NGORONGORORO CONSERVATION AREA AUTHORITY

TOURISM DESTINATION PLAN

2022- 2027

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FOREWORD BY THE CONSERVATION COMMISSIONER

Tourism is one of the fastest growing global economic industries which contribute significantly to socio-economic development of the country and conservation of protected areas. Tanzania is one of the sought-after destinations endowed with a diversity of attractions which accounts for its competitiveness in the global market. Given its diversity of status as well as abundance and richness of tourism resources, Ngorongoro has been a dream destination for tourists looking for authentic natural and cultural experience and the number of tourists visiting Ngorongoro has been increased. Tourism has positively impacted destination Ngorongoro economically, socio-culturally and environmentally, albeit tourism also has negative impacts. Therefore, if not well-planned tourism can easily become a short-term-boom-and-burst- industry as it bears the seeds of its own destruction.

As the government is striving to promote destination Tanzania, we are committed to support these efforts by developing a socially, economically and environmentally sustainable and responsible tourism for Ngorongoro. In that regard, I am pleased to present the first Tourism Destination Plan (2022-2027) for Ngorongoro as a shared statement of intent which articulates the priorities and actions needed to be taken to develop destination Ngorongoro over the next five years. The plan will serve as a framework for day-to-day decisions by NCAA on all aspects related to tourism destination management. It is anticipated that the plan will provide a long-term framework and support in our efforts to develop tourism which meets the needs of present visitors and host regions while protecting and enhancing opportunity for the future and the one that focuses to maximize positive impacts and minimize negative impacts.

Tourism development and operation will be guided with clear mission and vision as outlined in this plan which should be integrated with that of the organization. However, successful implementation of this plan requires a healthy working relationship as well as collaboration and partnership with stakeholders who are equally passionate about the future of tourism in Ngorongoro. Therefore, participation and cooperation of tourism actors as part of 'destination' approach is to be adopted in this plan.

I look forward to the continued support for sustainability of tourism in destination Ngorongoro.

Dr. Freddy Safiel Manongi
CONSERVATION COMMISSIONER

STATEMENT OF ENDORSEMENT

I hereby endorse the first Tourism Destination Plan (2022-2027) for Ngorongoro Conservation Area and call upon all stakeholders to support its implementation.

Signature ----------

Dr. Pindi Hazara Chana (MP)

MINISTER - MINISTRY OF NATURAL RESOURCES AND TOURISM

Date ----------

ACKNOWLEDGEMENTS

NCAA wishes to express sincerely thanks to the team of tourism experts from the College of African Wildlife Management- Mweka who prepared this plan. The team comprises of Mr. Moses Njole (Lead Expert), Dr. Masuruli Baker Masuruli and Mr. Saleh Seif and we highly appreciate their efforts, commitment and dedication in doing this assignment. We also wish to acknowledge valuable inputs from a range of stakeholders who were consulted during the process of developing the plan including those from Government, communities, NGO and private sector. Furthermore, we wish to express our thanks to stakeholders who participated in the two validation workshops held in Karatu and Arusha for their valuable inputs which were used to finalize this destination plan.

LIST OF ACCRONYMS AND ABBREVIATIONS

BRELA	Business Registration and Licencing Authority
CAWM	College of African Wildlife Management
CD	Compact Disc
COVID-19	Corona Virus Disease –19
CSP	Corporate Strategic Plan
DCCCDT	Deputy Commissioner Conservation, Community Development and Tourism
DCCS	Deputy Commissioner Corporate Services
EIA	Environmental Impact Assessment
ES	Engineering Services
GATS	General Agreement on Trade in Services
GDP	Gross Domestic Product
GMP	General Management Plan
GN	Government Notice
HAT	Hotel Association of Tanzania
ICT	Information and Communication Technology
KIA	Kilimanjaro International Airport
KDC	Karatu District Council
KPI	Key Performance Index
KRA	Key Results Area
LAC	Limit of Acceptable Change
LAU	Limit of acceptable use
LGA	Local government authority
M&E	Monitoring & Evaluation
M&I	??
MAB	Man and Biosphere Reserve
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umaskini Tanzania
MNRT	Ministry of Natural Resources and Tourism
MoU	Memorandum of Understanding
MPRU	Marine Park and Reserve Unit
NCA	Ngorongoro Conservation Area
NCAA	Ngorongoro Conservation Area Authority
NCT	National College of Tourism
NDC	Ngorongoro District Council
NGO	Non-Governmental Organization
NLGUG	Ngorongoro Lengai UNESCO Global Geopark
NMIST	Nelson Mandela Institute of Science and Technology
NMT	National Museum of Tanzania
NPC	Ngorongoro Pastoral Council
NTSGS	Northern Tourism Safari Guides Society

OUV	Outstanding Universal Value
P&I	Planning and Investment
PAs	Protected Area
PPP	Private Public Partnership
PR	Public Relation
RAS	Regional Administrative Secretary
REMP	??
ROS	Recreation Opportunity Spectrum
RTTZ	Responsible Tourism Tanzania
SACC - PMU	Senior Assistant Conservation Commissioner –Procurement Management Unit
SDG	Sustainable Development Goal
SEA	Socio Economic Assessment
SENAPA	Serengeti National Park
SHRO	Senior Human Resource Officer
SME	Small and Medium Enterprises
SOPs	Standard Operating Procedures
SUA	Sokoine University of Agriculture
SWOC	Strength, Weakness, Opportunity and Challenges
TACTO	Tanzania Association of Cultural Tourism Organizers
TANAPA	Tanzania national Parks
TATO	Tanzania Association of Tour Operators
TAWA	Tanzania Wildlife Management Authority
TCT	Tanzania Confederation of Tourism
TDP	Tourism Destination Plan
TFS	Tanzania Forest Services
TLTO	Tanzania Local Tour Operators
TNA	Training Needs Assessment
TOMM	??
TOP	Tourism Opportunity Plan
TPDEP	Tourism Product Development and Enhancement Plan
TS	Tourism Service
TTB	Tanzania Tourist Board
TTGA	Tanzania Tour Guide Association
TTGF	Tanzania Tour Guide Foundation
UDOM	University of Dodoma
UDSM	University of Dar es Salaam
UN	United Nations
UNEP	United Nation Environmental Programme
UNESCO	United Nation Education and Science Organization

UNWTO	United Nation World Tourism Organization
USD	United States Dollar
USP	Unique Selling Point
VAMP	Visitor Activity Management Plan
VIM	Visitor Impact Management
WH + ST	World Heritage + Sustainable Tourism
WRM	Wildlife Range Management
WTP	Willingness to Pay
WWW	World Wide Web
ZCT	Zanzibar Commission for Tourism

DEFINITION OF KEY TERMS

Tourism	Is the act of travelling to usual and st environment for leisure, business and other purposes.
Destination	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. In this case it means Ngorongoro Conservation Area.
Destination Management	Includes the planning, development and marketing of a destination as well as how it is organized and maintained physically, financially and operationally. In this case destination means Ngorongoro Conservation Area.
Destination Management Plan	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 destination Ngorongoro.
Sustainable Tourism	Tourism which meets the needs of present visitors and host regions while protecting and enhancing opportunity for the future (UNWTO).
Tourism Product	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 transport, accommodation and entertainment which result in customer satisfaction.
Vision Statement	An aspirational description of what destination Ngorongoro 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.
Mission Statement	Describes the approach destination Ngorongoro will take to achieve the vision.
Tourism Infrastructure	Refers to the facilities and services within destination Ngorongoro that are necessary to enhance tourist experiences.
Tourism Opportunity Plan	Refers to a plan which examines and prioritizes the infrastructure and investment across the destination and provides a direction for the sustainable development of tourism in destination Ngorongoro.
Conservation institutions	Means organizations such as TANAPA and NCAA.

Community Based Tourism	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.
Cultural Tourism	An alternative form of tourism that takes a community-based tourism approach i.e. a 'people' tourism that enables tourists to experience the host communities' way
Cultural Tourism Enterprise	Total set of products that involve different cultural and natural attractions, activities and provision of services in a given local community.
Tour Package	This includes those elements in the holiday - transportation, accommodation and transfers- sold by a tour operator at an inclusive price.
Tour Itinerary	It is a tour program designated to identify the origin, destination and all the en route stopping points along with transportation, accommodation and other services on
Geotourism	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).
Geoparks	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.
Stakeholder	Any group or individual who can affect or is affected by the tourism development in NCA.
Local Government Authority	Means Karatu District and Ngorongoro District Councils.
Training Institutions	Means tourism training institutions which include CAWM, SUA, UDSM, UDOM, NMIST and NCT.
Honeypots	Attractions or facilities which are especially developed to encourage tourists to visit. They are deliberately planned in visitor zones leaving other wild and more vulnerable areas free of visitor pressure.

Tourism experience	Emotional feeling or personal achievement a visitor derives from the purchase, participation or consumption of a tourism product.
Biosphere Reserve	They represent the main ecosystems of the planet aiming at addressing issues of Sustainable utilization of natural resources to promote sustainable development; conservation of internationally recognized terrestrial and aquatic ecosystems; and promotion of sustainable livelihoods. They serve as demonstration areas for ecologically and culturally sustainable use; conservation in situ of natural and semi-natural ecosystems and landscapes, and logistic support for research, monitoring, education, training and information exchange.
World Heritage Site	These are natural and cultural wonders with outstanding universal value, represent our past and present, and belong to all. These landmark or area with legal protection by an international convention administered by UNESCO. These sites are also important travel destinations with huge potential impact for local economic development and long-term sustainability.

EXECUTIVE SUMMARY

Tourism is one of the world's fastest growing industries and an important source of foreign exchange and employment, closely linked to the social, economic, and environmental well-being of many countries.

Various countries including Tanzania, have promoted tourism as one of the key economic sectors. Given its richness and diversity of status, NCA is the destination for natural and cultural experience in the country. There are several tourism benefits provided by NCA which includes but not limited to;

i. Provision of financial support for conservation of NCA,
ii. Supporting sustainable use and protection of natural and cultural heritage,
iii. Fostering attachment to natural and cultural heritage,
iv. Encouraging stewardship ethics among the local communities through enhancing the quality of their life, and
v. Provision of socio-economic incentives for conservation,

However, tourism development has some negative impacts which have proved to be detrimental to the integrity and welfare of NCA. The common negative impacts of tourism development to NCA includes for instance commodification and staging of the Maasai culture, death of animals due to collision with vehicles, loss of habitat due to infrastructure development, change of plant composition and introduction of alien and invasive species in NCA, pollution, animal emigration, reduced animal production and reproduction due to stress from tourism activities, change of animal behavior which includes both habituation and animal dietary distortion, vehicle congestions in crater, and off-road driving which results into habitat destruction and killing of small ground dwelling animals.

The development of TDP take into consideration the need to ensure the sustainability, viability and long-term economic benefit of tourism in destination Ngorongoro by maximizing the positive impacts of tourism and minimizing the negative impacts of tourism. This will in turn encourage more tourism development and attract more potential tourists to visit our country and in particular NCA. Ultimately this will enhance the tourism potential to contribute to sustainable development in the country hence to poverty alleviation in line with the Sustainable Development Goals (SDGs), the National Strategy for Poverty Alleviation (MKUKUTA) and the Country Vision 2025.

Therefore, the current plan will lay foundation and set a direction for development of tourism in Ngorongoro for the next five years. The destination plan is guided by the clear and well elaborative conceptual framework which covers the following key areas;

Situation Analysis

This explains the current situation of tourism for destination NCA including status of NCA as (i) Multiple Land Use (ii) UNESCO Global Geopark (iii) UNESCO World Heritage Site (iv) Man and Biosphere Reserve. The plan also provides an overview of tourism product which includes (i) Tourism Attractions (Natural, Cultural, Physical, Historical and Man-made) (ii) Tourism services facilities and infrastructure (iii) Tourist source market and visitor profiles. Furthermore, the plan outlines ongoing tourist activities, tourism governance and management framework for NCAA as well as stakeholders and SWOC analyses which culminated into the following key strategic issues for tourism development

- Managing visitors and site impacts
- Enhancing visitor experience and satisfaction

- Infrastructure development
- Collaboration and stakeholders' engagement
- Streamlining tourism destination management framework
- Understanding and communicating the values of NCA

Desired Future Situation

The development of tourism in NCA is guided by its vision "to become Africa's leadi*for enhanced natural and cultural e*xperi The vision can be achieved by *"developing responsible and sustainable tourism that conserve biodiversity, preserves the cultural and natural heritage upon which tourism depends, and enhance livelihood of the indigenous communities for the benefit of the humanity* " as its mission. Furthermore, the plan embraces the following six tourism core values and guiding principles; Sustainability, Cooperation and shared responsibilities, Cultural Diversity, Celebration, Innovativeness and Research Based Decision Making:

The implementation of this destination plan intends to achieve the following Key Result-Areas.

- Increased Tourism Revenue
- Improved Tourism Infrastructure
- Improved Destination Management
- Enhanced Tourism Operations

Each KRA has been critically analyzed in the action plan matrix which provides strategic objectives, strategies, actions, targets, KPI, time frame and responsible part. Finally plan and monitoring framework and roles and responsibilities of stakeholders in the plan implementation has been provided.

1.0 INTRODUCTION

In Tanzania, tourism is one of the key economic sectors 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. Prior to COVID-19 outbreak tourism accounted for about 17.2% of the Tanzania GDP, nearly 25% of the total export earnings and employed nearly two million people both directly and indirectly. Tanzania is a unique destination in Africa blessed with a variety and diversity of natural and cultural attractions ranging from wildlife, water bodies like the ocean, lakes and rivers, culture, minerals and many more just to mention few which gives its competitive advantage as a tourist destination in Africa. The competitive strength of the country tourism relies on the diverse of wildlife, beautiful sceneries and landscapes, diverse cultural attractions, friendly people as well as peace and security in the country when compared to other destinations. Three of the country's natural a Serengeti National Park, Ngorongoro Crater and Kilimanjaro Mountain are among of the seven natural wonders in Africa.

Wildlife based tourism is the largest segment of the overall tourism sector in the country which depends on the aspects of natural and cultural attractions which occurs within the protected areas (PAs). To show its commitment to conservation in turn for improved nature-based tourism, Tanzania has dedicated nearly 40% percent of its landmass as protected areas which enjoys high degree of protection backed up by relevant legislation. Like any other PAs, tourism is an important economic activity in NCA which provides opportunities for visitors to experience powerful manifestations of nature and culture and to learn about the importance of biodiversity conservation and local cultures.

At the same time, tourism generates income for conservation and economic benefits for communities living in and around NCA, give economic value to ecosystem services, generates direct income for the conservation of NCA, generates direct and indirect income for local stakeholders, creating incentives for conservation in local communities, build constituencies for conservation of NCA, locally, nationally and internationally, promotes sustainable use of natural resources in turn for reduced threats to biodiversity.

1.1 Policy, Regulatory and Institutional Framework for Tourism in Tanzania

1.1.1 Policy and Legal and Regulatory framework

While the Tourism Policy of 1999 guides the tourism development in the country, the current legal framework for the tourism sector is governed by several legislations and regulations, which include direct tourism-related legislations, cross-cutting legislations and/or international legislations.

Direct Tourism-Related Legislations

The direct tourism-related legislations include:

(1) Tourism Act of 2008;
(2) The wildlife Conservation Act of 2009;
(3) The Tanzania Tourist Board Act of 1992;
(4) The National Museums Act of 1980;
(5) The Antiquities (Amendment) Act of 1979;
(6) Ngorongoro Conservation Area Act of 2002;
(7) The Forest Act of 2002;
(8) College of African Wildlife Management Mweka Act of 1964; and
(9) Tanzania National Parks Act of 2002

Direct Tourism-Related Regulations

The direct tourism-related regulations include:

(i) The Tourism (Tourism Development Levy) Regulations, 2012, (published under GN. No.352 dated 1 October 2013);
(ii) The Tourism (Fees and Charges) Regulations, 2009, (published under GN No.228 dated 29 June 2009);
(iii) The Tourism Operator (Registration and Licensing) Regulation, 2009 (published under GN No.229 dated 29 June 2009);
(iv) The Tourism (Tour Guides) Regulations, 2009 (published under GN No. 230 dated 29 June 2009);
(v) The Tourism (Accommodation) Regulations, 2009 (published under GN No.231 dated 29 June 2009);
(vi) Wildlife Conservation (Capture of Animals) Regulations, GN 244/2010;
(vii) Wildlife Conservation (Wildlife Fencing, Breeding Sites, Orphanage Centers and Sanctuaries) Regulations, GN 379/2013;
(viii) Wildlife Conservation (Dealers in Trophies) Regulations, GN 230/2010;
(ix) Wildlife Conservation (Tourist Hunting) Regulations, GN 414/2015;
(x) Forest Regulations, GN 153/2004; and
(xi) Forest (Amendment) Regulations, GN 324/2012

Cross-Cutting Legislations

The cross-cutting legislations include:

a. The Environmental Management Act of 2004;

b. Environmental Impact Assessment and Audit Regulations of 2005;
c. Public Private Partnership Act of 2010;
d. Immigration Act of 1995;
e. Village Land Act of 1999;
f. Land Use Planning Act of 2007;
g. Land Act of 2004; and
h. Tanzania Water Resources Management Act (2009)

Legislations at the international level that have a direct bearing on tourism industry in Tanzania

Furthermore, there are legislations at the international level that have a direct bearing on tourism industry in Tanzania. These include:

(1) International Convention on the Simplification and Harmonization of Customs Procedures,

(2) Convention on Conservation of migratory Spec
Agreement on Trade in Services (GATS), and the

(3) United Nations World Tourism Organization (U

However, there are number of challenges facing the legal and regulatory framework in Tanzania which include: some outdated regulations, duplicative procedures, long delays processing some licenses due to inadequate use of ICT, inherent contradictions in the registration requirements between various institutions such as between TIC, BRELA and MNRT, inadequate monitoring of the use of the tourism levy for financing activities relating to tourism development, some fees are high undermining competitiveness compared to competitors in the region and segmentation of the market tourism business operations are subjected to varying by-laws of LGAs. Some investors are concerned over the bureaucracy and multiple agencies involved in the administration and collection of the taxes, fees and charges.

