST	:	Khama Rhino Sanctuary Trust
NBS	:	National Bureau of Statistics
SPSS	:	Statistical Package for Social Sciences
TTB	:	Tanzania Tourist Board
WTO	:	World Tourism Organization
WTTC	:	World Travel Tourism Council.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Introduction

This chapter introduces the study by providing background information and the statement of the problem. It also highlights the objectives of the study and research questions, which will be answered in the field and lastly significance of the study is given.

1.2 Background to the Problem

The tourism industry is very dynamic and challenging one, where change is the rule. Current annual research indicates that the world GDP in 2014 was raised to 9.8% (USD 7.6 trillion) while the sector supports 277 million employments. France and Europe earned 9.7% of GDP which provided 2.9 million jobs (10.9%). In Asia Pacific countries around 40.6 USD billion was collected in 2014. Country like Japan which conducts other activities such as manufacturing motor vehicles collected a total GDP of USD 406 billion from tourism by 2013 which is 6.8%, giving a total of 4.3 million (6.9%) employments. By 2013 India generated USD 128 billion creating 6.7% employment. South Africa generated a total of USD 39 billion to its GDP in 2013 from Tourism (WTTC 2004).The tourism industry is very dynamic and challenging one, where change is the rule ,not option (Bennet, 2000). This dynamism of tourism is brought by emergence of various new forms of tourism, of which CBT is one. Rural livelihoods are no longer considered as being a synonym for forming activities. Instead, it has been acknowledged that people in rural areas of

developing countries pursue multiple strategies to make a living with some discovering tourism as a potential source of income complementing other activities (Forstner**,** 2004).

Murphy (1985) stated that, the growth of tourism has converted many communities into destination areas, either as major resort or as temporary stopovers for travelers. Tourism is undoubtedly important not only at local level, but also at national and international levels (Aref, 2011). Tourism has become a source of income generation for many communities seeking ways to improve their livelihood. Clearly, tourism and its impacts comprise a multidimensional phenomenon that encompasses economic, social, cultural, ecological, environmental and political forces (Singh *et al.* 2003).

However, Godfrey and Clarke (2000) argue that tourism should not form the core element of a community's economy (where community based tourism is not applicable) but it is better suited to play a supplementary role to help diversify community economic activities especial where community based tourism is a tools for economic development. At the beginning of the 21st century, a change was observed in the behavior of adventures tourist who moved to other forms of tourism. Such tourists are exploring new destinations with greater focus on local customs, history, ethics and the particular culture of the destinations. Lopez *et al.* (2011). For a number of developing countries, their natural and cultural heritage is to be a source of significant economic benefits, attracting international and domestic visitor often

in search of an authentic natural and, to a lesser extent, cultural experience (The Mountain Institute, 2000).

Community Based Tourism is generally considered to have appeared during 1970's as a reaction to the negative consequences of international mass tourism (Hall and Lew, 2009). Lopez- Guzman *et al*. (2011) stated that CBT has emerged as a possible solution to the negative effects of mass tourism in developing countries, allowing it to become a strategy for community organization at the same time making it possible to attain better living conditions.(Goodwin and Santilli 2009) state CBT emerged as an alternative to mainstream tourism. Along with other integrated conservation

and development schemes, CBT projects have gained popularity over the last three decade Goodwin and Santilli (2009). These relatively recent methods of development are based on a participatory approach and ultimately emerged as a result of top down approach to both conservation and development organizations (Goodwin and Santilli, 2009). Thus, it is evident that, at local level, opportunities for the development of new project and activities are being developed, such as the exploitation of natural and cultural resources inherent to the local community for tourism purpose (Borges and Cerezo, 2011). The involvement of communities in tourism is undoubtedly important and growing. Amidst the social changes brought about by globalization, local communities cannot live in isolation; they are a part of tourism (Rest, 2010).

As an alternative to mainstream tourism CBT ventures have such appeal that they are rarely subjected to critical review. There are very few studies on the actual contribution of CBT to either conservation or community livelihood such as study by Sebele (2010) on community based tourism ventures benefits and challenges; Lekhele (2013) on the investigation of operational challenges of community based tourism; Barners (2008) on community based natural resource management; Rocharungsat and Pimrawee (2005) on community based tourism perspective and future possibility,and Koster (2010) on the role of and capacity for community based tourism.

However, despite very little demonstrable benefits of tourism, the ideas remain attractive, largely because little effort has been made to record, measure or report the benefits accruing to conservation or local communities (Goodwin and Santilli, 2009). Many CBT project worldwide face operational challenges need to be investigated in order to understand their origin and the nature of the challenges so that possible solutions may be suggested to ensure the long term sustainability of CBT.

In Tanzania, tourism is estimated to account for about 12% of the country's GDP (Kahyarara and Mchallo, 2008), and is among the fastest growing economic sectors in the country (Mamadi, 2004). Tanzania's rapidly growing tourist industry revolves around the six protected areas within the Northern Circuit. Those Areas are Arusha National Park, Kilimanjaro National Park, Tarangire National Park, Manyara National Park, Serengeti National Park and Ngorongoro Conservation Area**.**

Protected areas are all within a day's drive of each other, and account for over 80% of the tourists visiting sites in Tanzania (Kahyarara and Mchallo, 2008).

Community-Based Tourism is an opportunity for tourism sector to develop alternative models of making profit based on ethical dealings with rural communities and their natural resources. Proper Community-Based Tourism practice can make a substantial contribution to incomes for local communities and help improve natural resource management and conservation at local and national at large. The cultural tourism projects are one of the Community-Based Tourism programs that are within Arumeru district. As it is stated above, the cultural activities are similar all over but in Arumeru Cultural tourism Program have more than the activities stipulated above like local brews (Banana beers), agricultural experiences, dairy farming, coffee processing demonstrations and many other cultural activities (http://tanzaniaculturaltourism.go.tz/). The *Ee-Eeiyo*-Tanzania Cultural tourism is located 25 kilometers Northeast of Arusha Near Arusha National Park, Ng'ires cultural tourism, situated about 7 kilometers from Arusha town. Mulala cultural activities situated few

kilometers from Arusha town Ilkurot Cultural tourism program is Situated 20 kms west of Arusha , Ilkiding'a cultural programs found at the foot of Mount Meru, Matunda cultural tourism and Safari Tengeru, which are situated about 15 kilometers out of Arusha town and Osotwa cultural tourism at Ngaramtoni are some of cultural tourism to mention in Arusha particularly Arumeru district.

1.3 Statement of the Problem

Community Based Tourism helps in diversification of tourism products and reduces congestion to the mainstream tourism such as wildlife tourism. The CBT is facing various challenges which hinder effectively utilization of CBT resources. Different arguments have emerged regarding community participation in tourism activities from many scholars and practitioners (Murphy, 1985; Lea, 1988; Inskeep, 1991; Pearce, 1994; Brohman, 1996; Dei, 2000; Tosun and Timothy, 2003). Murphy (1985), one of the pioneers of community participation in tourism activities, argues that local communities living in the tourism destination bear the main impacts of tourism whether it is positive or negative. Lea (1988) found that, in developing countries maximizing quality of tourism benefits community participation is essential. Inskeep (1991) argued that the host communities plays big role in tourism activities in their community and further says that maximum involvement would help to maximize their socio economic benefits from tourism.

Arce (1994) identified that community involvement in tourism represents a technique of limiting negative socio-economic impacts. Brohman (1996) claims that local residents received very limited benefits from tourism sector. Brohman (1996) commented that community participation in the tourism development process it is a panacea to overcome tourism related problems in Third World

countries. He asserts that community participation in the tourism development process will achieve a more equal distribution of the benefits, discourage

undemocratic decision-making and meet the needs of the local community in a better way.

In 1980 UNWTO gathered 1619 tourism plans and found that 66.5% of plans were implemented. Hitchcock *et al* (1993) argue that local community participation in the planning and development of tourism is an essential condition of sustainable tourism. Murphy (1985). Liu (2003) points out that the more benefits communities gain from tourism the more they will be interested to preserve destination resources and support tourism activities. Swarbrooke (1999) opines that increased local participation in tourism planning facilitates raising the voice of those who are affected by impending developments and helps policy makers use local knowledge in decision-making that might reduce potential conflicts between tourists and the host community.

However, the effective utilization of community resources is reflected by how the communities are involved in tourism activities and benefited directly through resources available in their area. Despite the benefits of CBT there are little or few researches have been undertaken to discern challenges facing CBT in Tanzania. The results of this study will lead to increase of per capital income, employment generation, increase of gross domestic product (GDP), raise awareness to the people, and reduce overcrowd in other form of tourism such as wildlife tourism hence sustainability of tourism.

1.4 Objectives of the Study

1.4.1 General Objective

The main objective of this study is to analyze challenges facing Community Based Tourism in Arumeru District, Arusha Region.

1.4.2 Specific Objectives

i. To identify the role of Community Based Tourism in Arumeru District in Arusha Region.
ii. To examine challenges facing Community Based Tourism in Arumeru district.
iii. To propose mitigation measures towards challenges facing CBT in Arumeru District.

1.5 Research Questions

i. What are the roles of Community Based Tourism in Arumeru District?
ii. What are the challenges facing Community Based Tourism in Arumeru District?
iii. What are the measures in place to address challenges facing Community Based Tourism in Arumeru District?

1.6 Significance of the Study

The study will help to provides measure on how to overcome challenges facing Community Based Tourism. The study will also help the policy makers in planning for development issues in strategic planning and laws and regulations. The study

provides guidelines for other researchers by revising the concept that will add new knowledge or improve on existing one as far as research as concerned. The study is the requirement for the fulfillment of the award for master degree of tourism management and planning of the Open University of Tanzania.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter reviews literature with bearing to this study. It presents the definitions of key terms and different challenges facing CBT activities. It provides critical overview of the existing researched work and academic appropriate to the community based tourism activities. The chapter further presents definition of terms, theoretical literature review, empirical literature review, and conceptual frame work and research gap.