1.1.2 Institutional Framework

Ministry of Natural Resources and Tourism

In terms of institutional framework, the Ministry of Natural Resources and Tourism (MNRT) is the overall sector responsible for tourism management. Under the Ministry is the Division of Tourism which is responsible for formulation and enhancement of sector policy and regulatory functions. This entails among other things: formulation of the policy and overseeing its implementation; sector planning and budgeting; formulation and review of legislation; human resource planning and development; licensing and control of tourist agency business; setting and reviewing license fees and monitoring their issuance; controlling quality of tourism facilities and services; developing and promoting domestic tourism and monitoring; identification of tourist attractions and diversification of tourism products; and evaluation of the sector performance.

Tanzania Tourist Board

Tanzania Tourist Board (TTB) was established by the Tanzania Tourist Board Act, CAP 364 of 1962 and amended by Act No. 18 of 1992, with the specific
locally and internationally; undertaking publicity campaigns within the objective of attracting tourists; preparation and publication of destination brochures and other promotional literature; provision of tourist information through the establishment of tourist information centers; and undertaking market research to establish up-to-date tourism database. TTB is the guiding vehicle for tourism development and promotion. In its mandate, TTB is responsible to market, promote and develop all aspects of the Tanzania tourism industry. While fulfilling its obligation TTB, works closely with conservation and other tourism stakeholder's both in public and priva

development through helping the local communities to develop tourism products out of their natural and cultural assets and market them in the local and international tourist markets.

Tanzania National Parks, Ngorongoro Conservation Area, Tanzania Wildlife Management Authority, National Museum of Tanzania and Tanzania Forest Services

There are conservation institutions that contribute significantly to sustaining human society through conserving natural, cultural and archaeological tourism assets mainly in protected areas where currently most of the tourism is directed. Such institutions include: Tanzania National Parks (TANAPA), Ngorongoro Conservation Area (NCAA), Tanzania Wildlife Management Authority (TAWA), Tanzania Forest Services (TFS) and National Museum of Tanzania (NMT). The roles conservation institutions include ensuring high quality tourism product development; enhancing marketing and promotion of the tourism products; enhancing conservation and awareness activities; and ensuring proper management of the natural and cultural resources.

Public –Private Partnerships

There are the Private Sector actors who are expected to engage in development, promotion and marketing of tourism products, construction of tourist accommodation and other facilities; and provision of attractive tour packages and related services. Public private partnership policy and regulations have been developed. The PPP MoU developed in 2013 under the MNRT, the dialogue platforms [Tourism Working Group] under the Tanzania National Business Council (TNBC) and The National Committee for Tourism Marketing [which constitutes TTB, TANAPA, NCAA, Selous Game Reserve, MPRU, ZCT, MNRT, TCT, TATO] are among the initiatives. However, the public private partnership potential has yet to be harnessed effectively, such as in investment and marketing, in order to accelerate the development of the tourism industry in the country.

1.2 Working Phases

The Strategic Plan was structured into two basic working phases:

- Strategic diagnosis phase to assess the state of tourism in NCA, and
- Strategic proposal and action development phase.

The initial phase spanned the period of three months from March 2019 to October 2021, and developed the aspects related to the analysis and diagnosis of tourism in NCA. During this phase evidence was gathered on destination NCA through tourism product audit, understanding current performance and businesses, identifying local issues, as well as reflecting on external trends and assessing the competitor's strength. This was strategy/direction 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.

1.3 NCA Tourism Destination Plan (2022-2027)

The context of the current TDP was prepared in alignment with the objectives of the GMP and CSP for NCAA, UNESCO World Heritage and Sustainable Tourism Programme Initiatives, UNWTO Agenda for Sustainable Tourism as well as Framework for Sustainable Development Goals (SDGs).

1.3.1 The General Management Plan (2006 –2016)

The Ngorongoro Conservation Area General Management Plan (GMP) for 2006-2016 realizes the following objectives in relation to tourism management.

- To make sure that the values that have made NCA to be accorded the status of a World Heritage Site and a Biosphere Reserve are realized by visitors, NCA indigenous residents, the general public and world at large.
- To ensure that the active participation of NCA indigenous residents in tourism activities are realized.
- To make sure that the revenue from tourism within Limits of Acceptable Use (LAU) are maximized.
- To improve the appreciation of NCA natural, cultural and historical values to visitors.

1.3.2 Corporate Strategic Plan (2021/22-2025/26)

The CSP is a broad-based document, which provides the foundation and framework for long-term vision of NCAA. The CSP outlines in a systematic current situation, desired future conditions, means of achieving the desired future conditions and how best to achieve the desired future of NCA. The CSP serves as a framework for strategic decisions, assists in the rational allocation of limited resources of the Authority, guides continuity in the management of the Authority and acts as a public relation too for seeking strategic support from partners. The CSP recognizes tourism as the major source of income to NCAA which constitutes about 98% of total revenue. The plan outlines challenges for tourism development and lays out three strategies, twelve targets and three key performance indicators (KPIs) to address Objective D of the CSP which intends to achieve an improved tourism services and ensure that services are well developed and delivered at acceptable international standards.

1.3.3 Tourism and SDG's

Tourism has the potential to contribute, directly or indirectly, to all of the goals. However, sustainable tourism is firmly positioned in the 2030 Agenda for Sustainable Development SDG target 8.9, which aims to "by 2030, devise and implement policies promotes local culture and products" which impl The importance of sustainable tourism is also h and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products" what is termed as sustainable consumption and production.

1.3.4 Agenda for Sustainable Tourism

Sustainable Tourism refers to tourist activities "leading to that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems". According to the UNWTO in 1998 it is a "*tourism which meets the needs of present visitors and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems*". This 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. This form of tourism addresses the following four interrelated pillars:

- **Economic Sustainability**

The rationale is to ensure that tourism is profitable in both the immediate and long term.

- **Ecological & Environmental Sustainability**

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

- **Cultural Sustainability**

The rationale 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 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 NCA destination and increase economic linkage of tourism with other economic sectors.

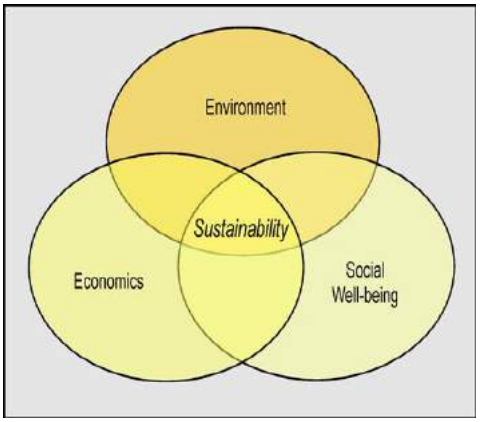


Fig 1. Dimension of tourism sustainability Source: UNEP, 2005

Consideration of the general concept of sustainable development, the special position of tourism and the agreements reached at international fora, helps to set an agenda for more sustainable tourism. 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:

- Minimizing the negative impacts of tourism on
- Maximizing tourism's positive and creative co

natural and cultural heritage, and the quality of life of hosts and visitors.

The following are twelve aims for an agenda for sustainable tourism:

1. Economic Viability: To ensure the viability and competitiveness of tourism destinations and enterprises, so that they are able to continue to prosper and deliver benefits in the long term.

2. Local Prosperity: To maximize the contribution of tourism to the prosperity of the host destination, including the proportion of visitor spending that is retained locally.

3. Employment Quality: To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways.

4. Social Equity: To seek a widespread distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.

5. Visitor Fulfilment: To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, disability or in other ways.

6. Local Control: To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.

7. Community Wellbeing: To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation.

8. Cultural Richness: To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.

9. Physical Integrity: To maintain and enhance the quality of landscapes, both urban and rural, and avoid the physical and visual degradation of the environment.

10. Biological Diversity: To support the conservation of natural areas, habitats and wildlife, and minimize damage to them.

11. Resource Efficiency: To minimize the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.

12. Environmental Purity: To minimize the pollution of air, water and land and the generation of waste by tourism enterprises and visitors.

Source: UNWTO and UNEP, 2005

1.4 TOURISM IMPACTS TO NCA

There are several benefits which are provided by NCA as other protected areas which include but not limited to scientific research, wilderness protection, preservation of species and genetic diversity, maintenance of environmental services, protection of specific natural and cultural features, education, sustainable use of resources from natural ecosystems, maintenance of cultural and traditional attributes. Moreover, the aesthetic value of NCA like other protected areas with their natural and cultural resources therein are the prime tourist attraction. Tourism development accounts for the following benefits to NCA.

vi. Provision of financial support for conservation of NCA,
vii. Supporting sustainable use and protection of natural and cultural heritage,
viii. Fostering attachment to natural and cultural heritage,
ix. Encouraging stewardship ethics among the local communities and through enhancing the quality of their life, and
x. Provision of socio-economic incentives for conservation,

Fig 2. Vehicle congestion (L) (Source Alamy); and off-road driving (R)

However, tourism development has some negative impacts which have proved to be detrimental to the integrity and welfare of NCA. The common negative impacts of tourism development to NCA includes but not limited to the following; Commodification and staging of the Maasai culture, death of animals due to collision with vehicles, loss of habitat due to infrastructure development, change of plant composition and introduction of alien and invasive species in NCA, pollution, animal emigration, reduced animal production and reproduction due to stress from tourism activities, change of animal behavior which includes both habituation and animal dietary distortion, vehicle congestions in crater, and off-road driving which results into habitat destruction and killing of small ground dwelling animals.

1.5 The Need for Tourism Destination Plan

NCA is one of the most popular tourist destinations in the country and the world. The destination has a number of natural and cultural attractions which gives its competitiveness advantages as compared to other destination. The number of tourists visiting NCA has continued to increase based on the aggressive campaign by the government and desire of people to experience nature in their leisure time. This increased number of tourists prompts the needs for infrastructures to support the tourism growth.

While tourism brings a number of positive impacts (economically, environmentally, and socio-culturally), it may also have significant and adverse impacts on local residents and communities, as

well as on the biophysical environment. If not properly planned and managed, tourism can easily become a short-term-boom-and-burst-industry because it bears the seeds of its own destruction and sometimes termed a double-edged sword. Tourism has to be managed in a sustainable way, to maximize the benefits for long-term prosperity and reduce any negative impacts. It is in this context that NCAA has decided to prepare the current Tourism Destination Plan (TDP). Therefore, is expected that the plan will ensure the sustainability, viability and long-term economic benefit of tourism in NCA. This will in turn encourage more tourism development and attract more potential tourists to visit our country and in particular NCA. Ultimately this will enhance the tourism potential to contribute to sustainable development in the country hence to poverty alleviation in line with the Sustainable Development Goals (SDGs), the National Strategy for Poverty Alleviation (MKUKUTA) and the Country Vision 2025.

The plan will play an important role in identifying a full range of policies and services (in planning, transport, environmental management, leisure and recreation, culture and the arts) that can support the tourism in NCA and contribute to economic development. The plan is the valuable tool for all key stakeholders involved in tourism in NCA both the private and public-sector actors. It will set a direction and priorities in the next five years to address new challenges and take available opportunities to fulfil its tourism mandate as it will:

Serve as a framework for day-to-day decisions by NCAA on aspects of tourism destination management;
Serve as a framework for strategic decisions NCAA Governing Board;
Communicate the vision, mission, and core values of NCA tourism to stakeholders in order to inform, motivate and involve them;
Ensure continuity in the management of tourism in NCA; and
Assist in benchmarking, setting targets and performance monitoring of tourism in NCA.

1.6 Methodology and Strategic Planning Approach

The Strategic Plan was drawn up according to the basic premise of applying a flexibility-based methodological style. In order to develop a reflection process on tourism and the destination, the plan based on the criteria, instruments and systems inherent to the strategic approach which have been rigorously adapted to the dimensions and realities of NCA, while following the style of work attained in drawing up several other strategic plans.

In order to foster participation and involvement, the plan has set in train a very diverse set of actions which have made it possible to trace a route which has deliberately set out to place special emphasis on the creation of dialogue, opening up debates and contrasting different views of tourism in NCA. The entire process helps to make headway in and achieve the objectives of improving tourist activity and ensuring that tourism fits in with the needs of the destination, making the process a basic asset in order to achieve improvements. The importance of the action-reflection process has become key throughout the plan, precisely because active participation, generation of opinions, comparison of discourses and criteria, and shared knowledge of the current situation have become the means to achieving the aims of this TDP.

Preparation of this Destination Plan was done using a participatory approach that involved the Task Force of members from Tourism Department of NCAA and guided by tourism experts from the CAWM-Mweka who facilitated the exercise. The Task Force, experts and field assistants visited and collected views and opinions from main stakeholders of tourism in NCA including the tourists, tour guides, investors, local communities and other. A wide range of national and local sources of data was used to form a picture of tourism in NCA. The other inputs for the preparation of this Tourism Destination Plan were the review of the previous planning documents of NCAA such as the GMP, CSP and many others. Activities performed include critically re-evaluating the situation to agree on changes to be made. The production of this destination plan was guided by the conceptual framework (See fig. 1 below). Two workshops were conducted to gather inputs from key tourism stakeholders. The first workshop conducted on 26th November 2019 (See annex iii) was used to share and refine the findings of SWOC analysis and develop the key strategic issues to be addressed. Furthermore, the workshop was used to develop the mission, vision and guiding principles as well as core values for tourism development in destination NCA. The draft document was then presented to NCAA management on 28th January 2022 (See appendix IV) for their inputs before it was also presented for validation to the stakeholders on 31st January 2022 (See appendix v).

Conceptual Framework

The development of this plan was guided by the following conceptual framework.

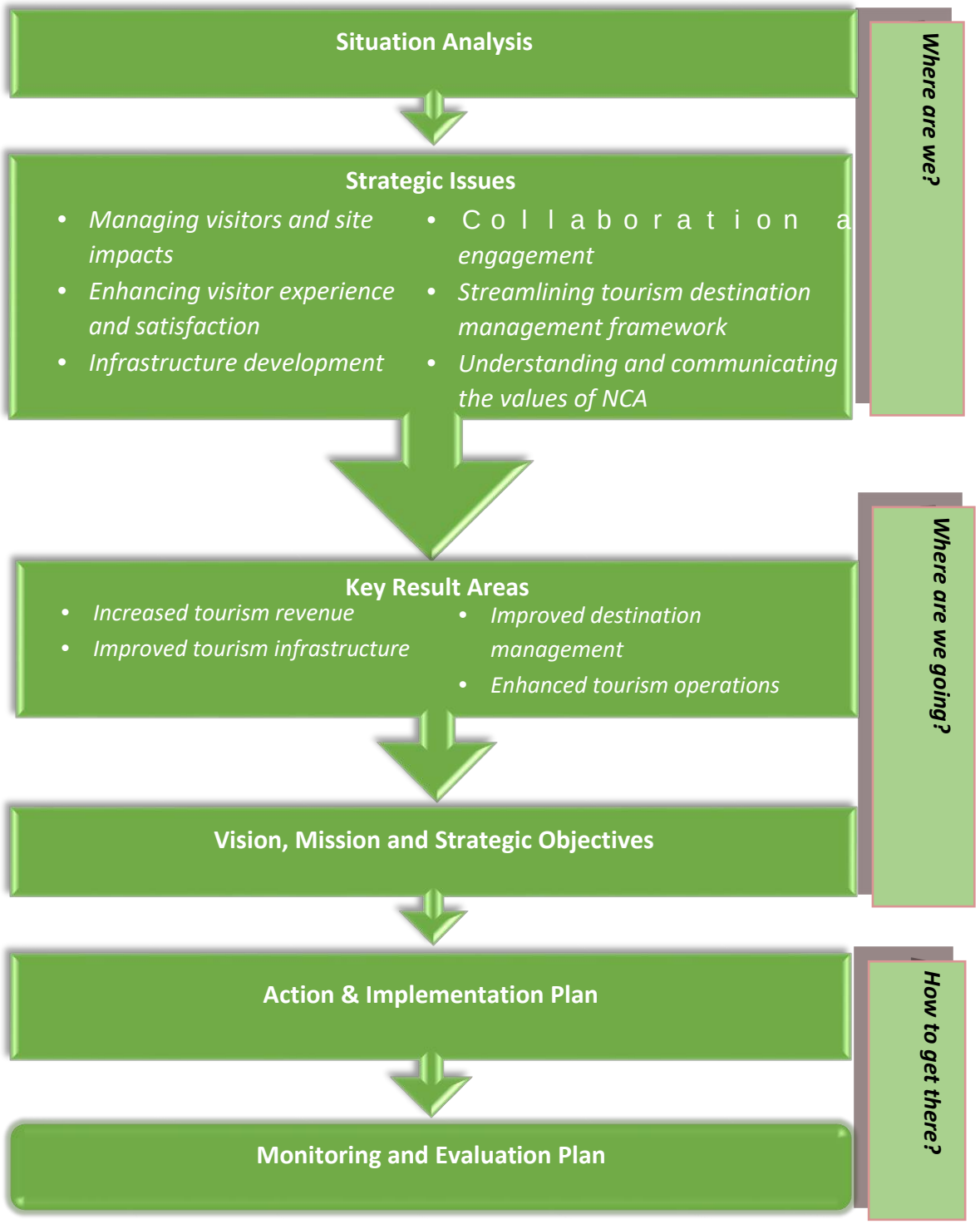
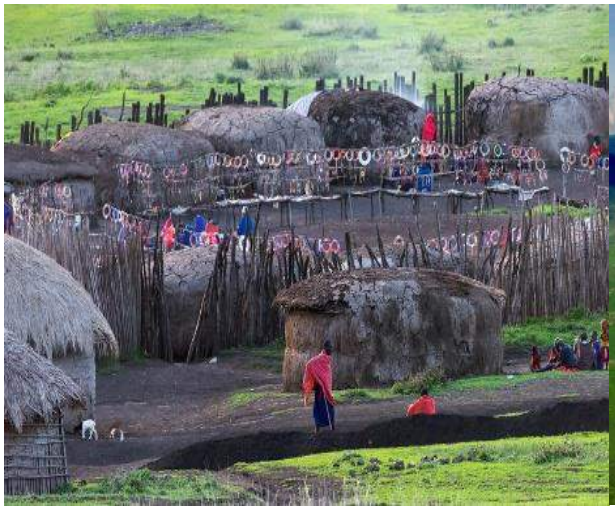