2.2 Definition of Terms

2.2.1 Tourism

Tourism is defined as the activities of persons traveling to and staying away from places of their usual environment for not more than one year and not less than 24 hours for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited (WTO 2001). Tourism can be conducted in different forms such as game viewing, bird watching, canoeing, walking safaris, camping and mountain climbing (WTO, 2001).

2.2.2 Community

Community is defined as a set of people with a mutually recognized interest in the resources of the particular area rather than as people living in that area. A

community therefore represents users of the resources rather than a homogenous resident unit (Gilmour and Fisher, 1992). Community refers to self-organized network of people with common agenda, cause, or interest, who collaborate by sharing ideas, information, and other resources. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity (such as industry or sporting club) (Cavaye 2001). Community in Africa and Tanzania Context refer Families and members of kin-groups from minimal to maximal lineages generally live together, share life intensely in common such as communal farmland, economic trees, streams, barns, and markets. They also share communal shrines, squares, masquerades, ritual objects and festivals for recreational activity, social, economic and religious purposes. Members of the same kind or clan could distinguish themselves by their proficiency in a particular trade, skill or profession. Some traditional African communities or even entire language group may be experts in rain-making, wood carving, practice of traditional medicine, or iron works.

2.2.3 Community Based Tourism

Community Based Tourism is a kind of tourism takes environment, social and cultural sustainability into account. It's managed by local community and allows visitors to learn about community and local ways of life (Rest, 1997). The residents earn income as land managers, entrepreneurs, service and produce providers and employees (Sarvodaya newspaper, 2013). Community Based Tourism is refers to sharing the natural resources of a local community with visitors from home and overseas for the sustainable benefit of that local community whilst conserving the

natural environment and respecting the ways of life**.**' Community Based Tourism is a growing market, as new generations of travelers worldwide seek more meaningful experiences from their leisure time. Some of Tanzanians believes it is an opportunity for Tanzania, a country which boasts a wealth of natural beauty, cultural and spiritual heritage and fascinating multi-ethnic communities in addition to the traditional appeal of her national parks and tribal traditions.

2.3 Community-Based Tourism: An Overview

CBT is a development tool which when used properly can minimize the negative impacts of tourism while generating income, diversifying the economy, preserving culture, conserving the environment and providing educational opportunities. It is accepted that tourism can have both a positive and negative influence. These effects are most apparent at the level of the destination. As a result, researchers have emphasized the need to decentralize tourism development in recent years and have integrated it into overall community defined development goals (Murphy, 1988; Prentice, 1993; Simmons 1994 cited in Timothy 2002). The community approach to tourism \ has been heralded as a way of empowering communities and affording those opportunities to break free from the destructive influences of mass tourism (Timothy, 2002).

Recent years have seen much debate over the concept of sustainable tourism, which has led scholars and environmental advocacy groups to demand methods of development, planning and consumption that promote the enduring veracity and quality of cultural and natural resources (Boyd, 2000; Butler 1996; Mowforth and

Munt, 1998 cited in Timothy, 2002). CBT is a more sustainable form of development than conventional mass tourism as it allows host communities to break away from the hegemonic grasp of tour operators and the oligopoly of wealthy elites at national level (Timothy, 2002). CBT is about grassroots empowerment as it seeks to develop the industry in harmony with the needs and aspirations of host communities in a way that is acceptable to them and which sustains their economies (Fitton, 1996).

Related to the increased sense of environmental and social responsibility in tourism plus sustainability, CBT is also gaining popularity as part of strategies for conservation and development (The Mountain Institute, 2000). Niche markets and tourism trends such as ecotourism, heritage tourism, sustainable tourism, community based tourism and pro poor tourism approaches, have been developed in response to the need to reduce negative impacts on the environment and to try to extract from the industry for the marginal sectors of society (Cooper, 2004).

CBT is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life (Goodwin and Santilli, 2009). Dernoi (1988) cited in Wearing and Neil (1999) states that CBT is a privately offered set of hospitality services, extended to visitors, by individuals, families or a local community. Denman (2001) defines CBT as a form of tourism ‘where the local community has substantial control over, involvement in, its development and management, and a major proportion of the benefits remain within the community. Brohman (1996)

provides perhaps most comprehensive definition of CBT that, CBT development would seek to strengthen institutions designed to enhance local participation and promote the economic, social and cultural well being of the popular majority. It would also seek to strike a balanced and harmonious approach to development that would stress considerations such as the compatibility of various forms of development with other components of the local economy; the quality of development, both culturally and environmentally; and the divergent needs, interests and potentials of the community and its inhabitants.

CBT is the use of a community's resources, both cultural and natural, for tourism (Reid, 1999), in order to promote socio economic development and provide local people with income sources, encourage community commitment to conservation of biodiversity and sustainable management of the natural resource base and Involve people in the process of their own development and give them more opportunities to participate effectively in development activities (Reid, 1999). The above mentioned definition shows the components of tourism and community. Tourism as defined by Bennett (2000) is deemed to include any activity concerned with the temporary short term movement of people to destinations outside the places where they normally live and work, and their activities during their stay at these destinations. Thus, tourism is concerned with all travelers visiting foreign parts, whether it is for pleasure or for business or a combination of the two (Murphy, 1985).

A community, on the other hand is a mutually supportive, geographically specific, social unit such as a village or a tribe where people identify themselves as

community members and where there is usually some form of communal decision making (Mann and Ibrahim, 2002). However, Williams and Lawson (2001) pointed out that, when a group of people live in the same geographic area, it does not mean that they belong to the same community.

The industry holds great potential for social and economic benefits if planning can be redirected from a purely business and development approach to a more open and community oriented approach, which views tourism as a local resource (Murphy, 1985). It is important to note that the objectives of CBT are not always focused on natural resources conservation and linkages with economic development. Cultural conservation, community and gender empowerment, poverty alleviation and income generation are also primary purposes in many cases (The Mountain Institute, 2000).

One of a CBT initiative's defining principles is the transfer of benefits to a community regardless of location, instigation, size, and level of wealth, involvement, ownership or control (Simpson, 2008). CBT is generally considered consistent with the concept of societal based tourism in that it facilitates developments that allow lower income groups to benefit from tourism projects (Rogerson and Visser, 2004). Goodwin and Santilli (2009), state that CBT is based on the creation of tourist products characterized by community participation in their development. CBT has been promoted as a means of development whereby the needs of local communities are met through the offering of a tourism product (Goodwin and Santilli, 2009). CBT plays a pivotal role in the development of a

community as REST (2010) states that CBT is inherently connected to community development as the community shares the same natural and cultural resources.

CBT is one type of tourism that incorporates high levels of community involvement under the sustainability umbrella (Telfer and Sharpley, 2008). Generally, CBT projects provide collective benefits, for example through contributions to community funds for the development of community assets such as schools, clinics or grinding mills. CBT also creates opportunities for paid employment in the CBT enterprise and micro enterprise sales (Goodwin and Santilli 2009). CBT has four objectives as stated by Lopez Guzman (2011), CBT must have a positive impact on the conservation of natural and cultural resources; CBT must bring about socio economic development in the local community; There must be an increase in the number of businesses whose ownership is in the hands of the local community through appropriate planning and tourism management; and quality levels regarding experience of tourists visiting the area must be established.

Rest (2010) states the concept of CBT has principles which the host community can use as a tool for community development thus CBT should aim to recognize, support and promote community ownership of tourism; involve community members from the start in every aspect, promote community pride, improve the quality of life, ensure environmental sustainability, preserve the unique character and culture of the local area, foster cross cultural learning, respect cultural differences and human dignity, distribute benefits fairly among community members; and contribute a fixed percentage of its income to community projects.

CBT has a wide range of perspectives that can be taken on by communities in the context of tourism. For some, the community may be considered the main attraction and the gatekeeper to local knowledge, while for others the community is simply the setting where tourism occurs (Mowforth and Munt, 2009). Communities are increasingly being drawn into tourism not only from the demand side, as tourists actively seek out new destinations and communities to experience, but also from the supply side, as communities are also becoming aware of the potential products they can offer to tourists and the economic gains that can be made (Telfer and Sharpley, 2008). Murphy (1985) views the residents as part of the community's general attraction, and residents are therefore expected to be hospitable, yet they also need to go about their daily lives while they are part of the community 'show'.

In CBT, the interests of the local communities in tourism development are placed foremost. Such an approach is supported by Ashley (1998), who advocates the need for 'pro poor tourism', that is, tourism development that explicitly takes the concerns and needs of the poor into account. CBT development seeks to strengthen institutions designed to enhance local participation and promote the economic, social and cultural well being of the popular majority. It also seeks to strike a balanced and harmonious approach to development. It wants to emphasize considerations such as the compatibility of various forms of tourism with other components of the local economy, the quality of development, and the divergent needs, interests and potentials of the community (Scheyvens, 2002). Community tourism has long been acknowledged as a means of tourism, which fulfils the

functions as stated by Ndlovu and Rogerson (2004), namely it permits local control, retains the economic benefits within the local community and it is a means of encouraging vibrancy within local culture. Sustainable development of community tourism should aim to improve the residents' quality of life by optimizing local economic benefits, by protecting the natural and built environment and by providing a high quality experience for visitors (Telfer and Sharpley, 2008)

2.4 Theoretical Literature Review

2.4.1 Social Mobilization Theory

The entrepreneur model explains collective action as a result of economic factor and organization theory. It argues that grievances are not sufficient to explain creation of social movements. Instead access to and control over resources is crucial. Reid (2003) argues that social learning and mobilization theories are more appropriate perspectives to apply to Community Based Tourism development, as they reflect the perspectives of the local community residents who live with the repercussions of tourism development on a daily basis. Social learning is based on utilizing local collective knowledge linked to action (social mobilization) and accounting for the political context in which planning is taking place.