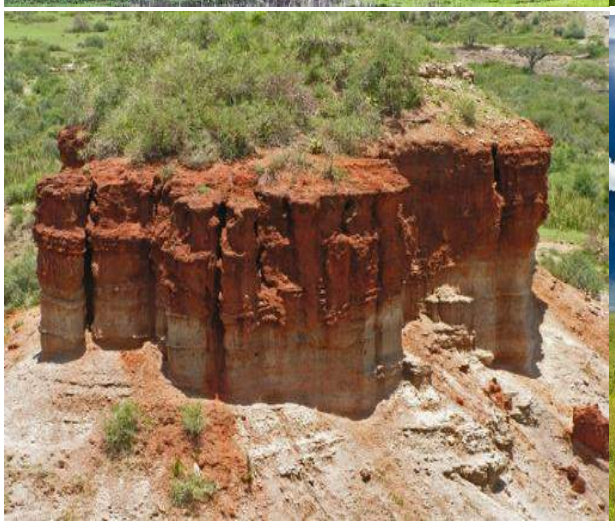
Figure 3: Conceptual framework for production of strategic destination plan.

1.7 Layout of the Destination Plan

This plan has is organized into six chapters. Chapter one (Introduction) provides an overview of tourism in destination Tanzania including its contribution, as well as policy, regulatory and institutional framework. The chapter also provides the rationale for developing the destination and the methodological approach used including the conceptual framework for the planning process. Chapter two (Destination Situation Analysis) provides an overview of tourism product audits including the tourism governance and management framework for NCAA. Chapter three provides stakeholder's SWOC analysis culminating into Key Strategic Issues to be addressed by the destination plan. Chapter four (Tourism Road map and strategic direction) communicates tourism Mission, Vision, Core Values, Key Result Areas. Furthermore, the chapter outlines action plan matrix outlining Strategic Objectives, Strategies, Targets and Key Performance Indicators, and Responsible Part for implementing the plan. While chapter five outlines the monitoring and evaluation plan, chapter six outlines the roles and responsibilities of stakeholders in implementing the tourism destination plan.

2. DESTINATION PROFILE





2.1 STATUS OF DESTINATION NGORONGORO

"If you can't be anywhere in pursuit of authentic natural and cultural experience, you can't be anywhere"

Ngorongoro is one of the unique destinations in the world with a number of statuses which includes; Multiple Land Use, UNESCO World Heritage Site, UNESCO Man and Biosphere Reserve, Global UNESCO Geopark. The following section explains this diversity of status.

2.1.1 Multiple Land Use

Ngorongoro Conservation Area was established in 1959 by the NCA Ordinance No. 413 of 1959 as a multiple land use area, designated to promote the conservation of natural resources, safeguard the interests of NCA indigenous residents and promote tourism. NCA is located 180 km west of Arusha in the Crater Highlands area of Tanzania and covers an area of 8,292 square kilometers. It is one of the three divisions that comprise Ngorongoro District in Arusha Region. NCA is a unique protected area in the whole of Africa which has adopted a multiple land use philosophy where there is a peaceful co-existence of human and wildlife in a natural and tradition setting, hence integrating conservation of natural resources with human development. The main functions of NCAA are to promote the interest of indigenous people living in NCA, to conserve and develop the natural and cultural resources and to promote tourism within NCA by providing and encourage the provision of facilities and infrastructure necessary or expedient for the promotion of tourism.

2.1.2 UNESCO World Heritage Site

The NCA was inscribed onto the UNESCO World Heritage List in 1979 as a natural property, and was added cultural criterion in 2010, making it a mixed property. Proof of the high importance of the site for biodiversity, ecosystems and geological processes, as well as human significance is the accomplishment of 6 out of 10 World Heritage Sites criteria of Outstanding Universal Value (OUV), including all-natural criteria, as presented below:

Criterion (iv): Ngorongoro Conservation Area has yielded an exceptionally long sequence of crucial evidence related to human evolution and human-environment dynamics, collectively extending from four million years ago to the beginning of this era, including physical evidence of the most important benchmarks in human evolutionary development. Although the interpretation of many of the assemblages of Olduvai Gorge is still debatable, their extent and density are remarkable. Several of the type fossils in the hominin lineage come from this site. Furthermore, future research in the property is likely to reveal much more evidence concerning the rise of anatomically modern humans, modern behavior and human ecology.

Criterion (vii): The stunning landscape of Ngorongoro Crater combined with its spectacular concentration of wildlife is one of the greatest natural wonders of the planet. Spectacular wildebeest numbers (well over 1 million animals) pass through the property as part of the annual migration of wildebeest across the Serengeti ecosystem and calve in the short grass plains which straddle the Ngorongoro Conservation Area/Serengeti National Park boundary. This constitutes a truly superb natural phenomenon.

Criterion (viii): Ngorongoro crater is the largest unbroken caldera in the world. The crater, together with the Olmoti and Empakaai craters are part of the eastern Rift Valley, whose volcanism dates back to the late Mesozoic / early Tertiary periods and is famous for its geology. The property also includes

Laetoli and Olduvai Gorge, which contain an important palaeontological record related to human evolution.

Criterion (ix): The variations in climate, landforms and altitude have resulted in several overlapping ecosystems and distinct habitats, with short grass plains, highland catchment forests, savanna woodlands, montane long grass plains and high open moorlands. The property is part of the Serengeti ecosystem, one of the last intact ecosystems in the world which harbours large and spectacular animal migrations.

Criterion (x): Ngorongoro Conservation Area is home to a population of some 25,000 large animals, mostly ungulates, alongside the highest density of mammalian predators in Africa including the densest known population of lion (estimated 68 in 1987). The property harbours a range of endangered species, such as the Black Rhino, Wild hunting dog and Golden Cat and 500 species of birds. It also supports one of the largest animal migrations on earth, including over 1 million wildebeest, 72,000 zebras and c.350,000 Thompson and Grant gazelles.

Together with Serengeti National Park, the NCA was also granted the designation of UNESCO Biosphere Reserve in 1981.The co-existence of pastoralists and wildlife conservation in the NCA, is unique element of the multiple land use policy of this area[1] as a result is looked to as an example of inclusive community-based natural resource management programmes.

2.1.3 UNESCO Man and Biosphere Reserve (UNESCO MAB)

Together with Serengeti, Ngorongoro was designated MAB by UNESCO in 1981. It is considered to be the learning place for sustainable development through testing interdisciplinary approaches to understanding and managing changes and interactions between social and ecological systems, including conflict prevention and management of biodiversity. Ngorongoro provide local solutions to global challenges and promote solutions reconciling the conservation of biodiversity with its sustainable use.

2.1.4 Global UNESCO Geopark

Ngorongoro Lengai UNESCO Global Geopark (NLGUG) was given the status by UNESCO in April 2018 as the first Geopark in Sub-Saharan Africa and the second in Africa after Global Geopark in Morocco. The area is located in the north of the country in Arusha region comprising of 12,000 sq. km with a population of nearly 230,506 people mainly being the Maasai people and consists 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 Geopark consists of various geological, natural and cultural heritage for instance the geological features and landscapes includes craters, gorges, mountains. The Geopark also has and diversity of local ethnic groups and is linking its stunning natural heritage and its material and intangible heritage and offers a new meeting between the time of the Earth and the time of the mankind thus to provide an integrated sustainable development to the direct benefice of its population. The Geopark consists of several geosites and can be visited through three discovery routes (i.e., North, South and Caldera route).

A UNESCO Global Geopark uses its geological heritage, in connection with all other aspects of the area's natural and cultural heritage, to raise awareness and understanding of key issues facing

[1] http://www.ngorongorocrater.go.tz/index.php/2012-09-05-17-48-06/multiple-land-use-policy

society, such as using our earth's resources su
reducing natural disasters-related risks. By raising awareness
geological heritage in history and society today, UNESCO Global Geoparks give local people a sense of pride in their region and strengthen their identification with the area. The creation of innovative local enterprises, new jobs and high-quality training courses is stimulated as new sources of revenue are generated through geotourism, while the geological resources of the area are protected.

Being a nationally protected area containing a number of geological heritage sites of particular importance, rarity or aesthetic appeal, geoparks are part of an integrated concept of protection, education and sustainable development. A GEOPARK achieves its goals through a three-pronged approach:

- **Conservation**

A GEOPARK seeks to conserve significant geological features, and explore and demonstrate methods for excellence in conservation. The management authority of each GEOPARK ensures adequate protection measures in consultation with collaborating universities, geological surveys or relevant statutory bodies in accordance with local traditions and legislative obligations.

- **Education**

A GEOPARK organizes activities and provides logistic support to communicate geoscientific knowledge and environmental concepts to the public. This is accomplished through protected and interpreted geosites, museums, information centres, trails, guided tours, school class excursions, popular literature, maps, educational materials and displays, seminars and so on. A GEOPARK also fosters scientific research and cooperation with universities and research institutes, stimulating the dialogue between the geosciences and local populations.

- **Geotourism**

A GEOPARK stimulates economic activity and sustainable development through geotourism. By attracting increasing numbers of visitors, a GEOPARK stimulates local socio-economic development through the promotion of a quality label linked with the local natural heritage. It encourages the creation of local enterprises and cottage industries involved in geotourism and geoproducts.

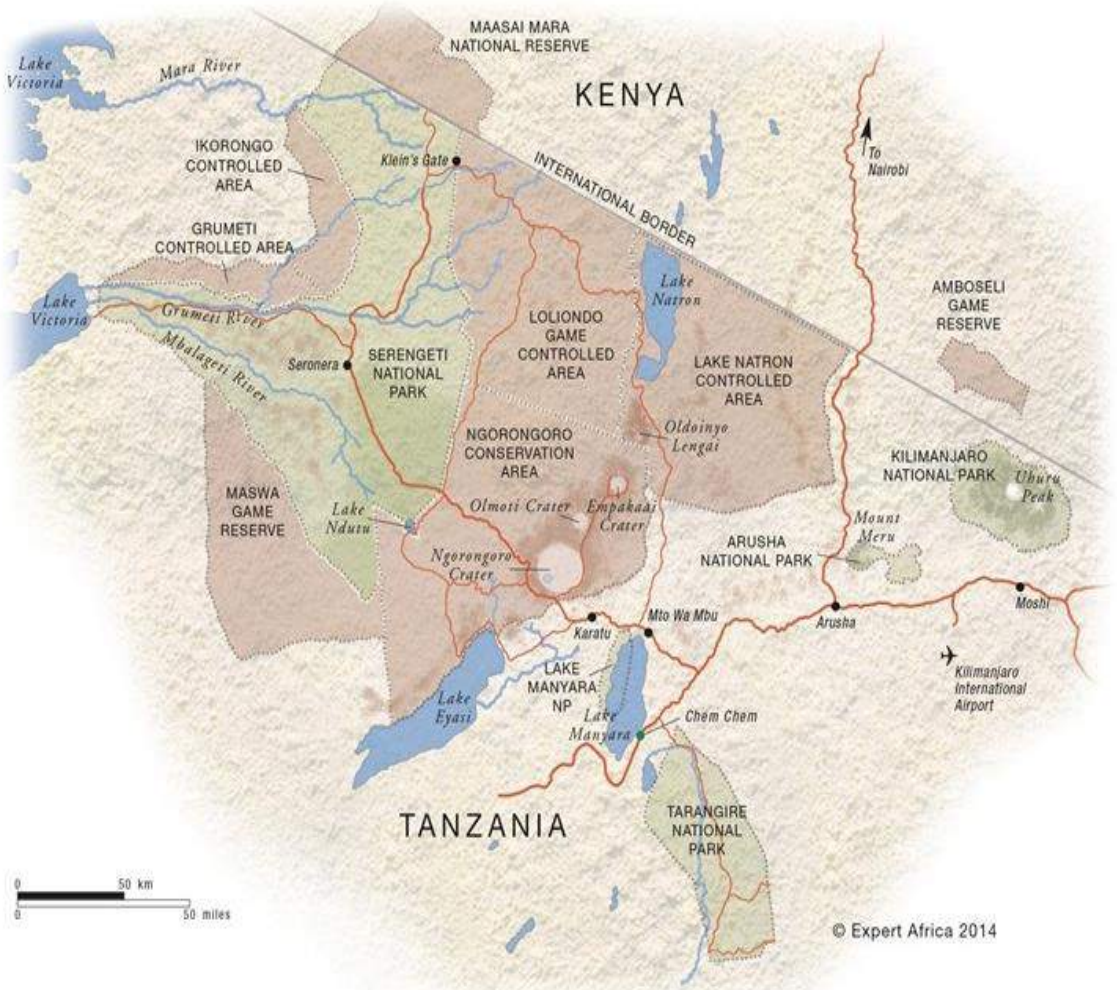
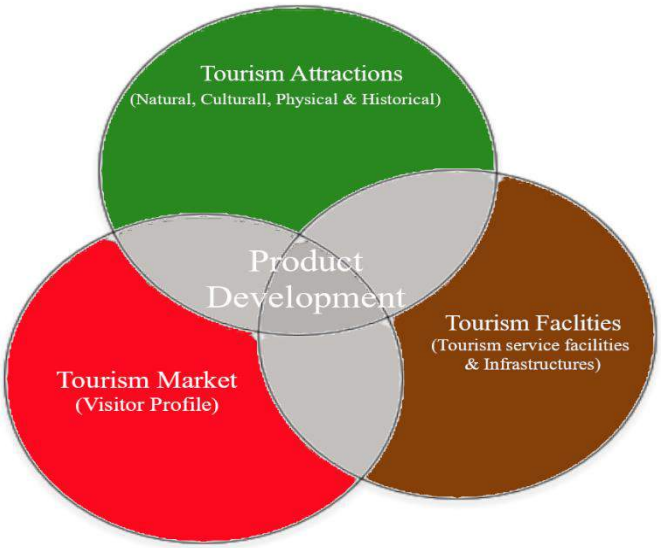


Fig 4. Map of Ngorongoro Conservation Area: Source Expert Africa 2014

2.2 TOURISM PRODUCT AUDIT

The tourist product focuses on facilities and services designed to meet the needs of the tourist. It can be seen as a composite product, as the sum total of a destination's attractions, transport, and accommodation and entertainment which result in customer satisfaction. Each of the components of a tourist product is supplied by individual providers of services like hotel companies, airlines, travel agencies, etc. The tourist product for NCA was analyzed in



terms of its attraction, facilities and market (Fig. 4).

Fig 5. Elements of Tourism Destination Planning

2.2.1 TOURIST ATTRACTIONS

Attractions are those elements in a product which determine the choice made by particular tourist to visit NCA destination rather than another. The attractions for NCA includes natural, cultural, areas of archaeological interest, flora and fauna, mountains, cultural events, arts and festivals, events etc. The full details of attractions are explained here-under.

2.2.1.1 Natural Attractions

These are nature objects and elements include different geological and geo-morphological objects, weather conditions, water bodies, plants and animals, landscapes and sceneries and even geographical position that attract the tourist attention to visit the destination. NCA has a variety of these attractions including but not limited to wildlife, trees and vegetation, climate, landscape and natural environment. Typically for its inherent or exhibited natural beauty, they offer leisure, adventure and amusement to tourists who visit NCA. The following are some of the key natural attractions for the destination.

Wildlife

There are about 115 species of mammals which have been recorded in NCA. Meanwhile, NCA is the only place on the earth where the tourists are guaranteed to see all the big five animals and a lot of other animal species. Furthermore, NCA has high abundance of other species including more than 500 bird types and a number of reptiles, amphibians and insects.