The approach is based in commonly held values and the transformative power of utilizing these community values and knowledge in constructing solutions to local problems (Stankey *et al.* 1999). According to Reid (2003) employing a community-based approach to tourism development, based on a social learning/mobilization

framework, can aid the implementation and sustainability of the development as often such projects have greater community support and buy in from an inclusive.

Social mobilization theory fails to explain social movement communities, which are large networks of individuals and other groups surrounding social movement organizations, and providing them with various services Critics also argue that it fails to explain how groups with limited resources can succeed in bringing social change and that it does not assign sufficient weight to grievances, identity and culture as well as many macro-sociological issues.

2.4.2 Citizen Participation Theory

The theory stipulates that local people should take part in planning, execution, utilization and assessment of social amenities or facilities designed to improve their welfare **(**Kreitlow, 1960) This theory is deeply rooted in the very concept of community development which enjoys that whatever is done to improve the welfare of a people must endeavor to elicit the enthusiasm and participation of such a people. Participatory theory is said to improve implementation process, rather than delaying implementation of completed plans while decision are reviewed through appeal and

adjudication (Blackburn, 1988; Susskind and Cruikshank, 1987; Pateman, 1970). This theory is adopted by this study because it show how community participated in tourism activities, also the theory emphasize the major goal of CBT projects which is ensuring of community participation and benefits through tourism activities. Ken

Wilber argues that participatory epistemology is limited in its appropriate to scope observing the subjectivity plural domain. Principles and ethics are regarded as applicable on the context. There are many forms of relevantism which vary in their degree of controversy (Bahamian, 2004).

2.4.3 Community Based Tourism Development Planning Model

The tourism industry broadly is understood to be growing at exponential rates and is continually permeating different locales around the globe. Most literature has discussed its benefits and costs to the areas in which it exists, but as (Harrill, 2004) points out; there is a relative dearth of literature regarding planning for the industry. As indicated earlier, tourism developments have been criticized on several fronts, and many authors would argue that these criticisms are a result of a lack of planning, and importantly, a lack of involvement of local people in that planning process (Reid, 2003; Ryan, 2002; Hall, 2000; Joppe, 1996; Inskeep, 1991; Murphy, 1985). Given the levels at which the tourism industry pervades a community (employment, land use, environment, social structure and infrastructure) obtaining the perspective of residents should be integral to any tourism planning (Harrill, 2004).

Community-based tourism is premised on the inclusion of local people in the development of the industry. In fact, its characteristics include local control of development, community involvement in

planning, equitable flow of benefits, and incorporation of resident values (Tosun, 2006; Blackstock, 2005; Reid, 2003; Hall, 1996; Pearce, 1992; Haywood, 1988;

Murphy, 1985). Traditional tourism planning is conducted from a social reform and or policy analysis perspective (Reid, 2003). These theories of planning are primarily top-down in approach, leaning heavily on government intervention, expertise and investment. These perspectives involve experts who analyze the situation in a scientific, rational way and determine an appropriate course of action to be administered at the local level.

Although these types of approaches may appropriate from a corporate point of view and in certain contexts (Reid, 2003) argues that social learning and mobilization theories are more appropriate perspectives to apply to community-based tourism development, as they reflect the perspectives of the local community residents who live with the repercussions of tourism development on a daily basis. Social learning is based on utilizing local collective knowledge linked to action (social Mobilization) and accounting for the political context in which planning is taking place. The approach is based in commonly held values and the transformative power of utilizing these community values and knowledge in constructing solutions to local problems (Stankey *et al.* 1999). According to Reid (2003) employing a community-based approach to tourism development, based on a social learning/mobilization framework, can aid the implementation and sustainability of the development as often such projects have greater community support and buy in from an inclusive.

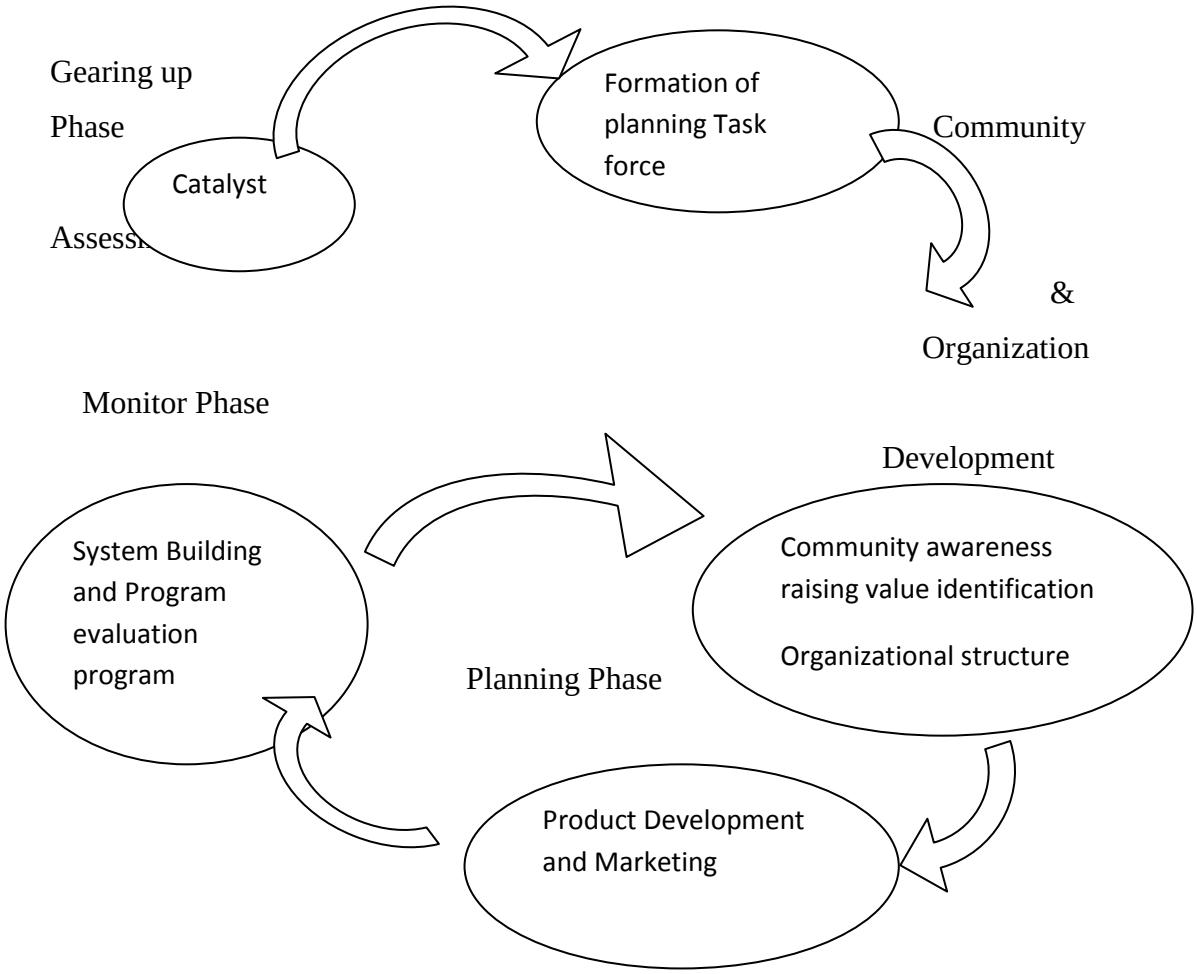

Figure 2.1 : Adopted from Reid's (2003) Community-Based Tourism Development Planning Model.

As evident in the model (Figure 2.1), the process begins through an individual catalyst that provides initial leadership to the planning process; often times this requires the inclusion of an outside expert to facilitate the community group. A task force (or action committee) is then struck, comprised of

individuals who have technical expertise, vested interests in the eventual products of the plan and are concerned about the interests of the community more broadly. The next phase of the model is important, as it involves raising community awareness

about the issues of tourism development and to seek the involvement of the community in determining the essence of the final product. It is this stage that deviates from traditional entrepreneurial approaches to tourism planning as it integrates community residents in visioning and planning for their community's future in relation to tourism developments. This phase requires, "great skill in the subject areas of community development and group facilitation. The implementation of this stage of the process demands time and energy in organizing the community to take charge of the process" (Reid, 2003: 133). The skills that are learned by community members during this process should be transferable to other community development projects (thus contributing to the social learning and transformation process previously discussed). The planning phase then involves several stages product development and marketing, system building and program evaluation.

In any planning of CBT project the whole process as indicated in the model are applicable, the CBT planning project begin with individual catalyst which gear up to form task force, The task force will help in asses community awareness in organization development, after the community be aware, they raise their values and form organizational structure which will help in planning product and marketing development, lastly monitoring the CBT project through system building and program evaluation.

2.5 Empirical Literature Review

There is evidence that the large majority of CBT initiatives enjoy very little success (Goodwin and Santilli, 2009). CBT has contributed in poverty alleviation and

diversify tourism products (Slocum, 2010). CBT activities provide a new source of communal income through tourism joint ventures as well as source of employment and limited market for local goods (Akunaay *et al*. 2003). CBT succeeded in maintenance of cultural, by reinforcing pride in one's identity and ensuring interest in continuation of specific cultural practice, as well as providing economic diversification (Melisa, 2014) .CBT success to link local economy with the main stream tourism (Muganda *et al*. 2013). Contrary to the success of CBT projects, some have found it difficult to continue operating. Goodwin and Santilli (2009) state that, whilst many projects have been funded in developing countries, their success has not been widely monitored and, therefore, the actual benefits to local communities remain largely minimal, this is due to lack of operational skills and marketing knowledge.