Fig. 6 The Big Five

Landscapes, sceneries and physical features

NCA has a variety landscape which provides good and breathtaking sceneries for tourists visiting the destination and provides a memorable tourists experience. Prominent landscapes of NCA includes the physical elements of geophysical distinct landforms such as: Ngorongoro, Olmoti, Losirua & Lolmalasin, and Empakai Crater; Gol and Oldonyo Lengai Mountains; Ilkarian and Olduvai Gorge, Nasera Rock, and Shifting Sand Dunes, Water bodies like Lake Ndutu, Lake Masek and Lake Makati.

Fig 7. Diversity of landscapes

2.2.1.2 Cultural Attractions

This includes elements of cultural inheritance that attract the tourists to the destination. Being a multiple land use, NCA is a home to the popular pastoralist Maasai with their unique lifestyle. Other tribes which live nearby NCA include the Datoga (both pastoralist and blacksmith) and Hadzabe tribes.

Fig 7. Cultural diversity

2.2.1.3 Heritage and Man-Made Attractions

There are several man-made tourist attractions which are found in NCA that draw the attention of tourists to visit the destination. The most popular include the Olduvai Gorge Museum which provide a plentiful of information for tourists who are interested to learn about evolution of the human being.

Figure 8: Olduvai Gorge Museum

Cultural Bomas

There are nine Maasai Cultural Bomas which includes the following: Kiloki, Ndemwa, Loongoku, Elerai, Irkeepus, Alchaniomeleko, Edonyo Nasinya, Ormoti and Seneto cultural bomas. These bomas provides tourists with the possibility to learn about the Maasai unique way of life and they can get themselves engaged in traditional activities such as dancing and purchase of the locally made handcrafts.

Fig 9. Seneto Cultural Boma (L); Maasai Tradition Dance (R)

Events Based Attractions

There are several local events which attract tourists and aim to promote NCA destination. The prominent annual event includes the Ngorongoro marathon which attracts a number of participants from within and outside the country. Several traditional ceremonies from prominent tribes in the area (Maasai, Datoga and Hadzabe) are held although they are not documented.

Figure 10: Ngorongoro Marathon

The local livestock markets (minada) are other weekly or monthly events which attract a lot of tourists both domestic and international. The local markets also catch the eye of tourists who like to shop in local markets and enjoy barbecue. Tourists are fascinated by the local markets where the people from nearby villages and town gather to sell stuff such as cattle, Maasai clothing and other commodities.

2.2.1.4 Tourist Activities

Given the diverse of natural, cultural and manmade attractions analyzed above, NCA has a wide range of both active and passive experiences, all of deciphering competitive advantage and identifying proposition (USP). These experiences are what make a visit to NCA special and play a major role in emerging markets. Visiting NCA destination can provide an opportunity to engage on the following activities;

Table 1: Checklist of tourist activities

Activity	Status
Hiking	Ongoing
Nature and wildlife photography	Ongoing
Bird watching	Ongoing

Game drive safari	Ongoing
Walking safari	Ongoing
Cultural tours (Traditional dances and performing arts)	Ongoing
Baloon Safari	Ongoing
Cycling/Mountain Biking	Ongoing
Ballooning	Ongoing
Horse riding	Ongoing

Fig. 11. Some of ongoing tourism activities in NCA

2.2.2 TOURIST FACILITIES

2.2.2.1 Accessibility & Connectivity

Most visitors arrive in NCA as part of a package safari tour covering the Northern Circuit. Therefore, tour operators are commonly in charge of arranging transportation for visitors. Ngorongoro is well connected to Lake Manyara, Tarangire, Serengeti and Arusha by good tarmac roads.

By Road

There are approximately 500 km of roads and 800 km of tracks and walking trails, classified in four categories. The NCA also serves as the access route to Serengeti National Park. Due to the increasing number of transfers through the park, the NCA has increased its budget for road maintenance (implemented by the Engineering Services department). However, the on-site visit revealed that some roads in the NCA are still in a relatively poor condition; road access is limited to a few primary key attraction areas, which creates congestion; as does the inaccessibility of a number of roads during much of the rainy season. The road from Arusha (the area Entrance Gate is 154kms long and takes two to three hours. Although it is possible to travel to the entrance gate using a regular vehicle, a 4x4 vehicle is essential when entering both the NCA and the Serengeti National Park.

By Air

The closest international airport is Kilimanjaro International Airport at Moshi, situated at the foot of Mount Kilimanjaro. Kilimanjaro Airport is approximately 60km (45min) from Arusha city centre. A taxi ride costs $70 USD but many airlines run a shuttle service for free or for USD20. Visas-on-arrival are available at Kilimanjaro International Airport for USD 50, or USD100 depending on nationality.

Arusha Municipal Airport (ARK) is on the outskirts of the city and services domestic flights, to Zanzibar and Dar es Salaam, and chartered flights between Arusha and Dar es Salaam, Zanzibar and Kilimanjaro as well as chartered flights to Manyara National Park, Ngorongoro Conservation Area (particularly Ndutu airstrip) and Serengeti National Park.

Although the General Management Plan (Revised 2010) identified six small airstrips in the NCA, many of them are not available to be used all year round due to weather conditions or are only used by flying doctors. Light aircrafts can however land with relative ease at the three small airstrips that is; Ngorongoro, Ndutu and Endulen Airstrips.

2.2.2.2 Accommodation

Although a large number of tourists decide to stay in accommodation outside NCA in particular Karatu Township, NCA offer a variety of accommodation for the visitors to the destination which includes lodges and campsites. The current accommodation facilities for NCA destination includes 6 lodges, 5 tented lodges, 1 public campsite, 32 special campsites and 16 NCAA & Community shared campsites. Annex ii provides a comprehensive list of all accommodation facilities found within NCA with their capacity.

Fig 27. Accommodations inside destination Ngorongoro

2.2.2.3 Visitor Services

There are number NCA which facilitate the presence of tourists in the area. The in following section analyses some of these facilities and services.

Visitor Information

The VIC at Loduare Emotional publications, wildlife books, cards, audios "p cassettes and CD-ROMs" as a display room depicting the dramatic ecology, archaeology, ethnography and topography of the Ngorongoro Conservation Area for visitors to NCA.

Fig 13. Visitor Information Centre at Loduare Gate

Arusha, which is the departing point for most safaris in the Northern Circuit, has an information centre situated along Boma Road, which is designed to provide detailed information on tourist attractions, facilities and activities in the NCA, promotional publications, wildlife books, cards, audiovisual materials and internet services. Two museums at Laetoli and Olduvai Gorge sites also provides a variety of information for the visitors as well. The rest of the cultural sites are also designed to have on-site interpretive information about the major discoveries found at the site. Tourism information can also be obtained from tour operators, accommodation establishments and internet sources. The official website ***www.ncaa.go.tz*** and that of Tanzania Tourists Board http://www. tanzaniatourism.go.tz provides a plentiful of information for NCA.

Tour guiding services

The General Management Plan and the Tourism Regulations in Tanzania requires that all visitors should be accompanied by a well-trained tour guide and that minimum standards for tour guiding should be established. A major challenge facing tourism industry in Tanzania is that there are no standards in place to increase guiding quality levels and there are conflicts between local guides and external guides, most of them non-certified, entering the NCA**.** This negatively impacts visitors' experiences. The NCAA started to offer staff and guide training in 2010 but due to financial constraints, the training budget was reduced in 2016. Most of the tour guides operating in NCA are employed by the tour companies and majority of them are trained in either public or private owned tourism institutions in different parts of the country especially Arusha city. However, there is no quality control linked to the tour guides training and that different training institutions uses different curriculum. Some tour operators offer in-house training in hospitality or in interpretation of natural and cultural heritage for their guides. Being one of the tourism activity, walking safaris are conducted by rangers who are not well trained in the guiding services hence their performance is questionable.

2.2.3 DESTINATION MARKET ANALYSIS

Being an important starting point for any tourism destination, market analysis was conducted for NCA to understanding the characteristics, preferences, attitudes and opinions of visitors and the travel trade. The market research can also assist in identifying new markets and in monitoring the performance of your tourism sector in Ngorongoro. The current study employed a number of techniques to assess the destination including the questionnaire survey, literature review, and interview. Factors which were used for assessment include: Number and typology of visitation, source market, destination attraction preference, as well as the perception of the tourist on destination Ngorongoro.

Number of Visitors

Prior to the outbreak of COVID-19 there has been an increased number of visitors to NCA destination. Figure 14 presents NCA arrivals between 1996 and 2017 and figure 15 depicts visitor arrivals from 2017 to 2020.

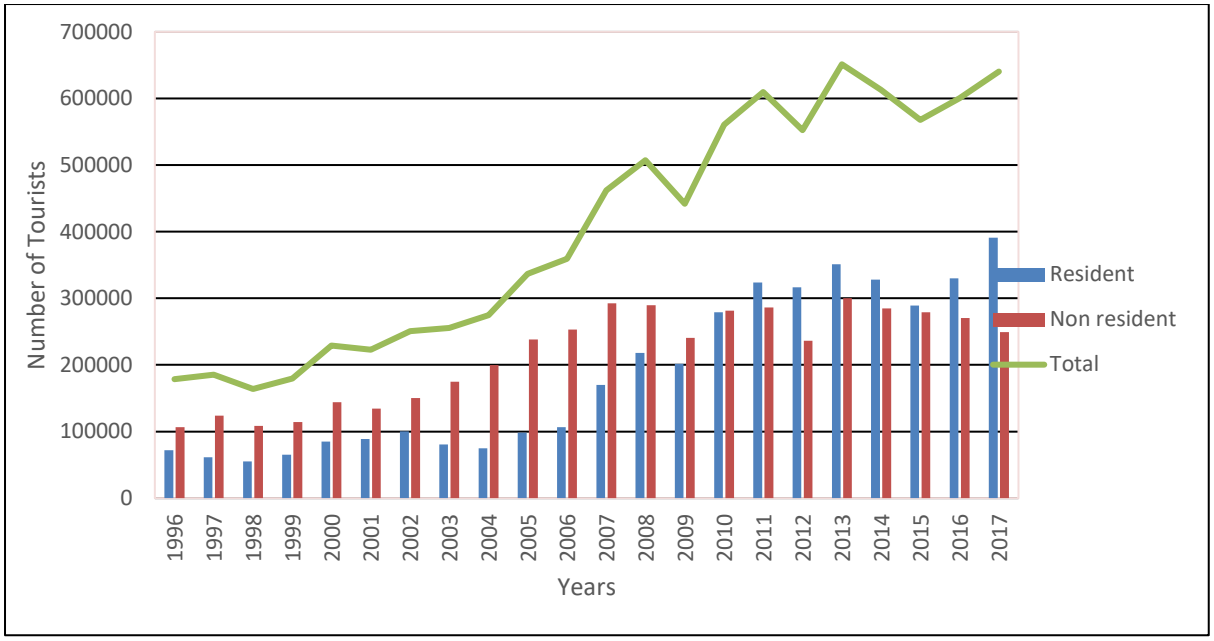


Figure 14. Arrivals to NCA by Resident and Non-Resident (1996-2017) Source NCAA

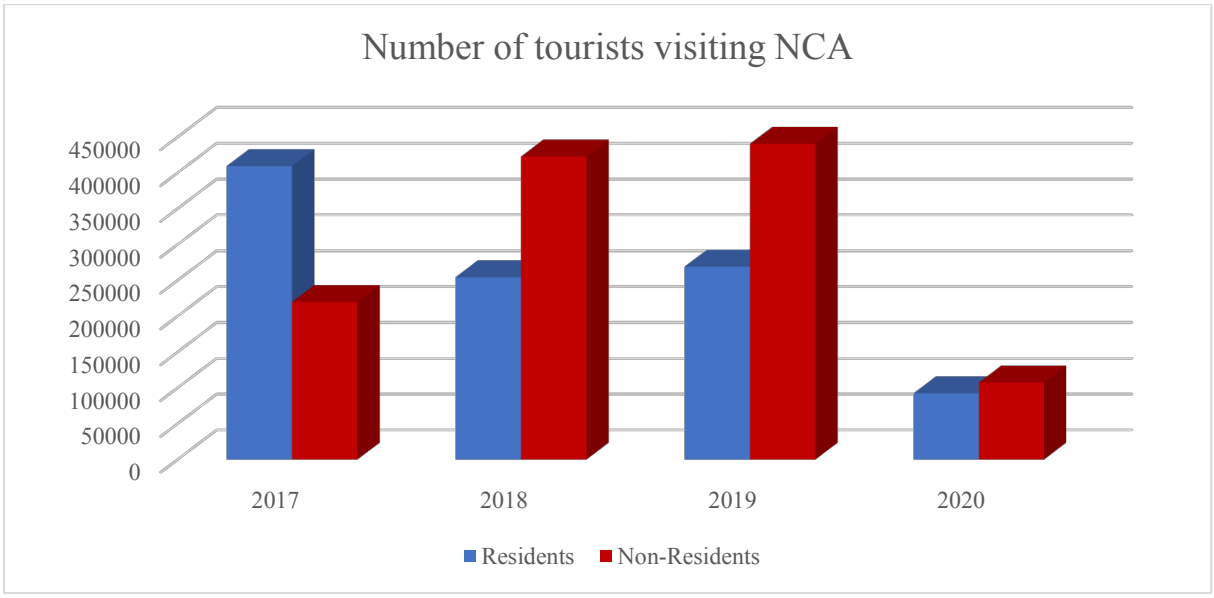


Figure 15. Arrivals to NCA by Resident and Non-Resident (2017 –2020) Source NCAA

Typology of visitation

There are three types of visitations to NCA which includes day visit, overnight stay and on-transit visit. Figure 16 and 17 depicts tourist visitation to destination NCA.

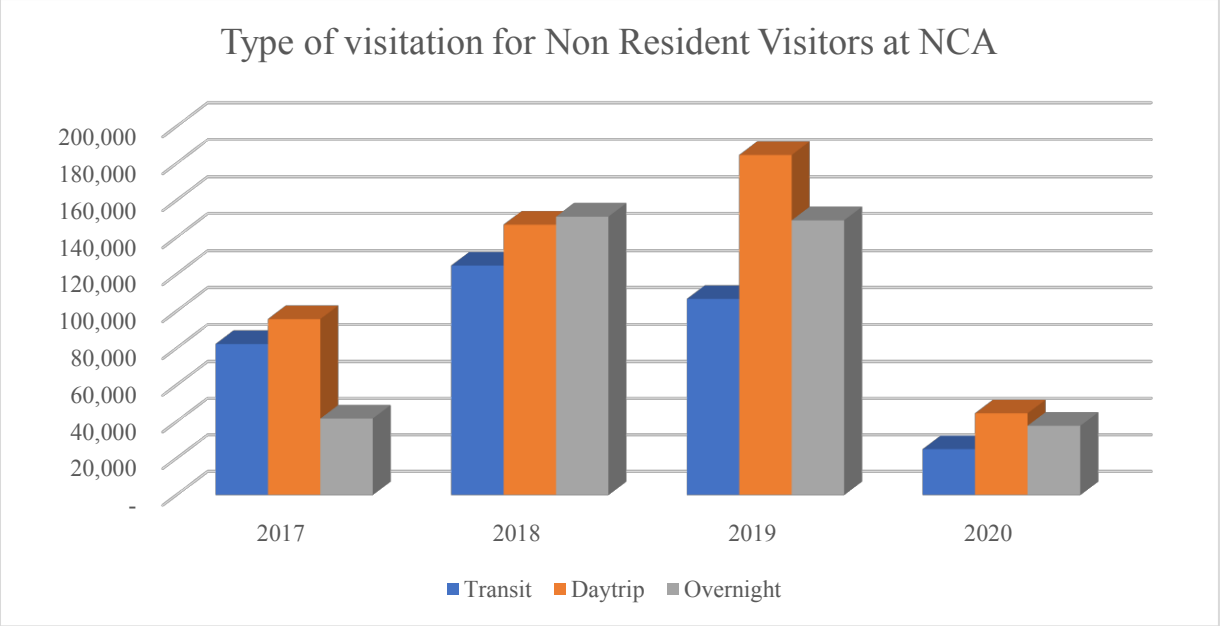


Figure 16. Types of visitations for Non-Resident Source (2017 - 2020): STI with data from NCAA