Mitchell and Muckosy (2008) reported that evidence from Africa and Asia show that the most likely outcome of CBT initiatives collapse after funding has dried up. Two main causes for the collapse are poor market access and poor governance. Furthermore, Mitchell and Muckosy (2008) observe that the low level of patronage and business generated by Village Life Tourism (VLT) was not sustainable for either the business or the associated enterprises. Briedenhann and Wickens (2004) observe that in the South Africa, the lack of capacity at local government level, the difficulties involved operational zing Community Based Tourism and the death of entrepreneurial expertise, management skills and capital with which to expand the community-based tourism infrastructure. Sebele (2010) states that community engagements in Community Based Natural Resource

Management (CBNRM) and tourism have elicited many views as far as natural resources utilization are concerned. Some ask for the importance of CBNRM; others question it, while yet others call for its improvement. Results show that, although some benefits have been identified, there remain many challenges. Among these challenges at Khama Rhino Sanctuary Trust (Selebe, 2010) are lack of tangible benefits and employment creation, the loss of benefits from the land; poor management, marketing and Entrepreneurial skills, lack of community involvement and participation, lack of sense of communal ownership of the project, imbalance from board representation, and the heavy reliance on foreign donors.

The challenges facing CBT in Tanzania are lack of business, lack of English language training, the logistical difficulties of booking and marketing (Melisa, 2014). Lack of formal education is also a challenge for many tour guides and other service providers, speaking very little English when they are first hired is another challenge. They are chosen for their personality or knowledge of the area (SNV 1999). Barriers are still existing, this exclude a majority of the villagers not getting visitors frequently on their villages, shops, or markets; this is due to corruption, and lack cooperation between villages which hinder any advancement that individuals attempt to make (Slocum, 2010).

2.6 Conceptual Framework

Figure 2.2 the variables such as managerial issues, lack of technical support, unqualified personnel, lack of marketing, poor infrastructure; poor facilities and inadequate government support are independent variables.

Motivation Variables such as financial support, technical support, political support and community support can result growth of CBT as they play a big role. Therefore growth of CBT such as Environmental benefit, Political benefit, cultural benefit, economic benefit, political benefit economic benefit and social benefits are dependant Variables.

Financial Support, Technical support, political support and Community support lead to the Growth of CBT as an outcome, these benefits help for growth of CBT are grouped into economic, social, political, cultural and environment**.** On the otherhand lack of technical skills, poor management skills and financial support lead to rise on challenges facing CBT projects.

Another CBT's challenges are lack of technical support, unqualified personnel, lack of marketing strategy, poor infrastructure, poor facilities, inadequate government support and lack of capital. If financial and technical supports are provided to the CBT projects, these projects will improve the life to the local communities by providing the following benefits,it raises fund for the community development, create jobs in tourism sectors, raise the income of local people, raise the quality of life, promotes community pride, divides roles fairly between women and men, youth and elders, community empowerment. Over their own matters.

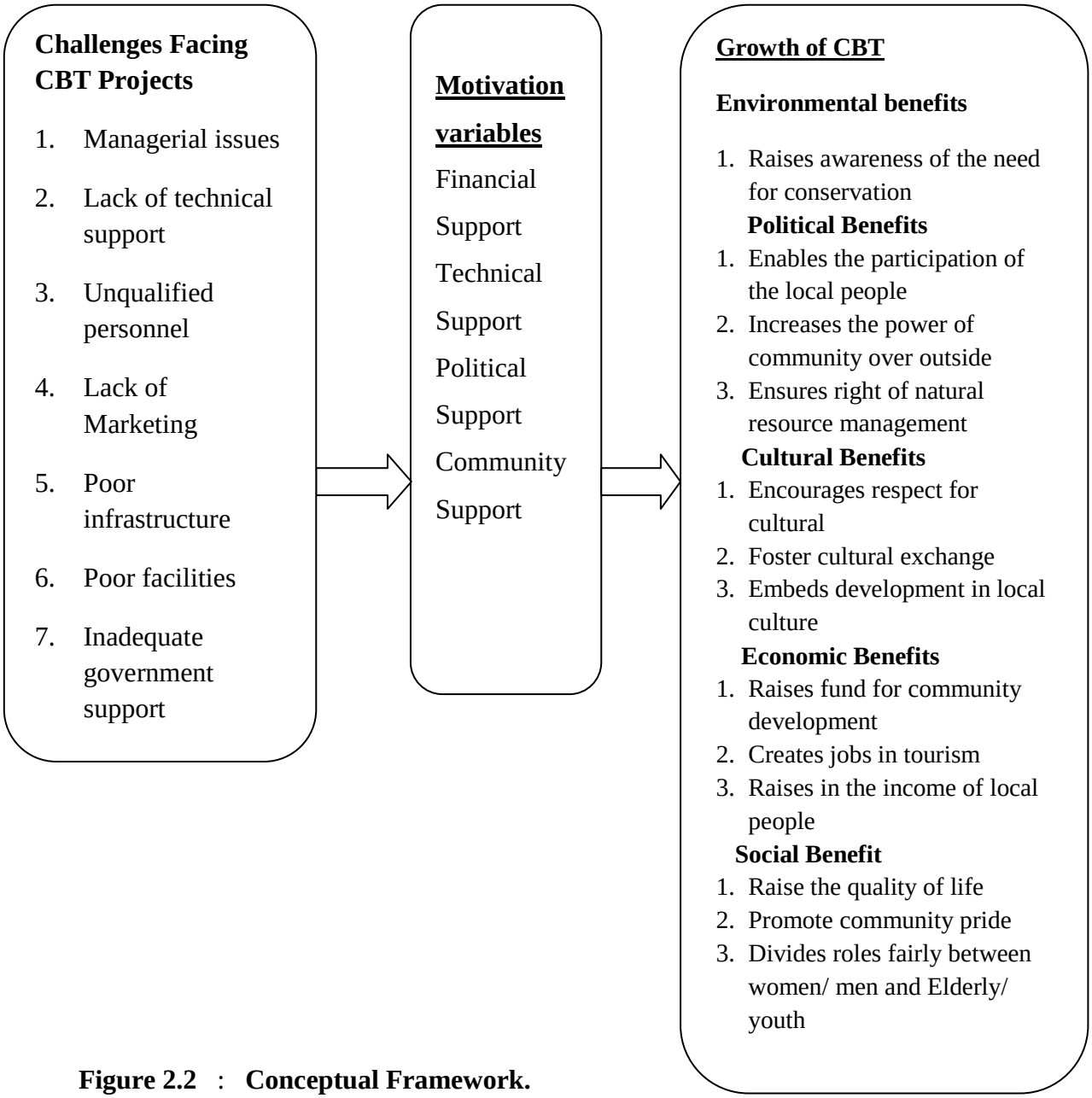

Figure 2.2 : Conceptual Framework.
Source: Developed from Masudur, 2010 by Researcher.

2.7 Tourism Policy of September, 1999

Tanzania Tourism Policy put clear how the community members participate in the management of tourist attractions located within their areas and making of development-related plans and decisions with regard to tourist attractions especially

where such plans are likely to have a direct effect, (positive or negative) on the livelihood and well being of these communities. Most tourist attractions lie on local communities or in their vicinities and in most cases co-exists side by side with the community example in wildlife areas. Some tourists' attraction such as the sea or lakes is source of livelihood while others are of spiritual significance for the members within the communities.

It is for such reason that it is imperative for the communities living within or around areas to be fully involved in the development and management of these attractions and in addition to get a share of income generated from tourist activities within their areas. Giving priority to members of these communities in terms of training, employment generation and other social and economic benefits accruing from tourist activities or investments within their areas and thereby minimizing rural migration (United Republic of Tanzania Tourism Policy, 1999). The Cooperative Development policy of 2000 which was revised in 2002, insist that member based cooperative is the final decision maker for their cooperative. The cooperative development policy recognizes the poverty reduction strategies paper and it will work hand to hand with other organization to deal with this issue. This is synonym with CBT because all aim at ensure that community is participating and benefit direct from various economic activities established in their localities.

2.8 Research Gap

Different studies about CBT has been conducted, most of these studies show how communities participate in tourism activities, benefits of CBT and how CBT help in

sustainable tourism. CBT has demonstrated the potential to generate significant returns on its conservation, socio-economic and business objectives as ventures have spread and evolved. CBT offers many benefits to the community and tourism industry in general, employment, development of social services, development of cultural interaction; development of knowledge and skills, diversification of tourism activities, income generation, and preservation of natural resources (Mcln and Goeldener, 1984; Dincer and Ertugra, 2003; Ross, 1992; Sebastian and Pajagopalan, 2009 and Jones, 2008).

Mitchell and Reid (2001) state that communities, particularly rural one, are often on the frontline in service provision but last to receive benefits from their effort. While scholars entrepreneurs and practitioners are beginning to understand the need for placing greater emphasis on community empowerment in tourism planning and implementation, little work has been done on the details of development and execution of CBT, Mitchell and Reid (2001). More recent publications have raised major concerns about the infectiveness, potential, lack of sustainability or failure of CBT enterprises and the lack of accountability with regard to responsibility and performance (Dixey, 2008). Also the issue of globalization and liberal economy provide more opportunities to CBT for better performance. Several studies on CBT have been conducted but no study on challenges facing CBT programmes have been conducted in Arumeru District in Arusha Region. This study is designed to fill this research gap.

CHAPTER THREE

3.0 STUDY AREA AND RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods which will be used in conducting this study. This chapter includes the study area, research design and target population. It further presents sampling procedures and sample size, sources of data, data collection methods, data analysis and presentation.

3.2 The Study Area

This study will be undertaken in Arumeru district (Figure 3.1). Arumeru district is one of sixth district found in Arusha region, others are; Arusha, Karatu, Longido, Monduli and Ngorongoro. Arumeru district is bordered with Kilimanjaro region to the west; east is bordered by Arusha city. North is boarder by Kenya and south is boarded with Simanjaro district. This district is surrounded by some of Africa's most famous landscapes such as Longido Mountain, Ngurdoto Crater and Mount Meru. Arumeru district is also closer to Serengeti, Ngorongoro crater, Lake Manyara, Olduvai gorge, Tarangire National Park, Mount Kilimanjaro and Arusha National Park. Administratively this district is divided into thirty seven wards which are Akheri, Bangata, Bwawani, IIkiding'a, Kikatiti, Kikwe, Kimnyaki, King'ori, Kiranyi, Kisongo, Leguruki, Makiba, Maji ya Chai, Nkoanrua, Mororoni, Matevesi, Mbuguni, Mlangarini, Moivo, Moshono Murieti,

Musa, Mwandeti, Nduruma, Ngarenanyuki, Nkoanrua, Nkoaranga, Nkoarisambu, Oldonyosambu, Olijoro, Olkokola, Oltroto, Oltrumet, Singisi, Sokoni II, Songoro, Usa river and Poli.