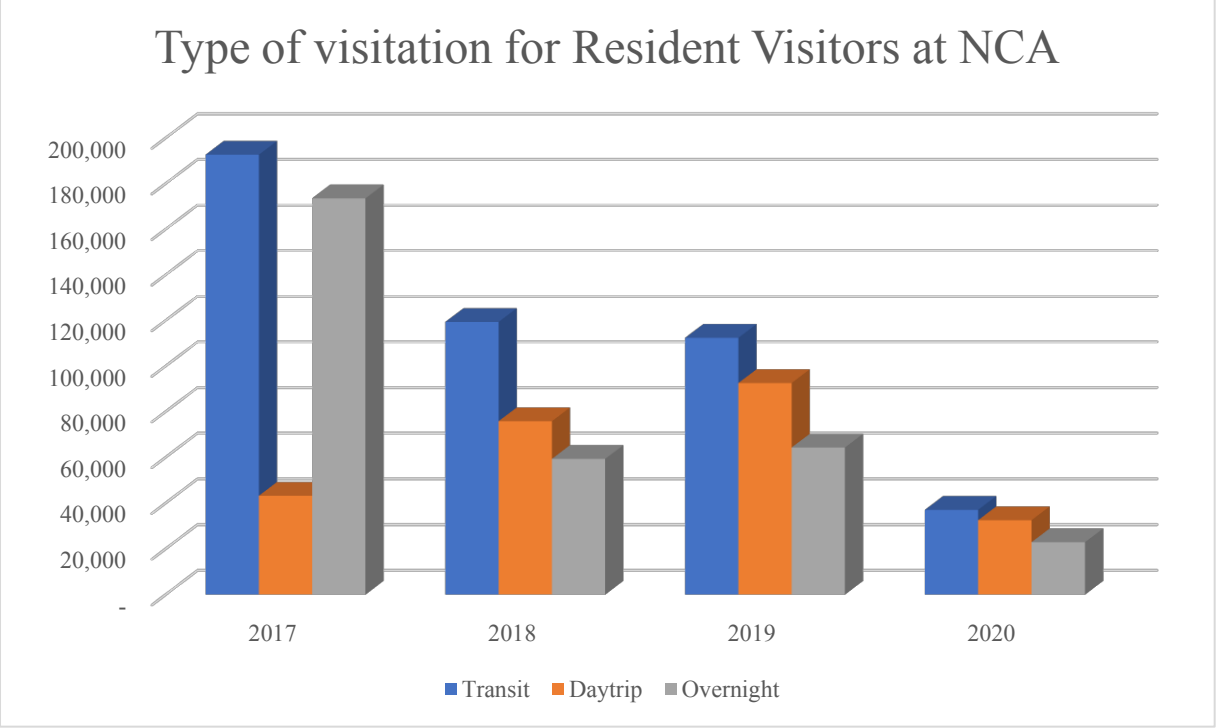


Figure 17. Types of visitations for Non-Resident Source: STI with data from NCAA

Visitor Profile

The General Management Plan for NCA (2010) describes the typical NCA visitor profile as follows:

- First-time visitors to the NCA on a 10 to 12 days safari tour of the northern Tanzania circuit
- These visitors have an itinerary that also includes Serengeti, Lake Manyara, and Tarangire National Parks in Tanzania and often attractions in Kenya as well

- Spend two nights in the NCA, including a half or full-day tour of Ngorongoro Crater and a visit to Oldupai Gorge site. Relatively few visitors explore other attractions of the NCA
- Most (80%) of visitors do not experience the NCA outside of a vehicle with the exception of having lunch in the crater, walking safaris, Sundown dinners and visits to cultural Bomas
- Most visit the NCA through mobile tour companies based in Arusha with specially designed game-viewing cars driven by company drivers
- Many visitors stay in the Lodges around the crater rim and a smaller number stay in the special and public campsites. However, the number of visitors who stay in camping sites is increasing
- Half of all tourists who visit Tanzania travel to or through the NCA
- Packaged tours are likely to continue to account for the bulk of non-resident visitors to the NCA for the foreseeable future.

Tourist Source Market

The tourists to Ngorongoro destination originate from different countries worldwide, however, table 2 below depicts ten top tourist source markets to NCA for a period between 2018 and 2020.

Table 2: Leading tourist source market to NCA destination

Rank	2018	2019	2020
1.	United States of America (88,975)	United States of America (100,987)	United States of America (22,620)
2.	Germany (46,550)	Germany (54,664)	France (16,786)
3.	France (39,118)	France (51,014)	Germany (15,364)
4.	United Kingdom (26,029)	Spain (30,165)	United Kingdom (8,536)
5.	Spain (25,395)	United Kingdom (26,041)	Spain (6,916)
6.	Denmark (15,660)	Denmark (16,319)	Russia (4,920)
7.	Australia (13,286)	Australia (15,729)	Denmark (4,920)
8.	Netherlands (12,737)	Italy (14,391)	Australia (2,974)
9.	Italy (12,172)	Netherlands (13,185)	Sweden (2,749)
10.	China (10,562)	China (12,452)	Italy (2,501)

Visitor Preference of NCA attractions

There are number of tourist attractions for NCA worth visiting, however, figure 18 outlines the most visited tourist attractions for the period of 2018 to 2020 reflecting visitor preference of the destination attractions.

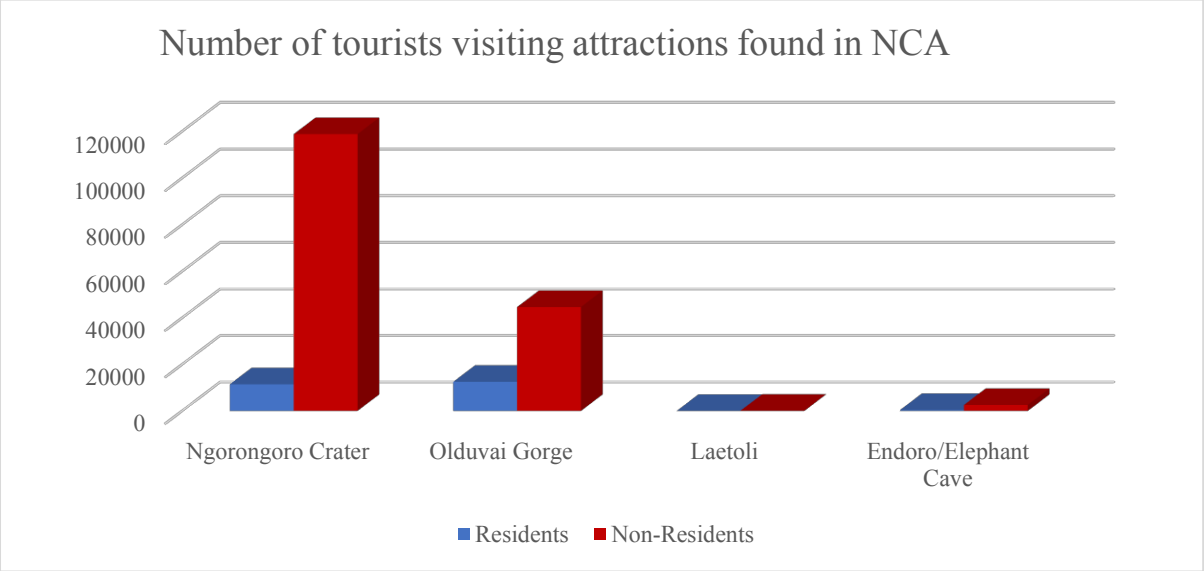


Figure 18. Preferred tourist attractions in NCA

2.2.4 TOURISM REVENUE

Most of the tourism revenue comes from the following sources, entry fee, landing fee, activity fee, camping fee as well as concession fee. The following table shows income generated from tourism for the period from July 2013 to June 2021.

Table 3. NCAA Projected Income for the period from July 2013/2014 to 2020/2021

YEAR	INCOME (TSH)
2013/2014	61,664,100,386.00
2014/2015	60,687,703,795.00
2015/2016	70,364,821,021.00
2016/2017	102,761,710,397.00
2017/2018	128,818,053,423.00
2018/2019	142,881,436,048.00
2019/2020	122,371,554,032.00
2020/2021	31,425,053,633.00

Source: NCAA

2.2.6 TOURISM DESTINATION MANAGEMENT AND GOVERNANCE FRAMEWORK

Based on the situation analysis of the attractions the most popular tourism niche for the destination includes the wildlife and culture-heritage based tourism. The analysis revealed a fragmented nature of tourism governance and management which involves the tourism service department, cultural heritage department and NLGUG.

2.2.6.1 Tourism Service Department

The department is headed by the Manager of Tourism Service and is responsible for the overall management and operation of tourism in NCA. Fig. 26 outlines the organization structure of the department.

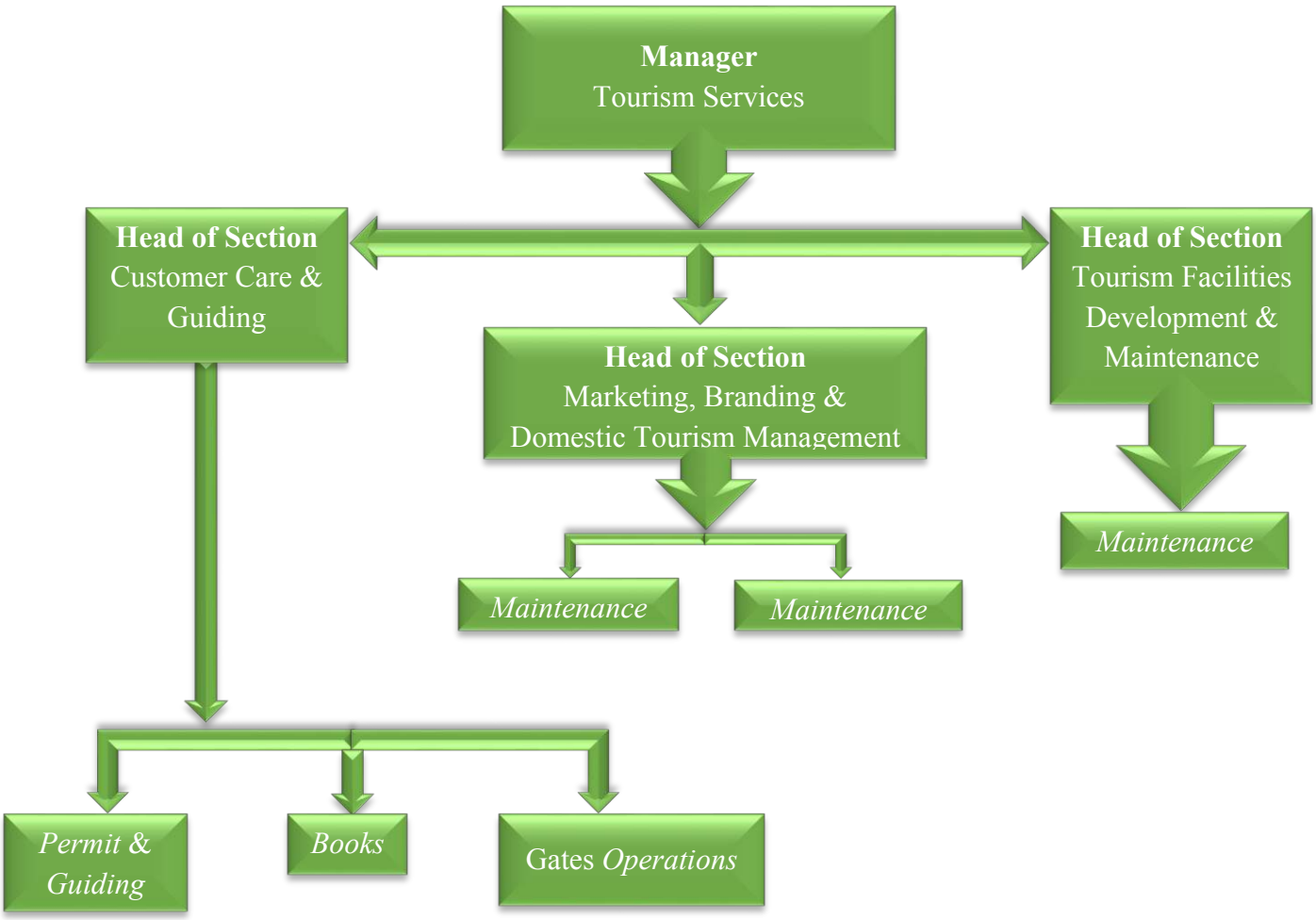


Fig 19. Organigram for tourism service department

2.2.6.2 Cultural Heritage Department

The department is headed by the Cultural Heritage Manager and is responsible for management cultural heritage assets for the destination. Fig 27 outlines the organization structure of the department.

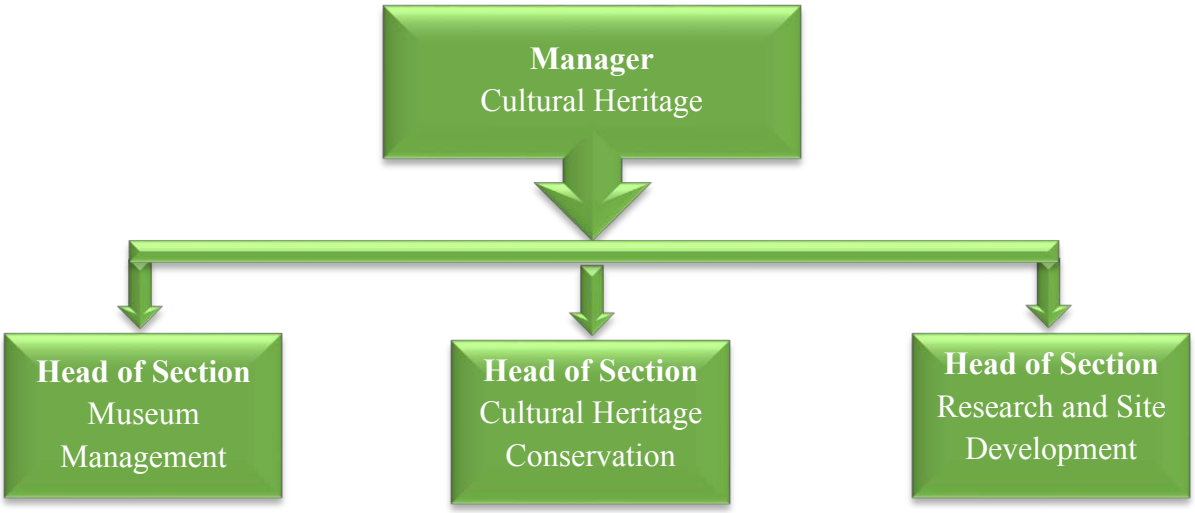


Fig 20. Organization structure for Cultural Heritage Department

2.2.6.3 Ngorongoro Lengai UNESCO Global Geopark Management Framework

The framework for NLGUG management is hosted within the cultural heritage department and it consists of Management Board and five committee which oversee the management and operational of the Geopark. The committee includes the Steering Committee, Conservation Committee, Tourism Marketing and Stakeholder's Engagement Committee Planning and Finance Committee. Each of the committee has selected members based on their positions within the Geopark and they have specific roles and responsibilities.

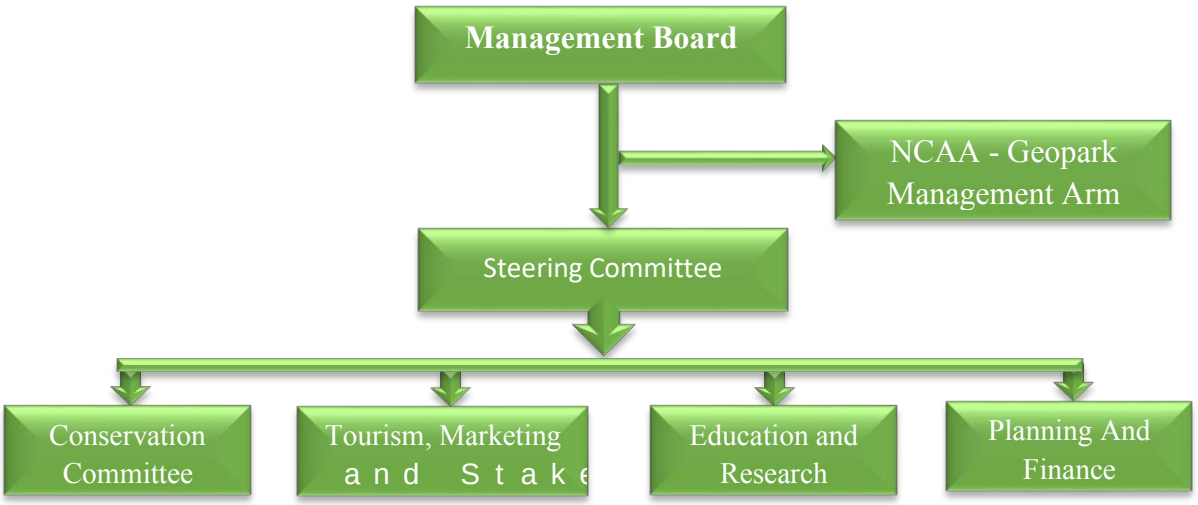


Fig 21. Management Framework for NLGUG

3. SITUATION ANALYSIS

3.1 STAKEHOLDER'S ANALYSIS

Tourism in NCA has many stakeholders (groups or individual) who can affect or is affected by tourism development in the area. Each stakeholder has own particular values, roles and objectives in tourism. This complex mosaic of stakeholder interests necessitates the need for analysis in order to address their interest in the planning process and win their support in implementing the tourism destination plan. For a detailed analysis see table 7 below. stakeholder's a

The following group of key stakeholders were identified.

- The private sector, responsible for running their tourism related businesses and meeting the day-to-day needs of visitors;
- Local and central government authority, responsible for a range of services that impact on destination management;
- The various economic and community development projects that impact on tourism and the destination;
- The local community with an interest in tourism related opportunities and possible impacts upon their way of life;
- Any other stakeholders who need a robust, evidence-based plan to strengthen the case for funding and assist in identifying projects to support; and
- Politicians who have to agree with policy and allocate public sector resources.

Table 4. Key tourism stakeholders for NCA

SN.	Stakeholder	Stakeholder's Expectation from tourism development
1.	Central Government	Improved contribution of tourism to the country's socio-economical development
2.	Conservation Institutions under MNRT (TANAPA, TAWA, TFS etc.)	Increased economic contribution of tourism to support conservation for sustainable development
3.	Tourism service providers (Travel and Tour Operators, Accommodation Establishment Owners)	More tourism business opportunity and increased profitability and return
4.	Tourism business industry Associations (TATO, TACTO, TCT, TTGA, TTGF etc.)	Increased tourism business opportunity for their members
5.	Tour Guides	Employment opportunity, networks and enhanced livelihood
6.	Tourists	Enhanced tourism experience and satisfaction
7.	Local communities	Sharing the benefits of tourism and being incorporated in the tourism value chain in to support conservation efforts
8.	Tourism entrepreneurs	Opportunity to be linked in tourism value chain and increased tourism multiplier effects
9.	LGA	Increased tourism revenue to support development
10.	NGOs and INGOs, international programmes,	Sustainable and responsible tourism development
11.	DMOs	Sustainable and responsible tourism development
12.	Research and training institutions (Researchers, students and volunteers)	Learning and researching opportunities
13.	Media	Publicity and painting a good image for the destination

3.2 SWOC ANALYSIS

In order to form a clear picture an, environmental scanning was conducted to understand the internal and external tourism environment for NCA, a SWOC analysis was employed to evaluate strengths,

weaknesses, opportunities and Challenge for tourism development. The 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, transform weaknesses into strengths and to take advantages of opportunities along with minimizing both internal weakness and external challenges. It can generate many ideas which could be useful in summarizing key management issues and opportunities.

The SWOC analysis helped:

i. To bring into light whether tourism in NCA is healthy or sick.
ii. To know both internal as well as external factors affecting the success and/or failure of tourism in NCA.
iii. To form strategy so as to prepare for the possible challenges destinations.
iv. To evaluates the tourism environment in a detailed manner so as to take strategic decisions for the future course of action in sustainable tourism development.

NCA has a number of issues for analysis as outlined in the CSP (2017-2022) and the GMP (2010), however, the current analysis takes into consideration only tourism related issues for the destination.

Table 5: SWOC Matrix

STRENGTHS	***WEAKNESS***
Location and accessibility *NCA is located in the popular Northern tourists' circuit SENAPA,* *NCA is easily accessible by road network and air,* ***Visitor facilities*** *Availability of tourist accommodation facilities in and around NCA* ***Diverse of attractions*** *Abundance and diverse of tourist attractions (spectacular natural, cultural, historical and archaeological, landscapes and sceneries).* *Availability of rare, endangered and threatened species (Rhino, wild-dog).* *Presence of big five (lion, elephant, rhino, buffalo and leopard).* **Status**	***Governance and management*** *Inadequate co-ordination and collaboration amongst stakeholders,* *Inadequate visitor management plan and strategies (No frameworks for visitor management i.e., VIM, VAMP, LAC, etc.)* *Inadequate comprehensive and reliable source of tourism data.* *Lack of tourism impact monitoring system.* *Fragmented tourism governance framework (Tourism Services vis Cultural Heritage Departments, NLGUG)* *Poor/ weak collaboration with stakeholders especially private sector operators.* ***Marketing and Promotion*** *Lack of tourism brand for NCA*

Diversity of status (Conservation Area, Mixed World Heritage Site, Man and Biosphere Reserve, Global UNESCO Geopark) *One among seven natural wonders of Africa* ***Others*** *Strong, good and visionary leadership* *Well defined revenue sources* *Good relationship with stakeholders* *Supportive legal framework*	*Inadequate marketing and promotional strategies.* *Over-dependence of the foreign tourists market.* ***Planning and development*** *Lack of TDP with clear vision mission and objectives* *Inadequate facilities particularly for the disabled,* *Limited access to remote tourism attractions,* *Congestion of tourist vehicles in the crater,* *Concentration of camps in Ndutu area* *Inadequate standard tourism infrastructures (roads, camping, picnic sites, washrooms)* ***Tourism services*** *Insufficient qualified and competent tourism staff* *Perceived low quality standards of services* *Lack of quality interpretation programmes (Poor quality of the brochures, website is not interactive, substandard signage, small VIC at the entrance gate)* *Inadequate use of technology in tourism operation activities* *Inadequate guidelines in managing cultural tourism (strategies, staffing)*
OPPORTUNITIES	***CHALLENGES***
Prime tourism location (i.e., proximity to other destination Serengeti-Maasai Mara Ecosystem, International airports i.e., JRO, etc.) *Proximity to Karatu township which assures availability of visitor facilities services such as banks, bureau de change, security and health services and insurance companies*	*Seasonality nature of tourism,* *Global uncertainties (Diseases like COVID-19, economic downfall etc.)* *Tourism economic leakage,* *Increased competition from other destinations,* *Pressure on natural and cultural resources (poaching and overgrazing, resource competition, etc.)*

Political stability, safety and security in the country *Friendly and hospitable people* *Support from the key tourism stakeholders (professional tour guides, tour operators, hoteliers, local communities, etc.)* *Government commitment and willingness to promote and support tourism development* *Enabling environment for tourism investment in the country* *Growth of global tourism and new markets (i.e., China, Israel, Russia etc.)* *Improved application of technology in tourism operation.* *Potential for more tourism products and activities*	*Climate change and environmental degradation,* *Poverty of the local communities,* *Increasing human population in NCA,* *Invasive species,* *Perceived relatively expensive destination,* *Shortage of water supply in the lodges and the local communities* *Unreliable communication network (Internet and telephone communications).* *Loss of cultural authenticity (commodification and staging of culture)* *Limited access to remote tourist attractions*

Source: CSP (2021/22-2025/26), GMP 2010 and Consultation. Stakeholder's

3.3 KEY STRATEGIC ISSUES FOR TOURISM DEVELOPMENT

Many interrelated and sometimes conflicting issues affects tourism at NCA. While considerable efforts have been made to manage tourism at NCA, rapidly growing tourism activities has created a situation where the impacts arising directly or indirectly form tourism threaten the integrity of NCA and its global outstanding value. Although some progress has been made in addressing the cumulative and growing impacts of tourism, many issues remain and require urgent attention. The following are some of the major issues.

3.3.1 Managing visitors and site impacts

As the number of visitors and vehicles continue to increase, it is imperative that greater controls on tourism be put in place and, ultimately, limiting their number, behaviour and activities especially on the sensitive areas in order to reduce the tourism impacts. Ongoing impacts in NCA which come from tourism activities includes traffic congestion especially in the crater, feeding and habituation of wildlife, as well as unsustainable tourism practices such as littering and off-road driving. Other cumulative impacts relate to broader infrastructure development pressure to accommodate tourists in NCA.

3.3.2 Enhancing visitor experience and satisfaction

The ultimate goal of sustainable tourism is to enhance visitor experience and satisfaction. The behaviour and practice of NCA staffs, tour guides, tour and accommodation operators can either destroy or enhance visitor experience and satisfaction which is key to promote visitation to NCA and encourage return visit.

3.3.3 Infrastructure development

Infrastructures are key to tourism development as they support visitor use and access of NCA. The current state of infrastructure does not meet the needs of the growing visitor numbers, and there is a need to further manage visitor movement and reduce vehicle congestion especially on the sensitive parks like the crater. Improved infrastructure is needed within NCA such as well-maintained roads, toilets, picnic sites, trails, communication networks etc.

3.3.4 Collaboration and stakeholders' engagement

Successful development of tourism in NCA prompts the need to foster better and beneficial relationships between all stakeholders both in public and private sector (NCA, government agencies, communities, tourism and transport operators, and tour guides).

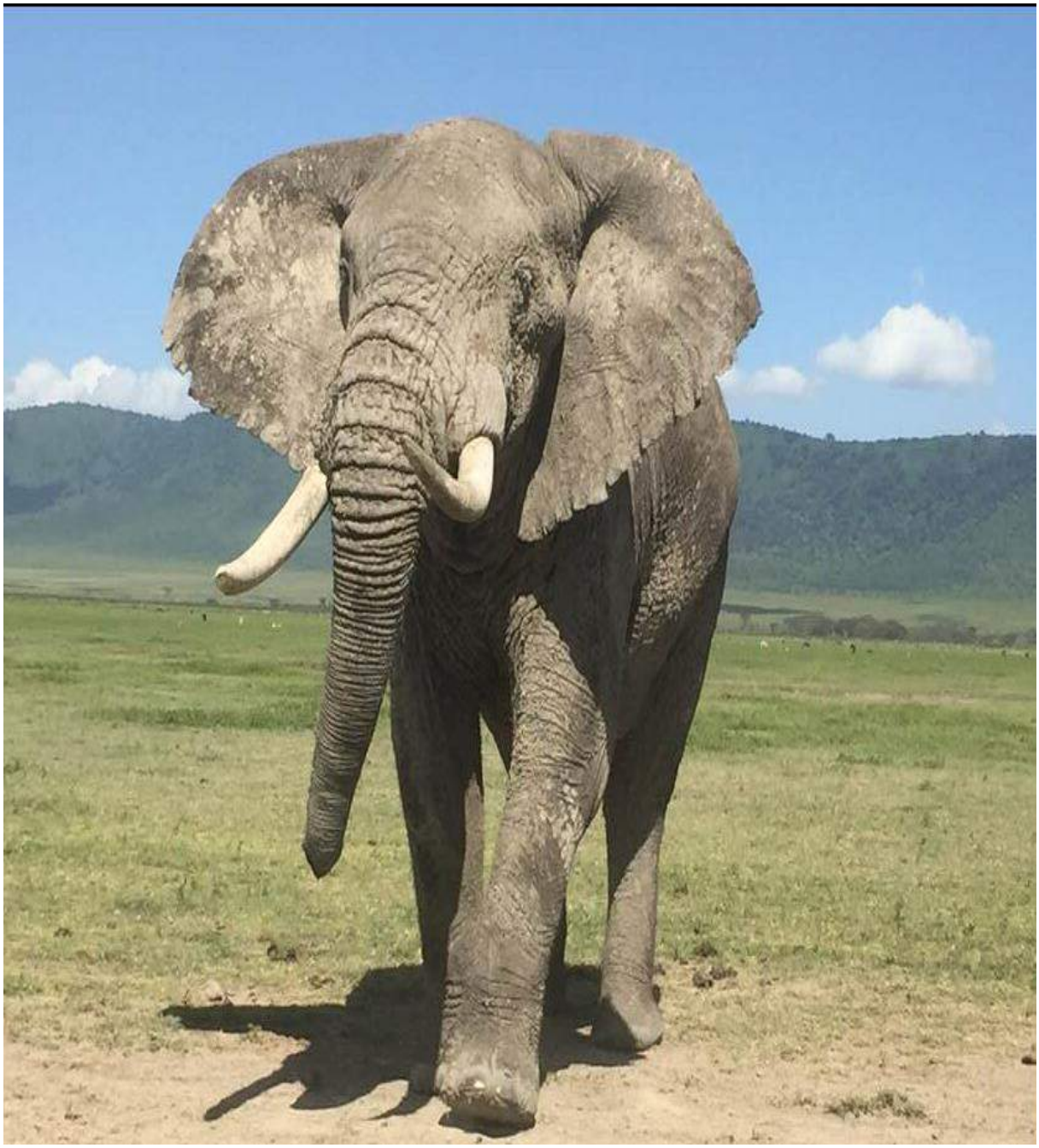
3.3.5 Streamlining tourism destination management framework

Given its diverse of status, it is paramount important to have a harmonized/streamlined tourism governance and management framework /system to address all aspects of tourism development and consider the conservation of natural and cultural resources upon which tourism industry depends.

3.3.6 Understanding and communicating the values of NCA

Given its diverse status (Conservation Area, UNESCO Global Geopark, World Heritage Site and Man and Biosphere Reserve) this prompts the need to realistically communicate in the eye of local and global communities as the peculiar destination for tourism and conservation and paint a picture of its outstanding value which enhance visitor's natural experience, maintain cultural integrity/values of the local communities**,** support biodiversity conservation and promote community livelihood and development.

4. STRATEGIC DIRECTION



The strength, weakness, challenges and opportunities emanating from the review of the current situation have necessitated the need for developing the strategic direction for tourism management in destination Ngorongoro as articulated by its Vision, Mission and Strategic Objectives outlined here-under.

4.1 TOURISM VISION

To become A f r leading tourist destination for enhanced natural and cultural experience.

4.2 TOURISM MISSION

To develop responsible and sustainable tourism that conserve biodiversity, preserves the cultural and natural heritage upon which tourism depends, and enhance livelihood of the indigenous communities for the benefit of the humanity.

4.3 TOURISM CORE VALUES AND GUIDING PRINCIPLES

To achieve its vision and mission, the development of tourism in NCA for the next five years shall be guided by the following tourism core values and guiding principles which should read together with the organizational 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 and shared responsibilities:*** *Fostering a cooperative approach to tourism development whereby tourism stakeholders share responsibility for conservation of our* c o m m o n c u l t u r a l a n d n a t u r a l h e r i t a g e *for sustainable* d e v e l o p m e n t t h r o u g h a p p r o p r i a t e t o u r i
- ***Cultural Diversity:*** S h a r i n g a n d p r e s e r v i n g t h e *community values and lifestyles,*
- ***Celebration:*** *Adopting a consistent and cooperative approach to celebrate and promote NCA natural and cultural heritage through the delivery of quality natural and cultural experiences,*
- ***Innovativeness:*** *Use of relevant technology and promoting creativity in tourism operation and destination management*
- ***Research Based Decision Making:*** *Use of relevant data to make informed decision on the tourism management and development for destination NCA.*

This section forms the core of the strategic plan and it addresses the following; key strategic tourism areas; strategic objectives for each area; strategies to achieve each strategic objective; actions needed to address each strategy; and action plan matrix outlining how the plan will be implemented including the timeframe and responsible part.

4.4 KEY RESULT AREAS (KRA)

The implementation of this destination plan intends to achieve the following Key Results Areas.

4.4.1 Increased Tourism Revenue

Rationale:

Sustainable financing is a key to conservation of NCA as it ensures the running of day-to-day activities of NCA to achieve its goal, mission and objectives. Although there are a number of opportunities that

protected areas can use to generate revenue for conservation, including domestic government budgets, international assistance, multilateral funds, bilateral donors, private and community funds; tourism has been identified as the most important source of self-g the means for effective management of NCA, however, this contribution is less compared to its potential. Tourism charges/fees that generate revenue for NCA includes; entry fees, concession fees, crater service fees, camping fees, activity fees. It is paramount important to maximize tourism revenue which when combined with money from other sources can sustainably finance the following:

- Maintenance and infrastructure development (e.g., roads, trails, signage, etc.)
- Community benefit sharing (e.g., for social infrastructure, health, education and water)
- Conservation management (e.g., in general, or in areas particularly where tourism takes place, and habitat maintenance is required);
- Destination marketing and promotion.

4.4.2 Improved Tourism Infrastructure

Rationale:

Protected areas act essentially as hosts to visitors. Like any good host, they need to facilitate guests to explore an area which is likely to be unknown to them. A proper visitor infrastructure is an essential element in that. Establishing infrastructure so that visitors can access the area is also a critical part of visitor management. Types of visitor infrastructure includes:

- Access points and reception areas (E.g., Entrance gates)
- Transportation and movement infrastructure (E.g., Roads and trails, viewpoints, hides to observe wildlife, canopy walkways in the forest).
- Infrastructure that meets the physical needs of visitors (Rest areas, picnic areas, shelters toilets)
- Supply and waste disposal facilities (Water and waste management, power supply)
- Accommodation infrastructure (Campsites, hotels, hostels, huts, bandas, lodges)
- Information-related infrastructure (Directional signs both inside and outside the protected area, signs informing visitors about regulations)
- Interpretative infrastructure (Indoor or outdoor displays signs, etc., at viewpoints and along interpretative trails)

4.4.3 Improved destination management

Rationale

Destination management include aspects of planning, development and marketing of a destination as well as how it is organized and maintained physically, financially, and operationally. Given the fragmented nature of tourism governance framework in NCA, it is important to have a streamlined and/or harmonized system of destination management capable of address all aspects. Furthermore, effective destination management calls for partnerships and collaboration among different key stakeholders.

4.4.4 Enhanced tourism operations

Rationale

NCA is an ecologically and culturally sensitive destination which can easily be impacted negatively by unsustainable tourism practices. As a double-edged sword which bears the seeds of its own destruction if not well operated, sustainability of tourism in NCA should be addressed through sound operations and its viability maintained for an indefinite period of time. A sustainable tourism is needed which meets the needs and aspirations of the present visitors to NCA in terms of enhanced memories and rewarding experience while protecting and enhancing future opportunities. This prompts the needs for quality and standard tourism services and operations with clear guidelines and tools addressing environmental, economic and social sustainability in turn for reduced negative impacts and maximized positive impacts.