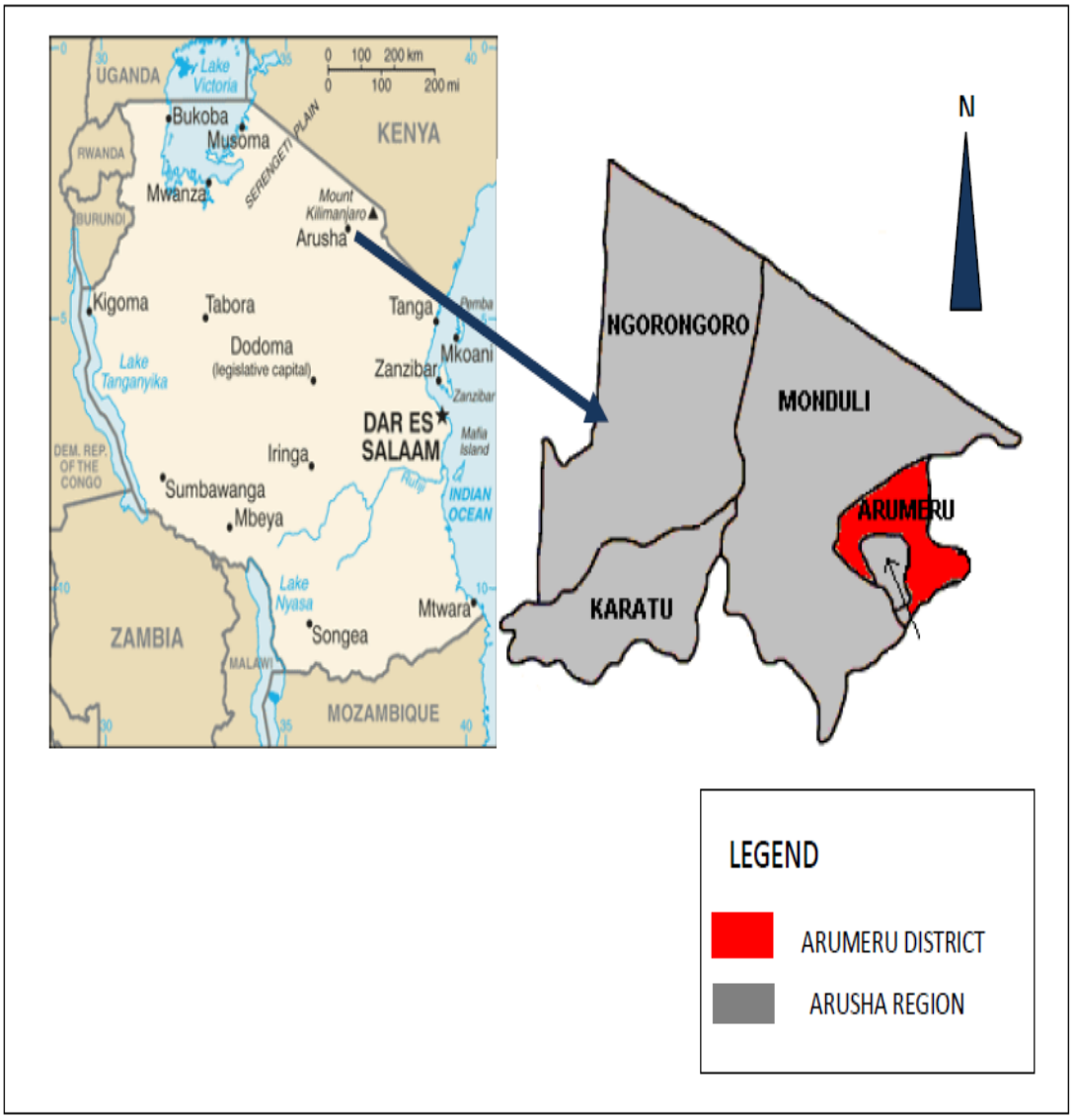

Figure 3.1 : Arusha Region and Arumeru District
Source: http://merudc.blogspot.com/

Arumeru district was selected for this study because many tourism activities including CBT are conducted there, also many people in the area engage in CBT activities which created employment in rural areas, where people previously relied solely on agriculture for their incomes. The area is also selected because it is near to Arusha city which is a hub of Tanzania northern tourism circuit whereby CBT projects used as substitute of wildlife tourism. Moreover, Arumeru district was selected due to the resident's hospitality, nice weather, attractive hotels, cultural centers, curio shops, restaurants, campsites, shops and beautiful Mount Meru which attracts many tourists.

3.3 Research Design

Research design is the conceptual structure which research followed (Kothari, 2009). The research design in this study incorporates the way data will be collected, measured and analyzed. In this study case study design will be employed. This design is relevant for showing the challenges facing CBT and preferences of the respondents. The research design in this study will incorporate the way data will be collected, measured and analyzed. Quantitative data will be collecting using questionnaires and qualitative when collecting information concerning of the perception of the local residents, women working in CBT projects, CBT managers and local tour guides towards the challenge facing CBT.

3.4 Target Population

The target population for this study is the population of Arumeru District. According to 2012 population census Arumeru District had a total population of 590,726 (NBS,

2013). Whereby males were 285,565 and females are 305,161. The sample frame for this study include local guides, CBT members, local residents living close to CBT projects, village leaders, CBT managers, directors or managers and waiters.

3.5 Sampling Procedure and Sample Size

3.5.1 Sampling Procedure

The sampling procedure is the systematic procedure of selecting the manageable sample size that will be investigated to answer the research questions (Cooper & Schindler, 2003). The following sampling techniques will be used to select respondents.

3.5.1.1 Purposive Sampling

Gibson and Brown (2009) states that, purposive sampling describes the process of selecting research participant on the basis of their relevance to the research. The aim is to select possible research participants that may possess unique characteristics, roles, opinions, knowledge, ideas or experiences that may be particularly relevant to the research. A sample will be chosen by a researcher on the basis that it is a representative of the sample of the population as a whole Grey (2009). The researcher relied on this method because he will use his own judgment to select sample members. It will be applied in selecting CBT projects, the managers from CBTs, directors, village leaders, waiters and local guides.

3.5.1.2 Random Sampling Technique

The simple random sampling is probability sampling which will be used in selecting respondents from the local residents. List of local residents will be obtained from the village registry book. A simple random selection method will be used because it provided an equal chance for all residents

in each village to be included in the sample (Robson, 2011; Vaske, 2008; Kothari, 2004). The researcher obtained a list of villagers from the village register book maintained by village chairman. A random number generator (http://stattrek.com/Tables/Random.aspx) will be used to generate random numbers of local residents to be surveyed who are living surrounding the four CBT projects which are Matunda cultural tourism and orphanage, Tengeru Cultural Tourism, Ng'iresi Cultural Tourism, and Mulala Cultural Tourism.

3.6.2 Sample Size

Gay and Diehl (1992) suggest that for descriptive and case study research sample should be 10% of population. But if population is small the 20% may be required. The researcher will adapt the formula used by Gray and Dielh (1992) because is appropriate to the population which the researcher want to use. Therefore the target population will be 278, whereby 20% of the population will be 55.6, therefore 56 respondents will be taken as sample size (Table 3.1). This study based on four (4) CBT projects. These CBT project are Matunda Cultural Tourism and Orphanage, Tengeru Cultural Tourism, Ng'iresi Cultural Tourism and Mulala Cultural Tourism. From the four CBT projects , 4 managers will be taken out 12 managers, 8 local tour

guides will be included in sample size out of 32 tour guides, 8 waiters out of 32 waiters, 4 village leaders out of 12 village leaders , and 32 local residents out of 190 will be taken as a sample size.

Table 3.1 : Sample Frame and Sample Size

SN	Respondents	Target population	Sample size
1	Managers	12	4
2	Local tour guides	32	8
3	Waiters	32	8
4	Village leaders	12	4
6	Local residents	190	32
	Total	278	56

Source: Researcher computation

3.6 Sources of Data

3.6.1 Secondary Data

According to Kothari (2004), secondary data is defined as data available in the documents or literature. The data will be obtained from documents such as books, theses, papers, journals, magazines, articles, atlases, pamphlets and unpublished literature regarding what other people have written on the thesis. Secondary data will be used by researcher because it help researcher to study previous research and explore its relationship with this study.

3.6.2 Primary Data

Primary data are information collected afresh and for the first time, and thus happen to be original in character (Kothari 2009). The primary data include information collected from respondents

through interviews, questionnaires as well as direct observation. The collected information enables the researcher to get the views of various stakeholders about the challenges facing CBT projects.

3.7 Data Collection Methods

Data collection is the process of gathering information on variables of interest, is an established systematic fashion that enables one to answer stated research questions, test objectives and evaluate outcomes. In this research, data will be collected by using several techniques/methods so as to minimize sources of bias. Some of data collection tools applied is questionnaires, interview, documentary literature review and direct observation.

3.7.1 Questionnaires

Bruce (1996) states that questionnaire is an instrument used to gather information about behaviors and the knowledge, skills and other motivational factors that influence community. Rule and John (2011) define questionnaires as printed sets of field questions to which participants respond on their own (self administered) or on the presence of the researcher. Tour guide questionnaires (Appendix 1) and waiters' questionnaire (Appendix 3) will be used to gather information direct from tour

guides and waiters on how they deliver services and challenges facing them in delivering services to the tourists. Local residents' questionnaire (Appendix 2) will be used to gather information about the perception of local people on CBT projects and challenges facing CBT projects.