4.5 Critical Success Factors in Plan Implementation

While the action plan matrix lays out strategies, actions, indicators and responsible part in NCAA, the effective implementation of this plan requires;

i. Tourism workforce with competent, innovative, visionary and knowledgeable staffs.
ii. Available funding.
iii. Stakeholder collaboration's c

Table 6: Action Plan Matrix

KEY RESULTS AREA 1: INCREASED TOURISM REVENUE					
Strategic Objectives (SO)	***Action(s)***	***Target***	***KPI***	***Time frame***	***Responsible Part***
Optimize tourism revenue	***Strategy 1: Diversify tourism products and increase the length of stay for the tourists***				
	Research to assess the current state of tourism products, its preference to and perception by the tourist**.**	Conduct two study/research	Two reports addressing: i) Current state of the tourism products ii) Perception and preferences by tourists		Tourism Service and Planning Departments
	Assess potential tourism products and activities for NCA.	At least three new tourism products identified and packaged	Tourism product development and enhancement plan (TPDEP)		
	Strategy 2: Develop an effective tourism pricing mechanism				
	Research on the effectiveness of the current pricing mechanism	Conduct one study/ research on the effectiveness of the current pricing	One research report produced		
	Research on the willingness to pay for NCA products by the tourists	Administer interview/questionnaire survey to at least 1000	One research report produced		

		tourist to review their WTP for NCA			
	Review the current pricing mechanism and develop the pricing strategy for NCA products	Recommend at least two best modalities of pricing for NCA tourism products	Tourism pricing strategy produced		
	Strategy 3: Maximize tourism linkage with other economic sectors (Integrate community on the tourism value chain)				
	Conduct a tourism value chain analysis for NCA	Identify at least 10 stakeholders in NCA tourism value chain	Tourism value chain analysis report produced		
	Research on the area for tourism integration with other sectors (Agriculture, livestock keeping e.g., milk products industry productions like yoghurt, sausages etc.)	Integrate tourism with at least 5 other economic sectors	Tourism integration plan produced		
	Support capacity building programmes for tourism SMEs (Product development, branding, packaging, marketing)	Conduct capacity building training and mentorship for identified SMEs identified by the value chain analysis	Number of entrepreneurs and SMEs capacitated and mentored		
KEY RESULTS AREA 2: IMPROVED TOURISM INFRASTRUCTURE					
Improve visitor access and use of tourism resources (Improve tourism	***Strategy 1: Influence tourism physical development***				
	Prepare the LAC for the proposed areas of development.	Prepare LAC for all proposed areas of development	LAC for all areas of development		

infrastructure and facilities)	Conduct EIA and SEA for all proposed tourism development to evaluate the likely impacts, both positive and negative, of a proposed project or development, taking into account environmental, socio-economic, and cultural environment.	Prepare EIA and SEA for all proposed areas of development	Approved EIA and SEA reports for all proposed development		
	Develop site-specific factor for development which should be incorporated in the EIA.	Prepare site specific guidelines and factors for all proposed areas for development	Report on site specific factors for development		
	Develop TOP and investment plan in NCA with clear guidelines.	Identify key and potential areas for tourism development	TOP and/or Tourism investment plan produced		
	Adopting environmentally and socio-culturally sensitive designing for all facilities and infrastructure (e.g., Newly proposed entrance gate at Loduare)	Prepare and enforce guidelines for environmentally and socio-culturally sensitive designing	Number of facilities adopting environmentally and socio-culturally sensitive designing		
	Redesign roads and trails (for walking safari) especially to ecologically sensitive areas like Lake Ndutu and Crater	Reduce visitor congestion to sensitive areas by 50%	Number of roads and trails developed and redesigned		

	Develop and redesign tourism facilities and infrastructure to accommodate all including the disabled (Promote accessible tourism)	Increase the number of disabled who visit NCA by 50%	Number of tourism facilities with capacity to accommodate the disabled		
	Strategy 2: Redistribute visitors to different areas				
	Develop honeypots	Decrease pressure on sensitive areas (e.g., crater) by 30%	Number of honeypots developed and visited		
	Opening up a new gate through Engaruka and/or Engaresero	Increased access to remote attractions such as Empakai, Olmoti craters, etc.	Number visitors to these remote attractions		
KEY RESULTS AREA 3: IMPROVED TOURISM DESTINATION MANAGEMENT					
Streamline tourism governance and institutional framework	***Strategy 1: Review the current tourism management framework***				
	Review the current framework for tourism management in NCA	Review the objectives and functions of the current NCAA organogram	Report analysing the strength, weakness and challenges of the current tourism management framework		
	Harmonize the current tourism destination management framework	Integrate and harmonize Cultural Heritage and Tourism Service Departments and align with the objectives for NLGUG.	Integrated and harmonized tourism management framework for NCA		

	Strategy 2: Enhance Private Public Partnership (PPP)				
	Forging partnership and collaboration with key stakeholders (Other conservation agencies, private sector, LGAs, tourism industry associations)	Enhanced the participation of key stakeholders in destination management	Multi-stakeholder's management body established		
KEY RESULTS AREA 4: ENHANCED TOURISM OPERATION					
Managing visitor use of NCA	***Strategy 1: Reduce visitor impacts on natural and cultural environment (Minimize negative impacts of tourism)***				
	Research to determine the use limitation (Intensity of use in terms of number of people i.e. the group numbers, group size, length of stay in the Crater and Ndutu)	Conduct one research	Research report produced		
	Prepare code of ethics for the tourists	Reduced impacts of tourists to natural and cultural environment by 50%	Prepared and widely disseminated tourists code of ethics		
	Promote visitation to other areas in NCA (Empakai, Olmoti etc.)	Half of the visitors to NCA visits other less popular areas	Increased number of visitors to other less used areas		
	Identify zones which requires seasonal closure or temporarily zoning to prevent the disturbance of certain animal species and/or activities	At least 5 sensitive zones identified	Number of zones which requires seasonal closure or temporarily zoning		

	Develop Visitor Management Strategy for NCA (which entails frameworks such as LAC, VIM, VAMP, REMP, ROS, and TOMM)	Develop at least three visitor management frameworks	Visitor management frameworks developed		
	Implement IT and GIS based visitor monitoring in NCA	To monitor all visitor movement in NCA	GIS based visitor monitoring system in-place		
Improve the quality and standards for tourism services to enhance visitor experience	***Strategy 2: Improve the interpretation programmes to provide quality visitor information***				
	Research to analyze the state and effectiveness of the current interpretation media	Conducted analysis on the following interpretative media (Publication, website, electronic educational, VIC, self-guided trails, guided tours, signposts)	Interpretation effectiveness report		
	Redesign and improve signage and information based on the guidelines by UNWTO.	Redesign all signposts in and around NCA	Number and types of signage redesigned		
	Construct an environmentally and socio-culturally designed large multimedia VICs with high technology containing site maps, static and interactive displays, brochures.	To construct 2 new VICs at Loduare gate and Arusha	Locally designed high tech multi-media VIC		

	Construct an education centre with display and exhibits (e.g., Fausta Mount).	To construct two education centres one outside the main entrance gate and other at Arusha (or Karatu)	Locally designed education centre		
	Redesign the main entrance gate to reflect the natural and cultural destination.	Redesign all 4-entrance gate	Environmentally and socially designed entrance gate reflecting the values of Ngorongoro		
	Design and construct a self-guided interpretation trail at the gate	Construct self-guided trail at Loduare gate	Self guided trail constructed		
	Prepare interpretation book for NCA.	Prepare interpretation books for natural and cultural heritage attractions	Tourism interpretation book for NCA prepared		
	Strategy 3: Managing tourism industry operators				
	Develop SOPs, guidelines and standards for tourism operations in NCA	Develop 3 SOPs and guidelines for: (i) Game drive (ii) Cultural tourism operation (iii) Accommodation operation	Approved SOPs, guidelines and standards for tourism operations in NCA		
	Inspects and certify all cultural bomas and adhere to MNRT	Inspect all 15 registered cultural bomas	Number of bomas certified and inspected		

	guidelines and standards for their cultural tourism operation				
	Strategy 4: Tourism workforce development				
	Conduct a training needs assessment (TNA) to determine gap analysis among tourism department staff	Identify at least 10 missing knowledge in the department	TNA report		
	Support capacity building for tourism staffs	Train at least five staffs to reinforce tourism skills, knowledge and attitude (Long and short courses)	Number of staffs trained and capacitated		
	Support capacity building training for tour guides (safari and local tour guides) in collaboration with their associations.	Support training for at least 100 safari guides and 50 local guides	Number of tour guides trained		
	Support capacity building training for local communities on how to operate cultural tourism in collaboration TACTO	Support training for at least 30 cultural tourism operators	Number of cultural tourism operators trained		
	Strategy 5: Improve waste management system				
	Design sewage system for accommodation operators that	Design effective sewerage system for all	Number of accommodation establishment with effective sewage systems		

	favor environment and retain naturalness of an area	accommodation facilities in NCA			
	Support litter collection programme for all stakeholders (NCA staffs, tour guides and visitors)	To have zero percent littering of NCA	Amount of litter collected		
	Provision of visitor education	Educate all tour guides, visitors and on-transit travellers	Number of education campaign and programmes		
	Enforcement of anti-litter regulations	Zero cases of littering	Number of littering cases		
Improving decision making through the use of reliable data.	***Strategy 6: Create tourism information database***				
	Update a database of visitation for NCA with all visit/or attributes.	Adopt a database with all functionality/attributes of the visitor	Functional updated tourism database		
	Compile all tourism related research conducted for NCA.	Database of all tourism related research/study conducted for NCA	Number of tourism research conducted for NCA		
	Develop tourism research themes to provide data for decision making for tourism development and management in NCA.	To have at least 10 tourism research for each year	Number of tourism research themes developed		

	Enhance collaboration and partnership with training institutions to conduct tourism related research (CAWM, UDSM, SUA, NCT, UDOM etc.)	Sign at least 5 MoU with tourism training institutions	Number of MoU signed		
	Support and finance tourism related research for NCA	Support and finance at least 5 tourism research every year	Publishable tourism research papers		
	Provide opportunity for volunteers to conduct tourism research in NCA.	Provide placement to at least 10 volunteers each year	Number of volunteers		
	Involve tour guides and local communities in data collection.	At least 100 guides support data collection	Number and type of data collected by guides		
	Strategy 7: Monitor tourism impacts (environmental, social and economic)				
	Developing a comprehensive framework for measuring, reporting, auditing, monitoring and evaluation of tourism impacts	Monitor environmental, economical and socio-cultural impacts of tourism in and around NCA	Functional framework for impact monitoring		
	Strategy 8: Support for sustainable tourism initiatives				
	Collaborate with MNRT, and tourism associations (TATO, TTGA, HAT etc.) to support implementation of national and global tourism guidelines for tourism operations (Such as Global	Implement all national, regional and international guidelines for sustainable tourism operations and management	Number of national, regional and international guidelines implemented		

	Code of Conduct for Tourism from UNWTO, other guidelines from UNESCO etc.).				
	Support for certification, accreditation and eco-labelling of tour operators and other service providers including accommodation provides and tour guides in collaboration with MNRT, and tourism associations (TATO, TTGA, HAT, TACTO, TTGF etc.)	Develop certification, accreditation and eco-labeling schemes (guides, tour operators and accommodation) for operators in NCA	Number of certified and accredited tourism operators		
	Incentivize tourism industry operators by supporting competitions, awards and prizes for recognition of the best practices	Support three awards annually (i) Tanzania Tour Guides Awards in collaboration with TTGF (ii) Responsible Tourism Awards in collaboration with RTTZ (iii)Tour operator in collaboration with TATO and TLTO.	Number of award events supported		

KEY RESULTS AREA 5: IMPROVED DESTINATION MARKETING					
Increase visibility of NCA in the tourism	***Strategy 1: Create and manage NCA brand***				
	Develop a brand (including the color code) to communicate the outstanding value of NCA and integrate it with the national brand	Innovatively created brand communicating the outstanding values of NCA	Approved NCA brand and integrated with the national brand		
	Develop brand communication/ dissemination strategy	One strategy communicating the outstanding values of NCAA to the world	Approved brand communication strategy		
Increase the number of visitors to NCA destination	***Strategy 2: Promote domestic visitation***				
	Raising awareness and sensitization campaign on the values of NCA to the domestic market (Target schools, college and universities as well as in private and government institutions.)	Increase the number of domestic tourists by 50%	Number of domestic visitations		
	Provision of affordable accommodation	Increase bed capacity for hostels, bandas and campsites	Number of bed capacity		
	Provision of affordable transport	Procure 5 vehicles to move them around NCA	Number of procured and operational vehicles		
	Provide incentives package tours for local visitors (Targeting special	Host at least 100 incentive packages each year	Number of incentive package tours hosted		

	events and occasions such as honeymoon and graduations)				
	Strategy 3: Apply innovativeness and technology in destination marketing and promotion				
	Implement celebrity-based marketing strategy	Engage 10 celebrity (musicians, footballers, athletes etc.) annually to market NCA destination	Number of celebrities promoting destination NCA		
	Improve design and quality of promotional collaterals (Interactive and creatively designed website, brochures, information sheets) with uniform color code for NCAA	Improve the quality of promotional collaterals by 50%	Number of high-quality promotion collaterals produced		
	Invest more on E-marketing and online marketing	At least 1000 socio-media on (Tweeter, Facebook, etc.)	Number of socio-media campaign		
	Develop digital platform and Apps to access all attractions	Ngorongoro Tourism App developed	Functional Ngorongoro Tourism App		
	Boost creativity and innovativeness	Engage IT volunteer(s) (Local and international) to assist with creativity and innovativeness in marketing the destination.	Number of volunteers engaged		
	Support and organize public tourism events (such as Travel Day	Host at least two events annually	Number of annual events hosted		

	to Ngorongoro, Rhino Day, Rhino Baptism)				
	Update the Ngorongoro tourism destination marketing strategy	Updated tourism destination marketing strategy which is synchronized with TTB, TANAPA, TFS and tourism operators	Updated tourism destination marketing strategy and action plan		

5. PLAN MONITORING AND EVALUATION

5.1 Monitoring and evaluation framework

The planning and tourism departments will be responsible to monitor and evaluate implementation of this plan. M&E framework will be developed which will show how the overall tourism development objective which is basically the impact of all interventions can be achieved through systematic measures and controls. By creating common monitoring and reporting tools to be used by all stakeholders, this framework simplifies the overall synthesis of plans, programmes, activities and reports. It links the plan objectives to other NCA Planning Frameworks as well as the national frameworks.

Annual work plan and its M&E will involve, among other things, establishing baselines, indicators and source of information. Periodic tracking of progress on implementation of the milestones and targets will be done. Annual review will be undertaken with 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. Furthermore, M&E will also 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 tourism performance for NCA destination. 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. Strategic interventions with regard to M&E will be undertaken from time to time as deemed necessary.

5.2 Objectives and guiding principles for M&E framework

5.2.1 Overall and specific objectives

The overall objective of the M&E Framework is to guide effective implementation of the Tourism Destination Plan. Specifically, the M&E framework will intend to:

i. Establish benchmark of indicators;
ii. Set targets and standards to guide implementation;
iii. Guide actors' participation in implementation
iv. Control use of resources during implementation.

5.2.2 Guiding principles

The primary goal of this M&E system is to enable stakeholders in the NCA tourism appreciate the progress made towards attainment of the plan strategic objectives and actions. Key guiding principles will be:

i. Capacity building for M&E personnel;
ii. Harmonization and alignment of the framework with other M&E systems in NCA;
iii. Adoption of Result-Based- Management approach; and
iv. Flexibility in applying the M&E framework.

5.2.3 Performance indicators

The action plan matrix (Table 9) indicates the KPIs to be used to monitor implementation of the plan.

6. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

Effective implementation for this plan requires a collaborative effort from different stakeholders for tourism development in NCA each playing a specific role. A number of key stakeholders and their interest have been analyzed in section 3.1. To achieve the desired outcome for the plan the following section explains the role of key stakeholders in implementing the plan.

6.1 Ministry of Natural Resources and Tourism (MNRT)

The Ministry responsible for tourism development will: -

i. Formulate, monitor, update and oversee the implementation of national tourism policy, strategies, legislations and 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. Provide guidance on tourism investments.
vii. Coordinate development and promotion of domestic tourism.
viii. Promoting linkage between tourism and local economy, and controlling leakage of tourism earnings.
ix. Coordinating international and regional cooperation and collaboration regarding tourism development.
x. Monitoring and evaluation of the tourism sector performance in the country.

6.2 Tourism Related Sectoral Ministries

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

i. Provide core infrastructure and services for operational needs of tourism development and marketing.
ii. Ensure safety and security in tourism sector.
iii. 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).
iv. Source of inputs into the tourism industry.
v. Implement economic diplomacy to achieve the objective of regional and international cooperation on sustainable tourism development.
vi. Oversee compliance of environmental impact assessment and audit.
vii. Support tourism workforce development through training.
viii. Create conducive environment for doing tourism business in the country.

6.3 Tanzania Tourist Board (TTB)

The Tanzania Tourist Board will: -

i. Advertise and publicize Tanzania and NCA as a tourist destination.
ii. Undertake research for improving the industry'
iii. Foster understanding on the economic benefits of tourism in Tanzania.
iv. Manage the Tanzania destination brand and integrate it with NCA brand.
v. Collaborate with NCA and other stakeholders to collectively market destination Tanzania.

6.4 Research and Training Institutions

The Research and Training Institutions will: -

i. Provide training in tourism sector.
ii. Carryout research and consultancy services to promote sustainable tourism development in NCA.

6.5 The Local Government

The Local Government authorities will: -

i. Identify, develop and promote tourism products within their areas to diversify tourism products and increase the length of visitor stay and expenditure.
ii. Construct and maintain roads connecting tourist attractions.
iii. Create awareness of communities to participate in tourism businesses.
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

6.6 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 produce to tourism establishments.
iv. Establish tourism-based small and medium enterprises.

6.7 Media

The Media will: -

i. Facilitate marketing of tourism products and promotional of NCA.
ii. Support awareness raising and dissemination of NCA tourist information to the public.