3.7.2 Interview

An interview guide (Appendix 4 and Appendix 5) will be prepared in advance and will be administered by the interviewer to the respondents in this case, answers will be recorded on a separate sheet .The interview will involve conversation or interviewing the CBT managers and village leaders. The information about CBT project in general will be collected.

3.7.3 Direct Observation

This will include observation on the activities undertaken by CBT projects within the study area with respect to the environment, how different service providers such as local tour guides, drivers, cheese makers, coffee growers, waiters/waitress (for local dishes) front office and the other service providers serve the clients (Byers, 1996) argue that direct observation provides direct evidence for any situation rather than indirect information obtained via self- report methods like surveys and questions.

3.7.4 Documentary Literature Review

Documentary literature review will be used to collect secondary data or second hand information. The researcher will employ documentary sources of data so as to have

a thorough understanding of the past, present and predict the future trends of challenges facing CBT projects. Documentary sources of data will include: previous researches, books, journals and clients comment books.

3.8 Data Analysis, Interpretation and Presentation

For analyzing the quantitative data Welman and Kruger (2001) as well as Blaikie (2003) noted that descriptive statistic analysis will be used, which is concerned with the description and or summarization of the data obtained for a group or individual unity of analysis. Statistical Package for Social Science (SPSS) will be applied to analyze the coded information of the questionnaire in this study. Qualitative data will be analyzed through content analysis. Content analysis is the one of the classical procedure for analyzing textual material range media products to interview data on this essential feature is the use of categories which are often derived from theoretical models (Flick, 2006). In this study content analysis will be used to analyze data collected through interviews and direct observation. Data will be presented by using pie charts, tables and graphs.

3.9 Validity and Reliability

Reliability refers to the extent to which data collection technique or techniques will yield consistent findings. In other words, similar observations will be made or conclusions reached by other. Researcher or where there is transparency in how sense was made from the raw data ensure reliability (Saunders *et al*. 2007). Data collection instruments such as questionnaire, direct observation and interview will be employed by the researcher to ensure that the authority or reputation of the source

of data is well assessed. Survey data from large and well known organizations will be deemed reliable and trustworthy.

To ensure validity of the data, triangulation methods will be used in sampling and effective data collection. This means that different methods of sampling and data collection will be used. The use

of triangulation will help to demonstrate validity and open up new perspective about the topic under investigation. The researcher will also look for copyright of published documents relating to the data to help validation.

CHAPTER FOUR

4.0 DATA ANALYSIS, PRESENTATION AND DISCUSSION OF THE FINDINGS.

4.1 Introduction

This chapter presents the findings obtained through interview, questionnaire and documentary review from different categories of respondents. The chapter begins with demographic characteristics of respondents basing on age, marital status, education level and working experience. The chapter goes further to present roles of CBT projects in Arumeru district, challenges facing CBT projects and mitigation measures.

4.2 Socio-demographic Characteristics

Different characteristics of respondents are discussed here which include age, gender, education level and working experiences.

4.2.1 Age of Respondents

The age of respondents is important to identify the working class, active working group and working experienced group in the society. Therefore the age of respondents was categorized into six groups; the grouping was from the age of 15 years to 65 years old and above. This grouping was based on the consideration that economically active and productive group in Tanzania is from the age of 15 years old to 64 years (URT 1991). With analysis, the results shows that, 37.5% (15) of the

respondents were of the age between15 to 24 years old, another 37.5% (15) were aged 25 to 34 years and12.5% (5) were aged 35-44and 5%(2) were age 45-54 and another group was 5 %(2) aged 55-64 years old and last group was 2.5% (1) 65 years old and above.

Table 4.1 : Age of the Respondents

SN	Age category	Responses	Percentages
1	15-24	15	37.5
2	25-34	15	37.5
3	35-44	5	12.5
4	45-54	2	5
5	55-64	2	5
6	65+	1	2.5
	TOTAL	40	100

Source: Field survey, 2015

4.2.2 Gender of respondents

In order to have good representations of gender, sex of the respondents was taken into consideration. About 22 (55%) of respondents were female and the remaining 18 (45%) were male. This shows that male and female were given an equal chance to participate in the CBT activities. The number of female who interviewed is higher than male because the number of female in population is higher than male; also the number of female employed in CBT is higher than male because of nature of activities such as cheese making, preparation of local lunches and milking are performed by female.

Table 4.2 : Gender of the respondents

SN	Sex	Responses	Percentages
1	Male	18	45
2	Female	22	55
	Total	40	100

Source: Field survey, 2015

4.2.4 Educational level of respondents

Education is perceived as one of the factors that influence an individual's perception of an intervention before making decision. Understanding the education levels of the respondents was an important factor in assessing their skills and knowledge. The level of education of tour guides, waiters and local residents help them to provide details information to the researcher. The results revealed that, majority of respondents 25% of respondents attained primary education, whereby 25% of respondents attained secondary education and15% of the respondents attained college education while 17.5% attained University education and another 17.5% had no formal education probably they were indoor trained or doing casual work.

Table 4.3 : Education Level of Respondents

SN	Level of Education	Responses	Percentages
1	No formal Education	7	17.5
2	Primary Level	10	25
3	Secondary Level	10	25
4	College Level	6	15
5	University Level	7	17.5
	Total	40	100

Source: Field survey, 2015

4.2.5 Work experience of the respondents

The total respondents were 40, but in analyzing working experience 20 respondents were taken out of 40, because the remains 20 respondents were not included in working experience since are not part of CBT employees they were local residents and village leaders. Work experience help researcher to get detailed information about the CBT in general. The workers working for a long duration they are detecting more challenges which facing CBT in their daily operations. The result in Table 4.4 revealed that, 70% (13) of employees had working experience between 1 and 5 years, and 30% (6) of employees had working experience between 6 and 10 years The results indicated that, larger percent of CBT employees had 1 to 5 years of work experience.

Table 4.4 : Working Experience of Respondents of Tour guides and waiters

SN	Year of Experience	Responses	Percentages
1	1-5 Years	14	70
2	6-10 Years	6	30
	Total	20	100

Source: Field survey, 2015

4.6 Roles of CBT Projects in Arumeru District, Presentations.

Various respondents were asked to list down the roles of CBT in Arumeru District. The roles mentioned are; provision of employment, Education, Income generation, Foreign Exchange, marketing of local goods and pride of culture.

Table 4.5 : Role of CBT in Arumeru District

SN	Roles of CBT to the community	Employees Tour guide and Waiters		Local leaders		CBT Managers		Local People	
		Fr	%	Fr	%	Fr	%	Fr	%
1	Employment	5	31.25	1	25	1	25	2	31.5
2	Education	2	12.5	1	25	1	25	3	18.75
3	Income generation	3	18.75	-	-	1	25	3	18.75
4	Foreign Exchange	3	18.75	-	-	-	-	1	6.25
5	Marketing of local goods	2	12.5	1	25	1	25	3	18.75
6	Pride of Culture	1	6.25	1	25	-	-	1	6.25
	Total	16	100	4	100	4	100	16	100

Source: Field survey, 2015

Key: Fr= Frequency

The question asked to respondents on regarding the roles of CBT in Arumeru District was “What is the role of CBT in Arumeru district?” The findings in table 4.5 were 31.25% of tour guides and waiters, 25% CBT managers, 25% of local leaders and 31.25% local residents said that CBT play the role of providing employment to them. 12.5% tour guides and waiters, 25% CBT managers, 25% of local leaders and 18.75% local residents said that CBT support education to the community. 18.75% tour guides and waiters, 25% of local leaders and 18.75% local

residents the results revealed that CBT provide income to the community in Arumeru district. 18.75% tour guides and waiters, and 6.25% local residents said that CBT is source of foreign exchange. 12.5% tour guides and waiters, 25% CBT managers, 25% of local leaders and 18.75% local residents they see CBT projects is very important factors in marketing their local goods. 6.25% tour guides and waiters, 25% CBT managers, and 6.25% local resident the findings revealed that CBT projects are very important in enhancement the pride of their culture.

4.7 Challenges facing CBT Projects Presentations.

Despite the roles played by CBT in Arumeru district still there are challenges facing them in their daily operations, Different respondents were asked to mention challenges which facing CBT Projects as indicated on the table below.

Table 4.6 : Challenges facing CBT Projects

SN	Challenges facing CBT	Employees Tour guide and Waiters		Local leaders		CBT Managers		Local People	
		Fr	Per	Fr	Per	Fr	Per	Fr	Per
1	Education	3	18.75	1	25	1	25	2	12.5
2	Infrastructure	3	18.75	1	25	1	25	3	18.75
3	Marketing	2	12.5	-	-	1	25	1	6.25
4	Community involvement	2	12.5	1	25	-	-	4	25
5	Poor government support	3	18.75	-	-	1	25	3	18.75
6	Security	1	6.25	1	25	-	-	-	-
7	Poor management	2	12.5	-	-	-	-	3	18.75
	Total	16	100	4	100	4	100	16	100

Source: Field survey, 2015

The question asked to respondents on regards of the challenges facing CBT in Arumeru district was “What are challenges facing CBT in Arumeru district?” The findings presented in table 4.6 have been analyzed as follows in response to the statement 18.75% tour guides and waiters, 25% CBT managers, 25% of local leaders and 12.5% local residents said that lack of education is one of the challenge facing CBT projects. 18.75% tour guides and waiters, 25% CBT managers, 25% of local leaders and 18.75% local residents the results shows that infrastructure is also the big challenges for the development of CBT projects in Arumeru district. 12.5% tour guides and waiters, 25% CBT managers and 6.25% local residents said that marketing accessibility is still a big challenge which facing CBT. 12.5% tour guides and waiters, 25% local leaders and 25% local residents said that lack of community involvements is challenge for CBT. 18.75% tour guides and waiters, 25% CBT managers and 18.75% local residents, the result also revealed that poor government support is among the challenges facing CBT projects. 6.25% tour guides and waiters, and 25% local leaders said that lack of security to the visitors and CBT projects is a challenge. 12.5% tour guides and waiters, and 18.75% local residents agreed that poor management of the CBT projects is one of challenges facing CBT projects due to lack of managerial skills.