6.8 Regional and International Organizations

The Regional and International Organizations will: -

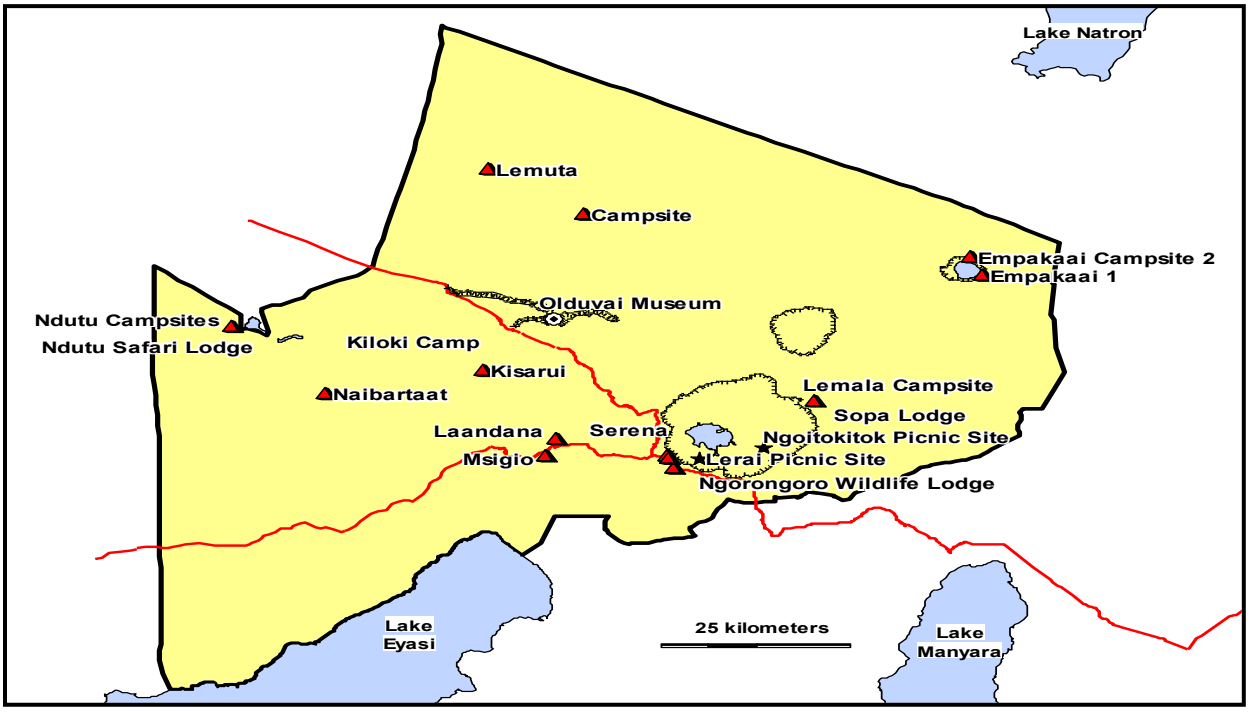
i. Provide financial and technical assistance for conservation of biodiversity upon which tourism depends.
ii. Facilitate capacity building in conservation and tourism industry.
iii. Support implementation of international obligations.
iv. Support community-based tourism projects.
v. Support development sustainable of tourism initiatives.
vi. Facilitate technical assistance; training; research and technology transfer on matters pertaining to tourism.
vii. Promote conservation of tourism resources.

6.9 Private Sector

The Private Sector will: -

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

Annex i. Map of tourist infrastructure in NCA



Annex ii:

List of accommodation facilities in NCA

S/N	Project name	Type	Location	Bed capacity
1.	Serena Lodge	Lodge	Crater rim	150
2.	Sopa Lodge	Lodge	Crater rim	200
3.	Ngorongoro Crater Lodge	Lodge	Crater rim	60
4.	Rhino Lodge	Lodge	Crater rim	40
5.	Wildlife Lodge	Lodge	Crater rim	150
6.	Ndutu Luxury (TNC)	Tented Lodge	Ndutu	50
7.	Lake Masek Tented Lodge	Tented Lodge	Ndutu	40
8.	Kiloki tented camp (Mount Kilimanjaro safaris Club)	Tented Lodge	Olduvai	50 beds (25 tents)
9.	Ndutu Safari Lodge	Lodge	Ndutu	60 Beds
10.	Ngorongoro wilderness camp (Tented camp)	Tented Lodge	Esirwa	40 Beds
11.	Tanganyika Wildlife Safari	Tented Lodge	Olduvai	40 beds (20 tents)
12.	S i m b a " A "	Public campsite	Ngorongoro Crater rim	200 pax per night
13.	S i m b a " B "	Special Campsite	Ngorongoro Crater rim	10 tents
14.	T e m b o " A "	Special Campsite	Lemala Area	40 Beds
15.	T e m b o " B	Special Campsite	Lemala Area	10 tents
16.	Lemala	Special Campsite	Lemala Area	8 tents
17.	Lemala Extra	Special Campsite	Lemala Area	8 tents

18.	Lemala Research Camp	Special Campsite	Lemala Area	6 tents
19.	Nyati	Special Campsite	Crater Rim	10 tents
20.	Acacia No. 1	Special Campsite	Lemala Area	9 tents
21.	Acacia No. 2	Special Campsite	Lemala Area	9 tents
22.	Ndutu No. 1	Special Campsite	Ndutu Area	10 tents
23.	Ndutu No. 2	Special Campsite	Ndutu Area	10 tents
24.	Ndutu No. 3	Special Campsite	Ndutu Area	10 tents
25.	Ndutu No. 4	Special Campsite	Ndutu Area	10 tents
26.	Ndutu No. 5	Special Campsite	Ndutu Area	10 tents
27.	Ndutu No. 6	Special Campsite	Ndutu Area	10 tents
28.	Ndutu No. 7	Special Campsite	Ndutu Area	10 tents
29.	Ndutu No. 8	Special Campsite	Ndutu Area	10 tents
30.	Ndutu No. 9	Special Campsite	Ndutu Area	10 tents
31.	Ndutu No. 10	Special Campsite	Ndutu Area	10 tents
32.	Old Ndutu No. 1	Special Campsite	Ndutu Area	10 tents
33.	Ndutu Extra	Special Campsite	Ndutu Area	10 tents
34.	Hugo Memorial	Special Campsite	Ndutu Area	10 tents
35.	Masek	Special Campsite	Ndutu Area	10 tents
36.	Masek Extra	Special Campsite	Ndutu Area	10 tents
37.	Marsh	Special Campsite	Ndutu Area	10 tents
38.	Small Marsh	Special Campsite	Ndutu Area	10 tents
39.	Big Marsh	Special Campsite	Ndutu Area	10 tents
40.	Esinoni	Special Campsite	Ndutu Area	10 tents
41.	Lake View	Special Campsite	Ndutu Area	10 tents

42.	Oltepesi No. 1	Special Campsite	Ndutu Area	10 tents
43.	Oltepesi No. 2	Special Campsite	Ndutu Area	10 tents
44.	Oltepesi No. 3	Special Campsite	Ndutu Area	10 tents
45.	Laandana No. 1	NCAA & Community Shared Special Campsites	Misigiyo Village –Ngorongoro Ward at the Slopes of the Makarot Mts	10 tents
46.	Laandana (Stop over) No. 2	NCAA & Community Shared Special Campsites	Misigiyo Village –Ngorongoro Ward at the Slopes of the Makarot Mts	6 tents
47.	Nasera Rock	NCAA & Community Shared Special Campsites	Lemuta Hills area –Gol Mountains	8 tents
48.	Olkarian Gorge	NCAA & Community Shared Special Campsites	Malambo road Northern Boundary of Ngorongoro	6 tents
49.	Loongojoo (stop over)	NCAA & Community Shared Special Campsites	Misigiyo Village- on the top of Loongojoo Mts	10 tents
50.	Alayanai (stop over)	NCAA & Community Shared Special Campsites	Engutotosumbat Area, Western side of the Ngorongoro Crater rim – Ndepesi Village	8 tents
51.	Noorkisaruni	NCAA & Community Shared Special Campsites	Ormekeke Vilage on the slopes of Satiman Hill towards TAWISA Camp	10 tents
52.	Nainokanoka	NCAA & Community Shared Special Campsites	Nainokanoka Village on the slopes of the Ormoti Crater descending to Ngorongoro Crater	8 tents
53.	Bulati	NCAA & Community Shared Special Campsites	Bulati Village on the slopes of Loolmalasin Mts on the way to Empakaai Crater	8 tents

54.	Naiyobi	NCAA & Community Shared Special Campsites	Naiyobi Village on the slopes of the Empakaai Hill Crater on the view of Oldonyo Lengai	6 tents
55.	Empakaai	NCAA & Community Shared Special Campsites	On the Empakaai Crater Rim.	8 tents
56.	Kakesio No. 1	NCAA & Community Shared Special Campsites	Kakesio Village.	10 tents
57.	Kakesio No. 2	NCAA & Community Shared Special Campsites	Osinoni Village –Kakesio Ward	10 tents
58.	Alchaniomelok	NCAA & Community Shared Special Campsites	Alaililai Ward on the slopes of Olmoti Crater viewing Serengeti, Oldupai and Olkarian areas.	9 tents
59.	Olekamwanga	NCAA & Community Shared Special Campsites	Misigiyo Village on the Slopes of Makarot Mts	10 tents
60.	Ndepes	NCAA & Community Shared Special Campsites	At Ndepes area on the way to Layanai Forest	10 tents

Annex iii: List of Workshop Participants at Karatu on 25th and 26th November 2019

S/N	Name	Organization	Email
1	Alfred Massawe	TACTO	tacto2000@gmail.com
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Annex iv: List of Management Team that Validated the Plan on 28th January, 2022 at Arusha

S/N	Name	Position	Email
1	Christopher Timbuka	DCCDT	
2	Needpeace J. Wambuya	DCCS	
3	Peter Makutian	TS	
4	Abisai E. Lomayani	CD	
5	Godson S. Chengula	P& I	
6	Vedastus Seda	MI	
7	Joyce Mgaya	PR	
8	Eng. Daniel M. Chegere	SACC - ES	
9	Jocktan Bikombo	SACC - ICT	
10	Adv. Jumanne Dede	MCS	
11	PC. F.B Assey	WMR	
12	Salma Omar Chisonga	SHRO	
13	Johnson S. Leizer	SACC - PMU	
14.	Elibariki Bajuta	SACC - PS	
15.	Mathew H. Mkunda	SACC Account & Finance	

Annex v: List of Participants in Validation Workshop at Arusha on 31st January, 2022

S/N	Name	Organization	Email
1	Christopher Timbuka	NCAA	
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3	Apolinary Kihwili	TTGA	
4	Sadock Mugetta	TTGF	
5	Victor Runyoro	Retired Ecologist NCAA	
6	Moses Njole	CAWM - Mweka	
7	Dr. Masuruli Baker	CAWM –Mweka	
8	Shakira Mabagda	TTGF	
9	J o s e p h L . M	NDC	
10	Prof. Kokel Melubo	CAWM	
11	Sane Tobico	NCAA	
12	Tabea Mollel	RAS –Arusha	
13	Godfrey Kalisa	TACTO	
14	Ester Solomon	TTB	
15	Engelbert Qorro	NTSGS	
16	Iddi Mavura	NCAA	
17	Michael Makombe	NCAA	
18	Salome Loithore	KDC	
19	Edward Maura	NPC	
20	Sirili Akko	TATO	
21	Henry John Kimambo	TATO	
22	Salehe Seif	CAWM –Mweka	
23	Alfred Massawe	TACTO	
24	Sambeta Ikayo	NCAA	

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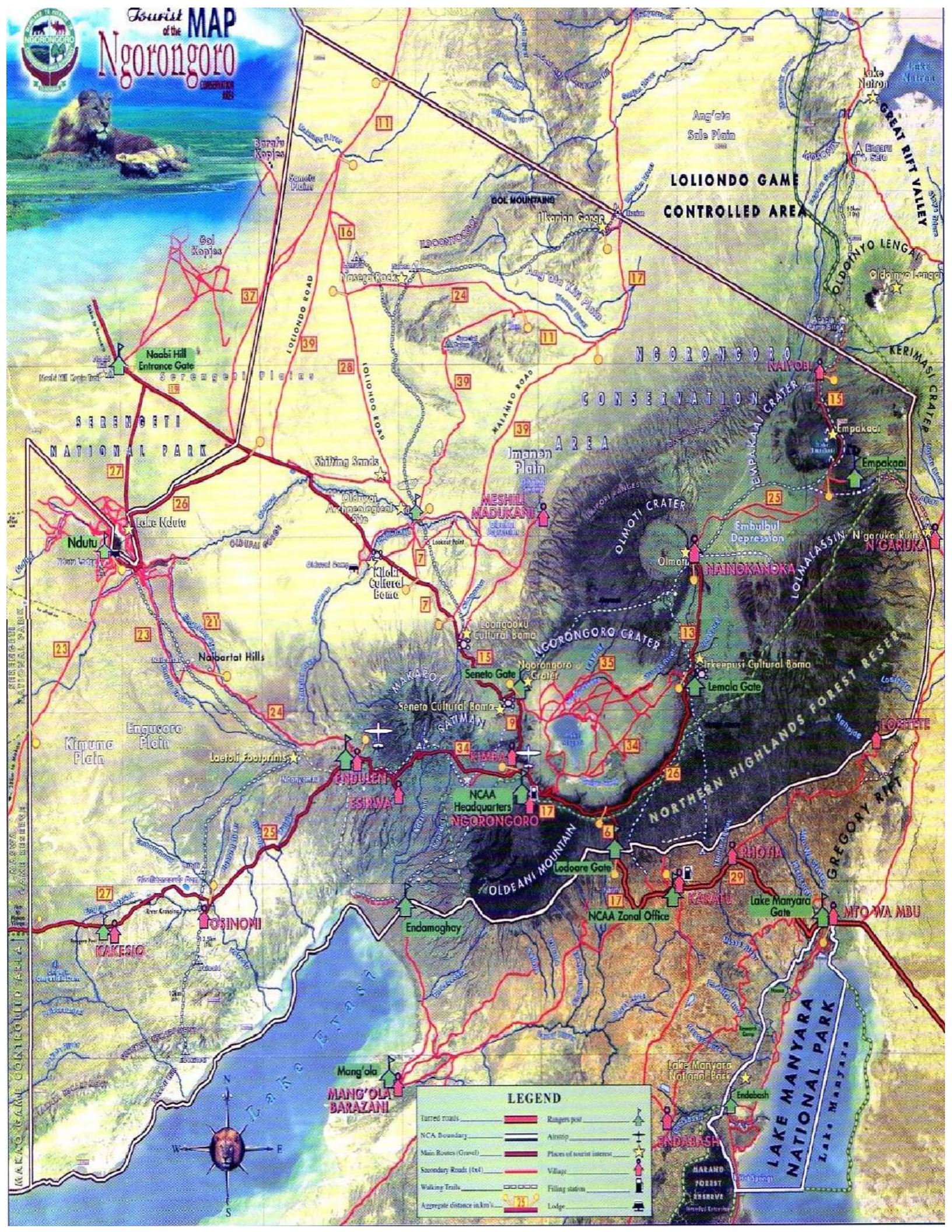

Tourist MAP of the Ngorongoro CONSERVATION AREA
LOLIONDO GAME CONTROLLED AREA
GREAT RIFT VALLEY
Lake Natron
Ang'ata Sale Plain
GOL MOUNTAINS
Ilkarian Gorge
Ang'ata Kiti Plain
Barafu Kopjes
Gol Kopjes
Naabi Hill Entrance Gate
Serengeti Plains
SERENGETI NATIONAL PARK
LOLIONDO ROAD
MALAMBO ROAD
NGORONGORO CONSERVATION AREA
OLDOINYO LENGAI
KERIMASI CRATER
NAIYOBI
EMPAKAAI CRATER
Empakaai
Imanen Plain
Shifting Sands
Olduvai Archaeological Site
MESHILI MADUKANI
OLMOTI CRATER
Embulbul Depression
Olmoti
NAINOKANOKA
LOLMALASSIN
N'garuka Ruins
N'GARUKA
Lake Ndutu
Ndutu
Kiloki Cultural Boma
Loongooku Cultural Boma
NGORONGORO CRATER
Ngorongoro Crater
Seneto Gate
Seneto Cultural Boma
Irkeepusi Cultural Boma
Lemala Gate
Naibartat Hills
Engusoro Plain
Kimuma Plain
Laetoli Footprints
ENDULEN
ESIRWA
KIMBA
NCAA Headquarters
NGORONGORO
NORTHERN HIGHLANDS FOREST RESER
LOSHETE
GREGORY RIFT
OLDEANI MOUNTAIN
Lodoare Gate
RHOTIA
KARATU
NCAA Zonal Office
Lake Manyara Gate
MTO WA MBU
OSINONI
KAKESIO
Endamaghay
Mang'ola
MANG'OLA BARAZANI
Lake Manyara National Park
Endabash
ENDABASH
LAKE MANYARA NATIONAL PARK
Lake Manyara
MARANO FOREST RESERVE
MAKAO GAME CONTROLLED AREA
LEGEND
Tarred roads
NCA Boundary
Main Routes (Gravel)
Secondary Roads (4x4)
Walking Trails
Aggregate distance in km's
Rangers post
Airstrip
Places of tourist interest
Village
Filling station
Lodge