4.8 Mitigation Measures Presentation.

The challenges facing CBT projects can be solved in different ways. Different respondents were asked to mention mitigation measures towards the challenges which facing CBT Projects as indicated in the table here under.

Table 4.7 : Mitigation Measures

Measure	**Employees Tour guide and Waiters**		**Local leaders**		**CBT Managers**		**Local People**	
	Fr	Per	Fr	Per	Fr	Per	Fr	Per
Provision of education , and training	3	18.75	1	25	0	0	2	12.5
Improvement of infrastructure	3	18.75	1	25	1	25	3	18.75
Increase marketing campaign	2	12.5	-	-	1	25	1	6.25
To ensure community involvement in CBT project	2	12.5	1	25	-	-	4	25
Government should support the CBT project	3	18.5	-	-	1	25	3	18.75
To ensure security to the CBT projects and visitors.	1	6.25	1	25	1	25	-	-
To Enhance management in working capacity.	2	12.5	-	-	-	-	3	18.75
Total	16	100	4	100	4	100	16	100

Source: Field survey, 2015Table key: Fr= Frequency, Per= Percentages

The question asked to respondents on regards of mitigation measures in the challenges facing CBT in Arumeru district was “What are mitigation measures on the challenges facing CBT in Arumeru district?” The findings presented in table 4.7 have been analyses as follows in response to the statement 18.75% tour guides and

waiters, 25% of local leaders and 12.5% local residents said that provision of education and training to employees and residents will help to overcome challenges facing CBT projects. 18.75% tour guides and waiters, 25% CBT managers, 25% of local leaders and 18.75% local residents their views said that infrastructure should be improved to ensure accessibilities to the CBT projects and surroundings all year around in Arumeru district. 12.5% tour guides and waiters, 25% CBT managers and 6.25% local residents said that aggressive marketing campaign should be conducted locally and internationally for sustaining CBT projects in Arumeru district. 12.5% tour guides and waiters, 25% local leaders and 25% local residents, they said that involvement and injected of local community in CBT ventures will help for the development of CBT projects and well being of local communities. 18.75% tour guides and waiters, 25% CBT managers and 18.75% local residents, the result reveals that government should support the CBT projects for the present and future sustainability of the CBT projects. 6.25% tour guides and waiters, 25% of CBT managers and 25% local leaders said that security should be enhanced to the CBT ventures and visitors for the survival of the projects. 12.5% tour guides and waiters, and 18.75% local residents they give their views that proper management skills and knowledge should be empowered to the CBT ventures.

4.9 Discussion of the Findings

To discuss what the respondents are presented concerning with the challenges facing CBT in Arumeru per objectives of the study and according to other researchers' views.

4.9.1 The Role of CBT to the Local Communities

Employment, CBT project provided employment to the local people direct as tour guides and waiters and indirect through selling local goods to the tourists, vegetables and other agriculture goods to the owner of CBT projects and visitors. CBT provides both permanent and casual employment to the local communities. These employment ranges from cleaner, drivers, waiters and guides (Sebele, 2010).

Education, CBT projects support education to the local people through building schools and providing sponsorship to the children directly or through the tourists who visiting the projects. CBT projects provide collective benefits to the community example, through contributions to community for the development of community assets such as schools, clinics and grinding mills (Godwin and Santilli, 2009).

The CBT projects generate income to the government through taxes which CBT paid to the government and to the local people through employment. In the Eastern Cape marketed as “adventure province” 10% of the area GDP is based on tourism and it is the second highest tourism destination in South Africa. As the birth place of former south Africa president Nelson Mandela and other anti- apartheid luminaries such as Steve Biko. The area become strong holding for CBT and provides income to the surrounding communities (Suzan Smith Richardson, 2011).

Foreign exchange, people earns foreign currency through selling local good to the tourist, this help in diversification of local economy. The number of tourists visiting Longido has grown from only 25 in 1995 to nearly 600 in 2000, the village earned

overUS Dollars 11 000 from activities offered to visitors in Longido. (Matungwe, 2000).

Creating market to the local goods, Local community are able to sell their cultural goods to the tourists who are visiting the CBT or by selling their goods direct to the CBT projects. CBT projects activities provide a new source of communal income through tourism joint ventures, as well as a source of employment and market for local goods. (Akunaay et. al 2003).

Pride of culture, CBT projects leaded local people to have proud of their culture because the local people can see the value of their culture and starting to protect and proud for their culture. Tourist interested in Maasai culture has also served to reinforce Maasai cultural pride and notions of Maasai cultural superiority. One resident confident in Maasai cultural dominance even stated that Wazungu who marry Maasai will inevitably leave Wazungu life and adopt Maasai cultural practices,declaring “they become all Maasai.” (Melissa Aileene Stevens, 2014)

4.9.2 Challenges facing CBT Projects Discussions.

Education, education is among the challenges which facing CBT projects, lack of education concerning CBT projects lead local people to have negative perception toward CBT projects, also lack of education causes CBT staff to fail to deliver quality service and interpretation to the tourist, during the interview The way also researcher received the information from CBT staff during data collection he could tell that education is problem.

Infrastructure, infrastructure in the other way help accessibility to the CBT projects, poor infrastructure especially during the rainy season hinder accessibility to the CBT projects and proper delivery of services. The board member and staff at the Shewula mountain camp highlighted that they were having difficulty in maintaining the dirt road from the main tarred road in good conditions. They mentioned that during the rainy season, small cars sometimes had to be pulled out of the mud by tractor.

Poor signage, the only standing sign was at the turn- off from the main road tarred onto the dirt road (Sipho Elias Lekhele , 2013) Children have removed sign along the road while playing. First time visitors constantly need to ask for direction from members of the community along the road (Sipho Elias Lekhele , 2013).

Marketing, CBT fail to access international marketing because it is an expensive process , hence receive low number of tourists, this is a challenge to CBT because it become difficult to run the project due to the low number of tourist which received. According to Sebele (2010) lack of finance has made difficult for the CBO to market itself international by exhibiting international trade fairs such as ITB- Berlin also regionally it has also be difficult to consistently attending regional tourism fairs like tourism in INDABA in Durban South Africa.

Community involvement, lack of community involvement is a challenges facing CBT, due to that the CBT projects does not get enough support from local communities which led to wrong perception towards CBT. Community are not

involved in decision making only board members take part of community while the decision made sometimes are not suitable to the community Sebele (2010).

Poor government support, the government does not support CBT projects because it charges multiple taxes to the CBT projects hence the amount of income earned are directed to pay tax, also infrastructure are not well developed and no training provided by government to the CBT projects.

Poor management, CBT projects are lacking good management, this lead to lack of skilled personnel, poor delivery of information and data. The management fails to conduct training for their staff, also the researcher fails to reach in some of the CBT like Tengeru due to poor direction signage this indicates poor managerial skill .The study conducted by Sebele (2010) in KRST in Botswana show that community based initiative has been marred by poor managerial , entrepreneurial and marketing skills.

Security, Security is the challenges which facing CBT, most of the area where the CBT projects found are facing challenges of insecurity if any harm occur to the visitors it will be easy to spread bad information all over the world due to advancement of technology. Growing crime rates in areas such as Arusha and Dar es Salaam must cause concern among all tourism stakeholders (Akunaay et. al 2003). Operations in the CBT venture with no staff employed some materials such as four mattresses , pipes that supplied water to the projects, shower covers , tapes, door locks and many more has been stolen (Sipho Elias Lekhele , 2013)

4.9.2 Mitigation Measures

Education and training should be provided to the CBT staff so as to build capacity in delivering quality services, education and training should be improved to the CBT staff include customer care skills and knowledge also education should be provided to the local people in order to raise awareness to them towards CBT projects and their benefits. Community participation is seem as a useful tools for educating locals about their rights, laws and political good sense and therefore it is very important for public education (Tosun, 2000) Government should improve infrastructure so as to ensure accessibility to the CBT projects and provide comfortable transport to the tourists hence attract large number of tourists to visit these projects. Even though the road conditions were no stumbling block, the staff and board of trustees believed government should assist to manage roads in good conditions (Sipho Elias Lekhele , 2013).

Conducting aggressive marketing campaigns, aggressive marketing campaigns should be conducted both internal and international. TTB should help CBT projects to build their capacity in marketing the CBT products in order to be well known all over the world and attract larger number of tourists. Both private and public sector should be involved in marketing campaigns even the attractions is potential and famous Sebele (2010).

Community involvement, community should be involved in CBT activities, this include involvement in initial stage of starting the projects, the involvement of community will help to raise awareness to them, so as to get benefit from CBT

projects and to support CBT activities in the particular area. One major role government plays in CBT is that help community involvement in tourism by formulating of policies that help community involvement in tourism (Ashley, 1998) Government support, Government should support the CBT projects through provision of training and development to the staff so as to build capacity to CBT employees. Also government should provide loans and grants to the CBT projects and support CBT projects in marketing campaigns especially international marketing through TTB. Government at national and regional levels has been actively development through the provision of grants and subsides, also governments play an important role in creating and enabling environment for CBT ventures to flourish (Murphy, 1985).

Improvement of Security, security should be provided to the CBT projects so as to ensure that CBT is free from theft and other danger practices to the visitors. Also security should be provided to the visitors who are coming to visit CBT projects. The lodge needs to be fenced with the guard house build for better security of the staff and visiting guest. With a new board in charge, there is need training for spell out the roles and responsibilities (Sipho Elias Lekhele , 2013).

Proper management is the key factor for the success of the CBT projects. The CBT management should have managerial skills and knowledge which will help them to supervise and manage

daily activities of the CBT projects. The CBT management should possess managerial skills, marketing skills and entrepreneurial skills. Ground handler and adventure tourism Swazi trails is an active collaborator with the trust and providing marketing support and technical management assistance (Sipho Elias Lekhele , 2013)

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter presents the conclusions and recommendations. The conclusions and recommendations are based on the objectives of the study and have been carefully analyzed to guide policy makers, CBT owner, managers and staff in Tanzania on how to improve services they offer and generating more benefits.

5.2 Summary of Findings

The summary of the research findings have been presented based on the objectives of the research. The aim of the study was to determine challenges facing community based tourism in Arumeru Arusha. The specific objectives were

i. To identify roles of Community Based Tourism in Arumeru District in Arusha Region.
ii. To examine challenges facing Community Based Tourism in Arumeru district.
iii. To evaluate mitigation measures towards challenges facing CBT in Arumeru district.

During the survey, it was revealed that CBT project facing challenges such as lack of education and training, poor infrastructures, lack of marketing, lack of community involvement, poor government support, lack of security and poor management.

To suggest means of overcome the challenges. The chapter presents conclusions and recommendations. The conclusion and recommendations are based on the objectives of the study and have been carefully analyses to guide policy makers, CBT owners and Manager, and other stake holders in tourism industry in Tanzania on how to make sure CBT projects are sustainable.

5.3 Conclusion

The CBT projects help in diversifying tourism products and add values to the tourism projects in order for the CBT to provide high level of services and generating more benefits they have to remove challenges which facing them and offer quality services needed by the customers.

Findings concluded that unqualified staff, inadequate and cost of marketing, poor customer care due to lack of training and bureaucratic in migration offices, low education of local people about the CBT projects cause negative perception on the CBT Projects and absence of good relation with local people and local leaders are obstacles which facing CBT projects which have to be cleared.

5.4 Recommendations

5.4.1 Recommendation for Policy

The challenges facing CBT projects in Tanzania differ from one CBT projects to another, Therefore the policy maker and other organizations such as TTB should do the following so as to reduce or overcome these challenges; Increase marketing campaign and help CBT managers to attend local and international trade fairs in different part of the world; Improve customer care services and reduce bureaucracy

in migration office, the policy maker should create a good policy which will reduce bureaucracy in getting visa and other customer care services and creating good environment for CBT projects to run their daily activities so as to make them competitive and profitable.

Accessibility to the CBT projects should be improved to make sure the roads are passable all year around. The study also recommends that regulatory boards to do regular inspection in CBT projects to know how they operate, also to advice the owner and help them to build capacity of running the projects.

5.4.2 Recommendation for Practice (CBT owners)

Management practices play important role in ensuring that CBT projects offer quality services and to make sure they are running properly. The study recommends that CBT owner should provide training and development to their staff so as to build capacity in delivering quality services. The CBT should establish good relationship with local people and local rulers.

The study also recommends that education should be provided to the local people so as to avoid negative perception towards CBT projects. The Hygiene should be improved in the CBT projects so as to offer quality, safety and standard service to the tourists.

5.4.3 Suggestions for further Research

The observed challenges which facing CBT projects in this study provide evidence that empirical research should be conducted to ascertain the reasons why CBT are still facing challenges in their daily operations. A study should be undertaken in other areas which receive tourists where CBT projects are running and the findings to be compared with the finding of this study. The study provided evidence what can be done in CBT to improve the service offered and profit.

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APPENDICES

Appendix 1 : Questionnaire for Tour Guide

Dear respondent

This questionnaire is designed by the researcher to gather information on the Topic: **Challenges facing Community Based Tourism in Tanzania: A case Study of Arumeru District, Arusha.** The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania. All the information is for research only and will be treated in confidential. You are kindly requested to fill in the best of your knowledge.

1 Age

- 15-24 ☐
- 25-34 ☐
- 34-44 ☐
- 45-54 ☐
- 55-64 ☐
- 65+ ☐

2. Sex Female ☐ Male ☐

3. Marital status

Single ☐ married ☐ divorced ☐

Widow ☐ Other (specify)

_____

4. Education level

No formal education ☐ Primary school education ☐

Secondary school education ☐ College education ☐ University ☐

education

5. For how long have you being serving in your position? Tick in the box below.

1-5yrs ☐ 6-10yrs ☐ 11-14 ☐ 15-20 ☐ 21 and Above ☐

6. What are the activities undertaken by CBT at your place?

Please tick one

Villages walk ☐ Village biking (cycling) ☐ Hiking ☐ Local lunches ☐

Local dinner ☐ Farm walks ☐ Milking and Cheese marking ☐

Coffee roasting and Parking ☐ others if

any……..

7. How do visitors perceive your CBT project?

Positive ☐ Negative ☐

If positive how…….

…….

……..

If negative why?.....

……..

8. What are the contributions of CBT projects to the life of local community?

……

……

……

……

……

9. What are the challenges facing CBT program at your Place?

Please list below the most acute challenges:

I. ……

II. ……

III. ……

IV. ……

V. ……

VI. ……

10. Being a local tourist service provider what are your skills? E.g. extra foreign languages, special training in the field. Please mention if any.

I. ……

II. …….....

III. …….....

IV. ……

11. What do you suggest as the mitigation measures towards the challenges facing your CBT program? Please list here under.

……

……

……

Appendix 2 : Questionnaires For Local Residents

Dear respondent

This questionnaire is designed by the Researcher to gather information on the Topic: **Challenges facing Community Based Tourism in Tanzania: A case Study of Arumeru District, Arusha.** The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania. All the information is for research only and will be treated in confidential. You are kindly requested to fill in the best of your knowledge.

1. Age
   - 15-24 ☐
   - 25-34 ☐
   - 34-44 ☐
   - 45-54 ☐
   - 55-64 ☐
   - 65+ ☐

2. Sex — Female ☐ Male ☐

3. Marital status

   Single ☐ married ☐ divorced ☐

   Widow ☐ Other (specify)

   _____

4. Education level

   No formal education ☐ Primary school education ☐

   Secondary school education College education ☐ University education ☐

6. What are the activities undertaken by CBT in your area?

Please tick one

Villages walk ☐ Village biking (cycling) ☐ Hiking ☐ Local lunches ☐

Local dinner ☐ Farm walks ☐ Milking and Cheese marking ☐

Coffee roasting and Park ☐ others if any……..

7. How do you perceive your CBT project?

Positive ☐ Negative ☐

If positive how…….

……...…

……..

If negative why?.....

……

8. Do you think CBT projects have any contribution in your life?

Yes ☐ No ☐

If Yes how……

……..……

…….

If No why?.....

……

……

9. What are challenges facing CBT projects which surroundings in your area?

I. ……

II. ……

III. ……

IV. ……

10. What ways do you think can be used to overcome the challenges facing CBT program? Please list here under.

……

……

……

……

……

……

……

11. Finally is there anything else concerning with CBT projects which have not touched? Please give your comment

.....

.....

Appendix 3 : Questionnaires for Waiters

Dear respondent

This questionnaire is designed by the Researcher to gather information on the Topic **Challenges facing Community Based Tourism in Tanzania: A case Study of Arumeru District, Arusha.** The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania. All the information is for research only and will be treated in confidential. You are kindly requested to fill in the best of your knowledge.

1. Age
   - 15-24 ☐
   - 25-34 ☐
   - 34-44 ☐
   - 45-54 ☐
   - 55-64 ☐
   - 65+ ☐

2. Sex Female ☐ Male ☐

3. Marital status

   Single ☐ married ☐ divorced ☐

   Widow ☐ Other (specify)

   _____

4. Education level

   No formal education ☐ Primary school education ☐

   Secondary school education ☐ College education ☐ University education ☐

5. For how long have you being serving in your position? Tick below.

1-5yrs ☐ 6-10yrs ☐ 11-14 ☐ 5-20 ☐ 1 and Above ☐

6. Are visitors happy with your services?

Yes ☐ No ☐

If yes why? …….…….

……..……..…….

……

If no give reasons…….....

……

……

……

7. Do you think CBT projects have any contribution in your life?

Yes ☐ No ☐

If Yes how…….

……

……..……

If No why?.....

……

……

8. What are the challenges do you facing when you deliver service? Please list below the most acute challenges:

I. ……

II. ……

III. ……

9. Being a local tourist service provider what qualification do you have?

Extra foreign languages ☐ Special training in the field ☐

Others, Please specify……..

10. What are challenges facing CBT in general?

I. ……

II. ……

III. ……

11. What do you suggest as the mitigation measures towards the challenges facing your CBT program? Please list here under.

…….

……

……

……

Appendix 4 : Interview Guide for CBT Managers

Dear respondent

This interview is designed by the Researcher to gather information on the Topic: **Challenges facing Community Based Tourism in Tanzania: A case Study of Arumeru District, Arusha.** The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania.

All the information is for research only and will be treated in confidential. You are kindly requested to fill in the best of your knowledge.

1. How long is a CBT program started?
2. Briefly explain trends of your CBT projects?
3. What are roles of CBT projects in Arumeru district?
4. How the CBT integrate with the surroundings communities?
5. Where do you get the funds to run CBT program?
6. How does the CBT ensure service quality delivery by their staff to the tourists?
7. What are challenges facing CBT program?
8. How these challenges are solved?

Appendix 5 : Interview Guide for Village Leaders

Dear respondent

This interview is designed by the Researcher to gather information on the Topic: **Challenges facing Community Based Tourism in Tanzania: A case Study of Arumeru District, Arusha.** The information is required for a research leading to the award of Masters Degree of Tourism Management and Planning of the Open University of Tanzania. All the information is for research only and will be treated in confidential. You are kindly requested to fill in the best of your knowledge.

1. What are the roles played by CBT towards community development in your administrative area?
2. What is your perception towards CBT projects running in you village?
3. What are roles of CBT projects in Arumeru district?
4. Explain how the CBT integrate with local people?
5. What are the benefits of CBT?
6. What are challenges facing CBT projects in your localities?
7. What are mitigations measure used to overcome challenges facing CBT projects?