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**Item 7 of the Provisional Agenda: State of conservation of properties inscribed
on the World Heritage List and/or on the List of World Heritage in Danger.**

**Point 7 de l'Ordre du jour provisoire: Etat de conservation de biens inscrits sur
la Liste du patrimoine mondial et/ou sur la Liste du patrimoine mondial en péril**

MISSION REPORT / RAPPORT DE MISSION

Ngorongoro Conservation Area (United Republic of Tanzania) (39) /
Zone de conservation de Ngorongoro (République-Unie de Tanzanie) (39)

29 April – 5 May / 29 avril – 5 mai

This mission report should be read in conjunction with Document:
Ce rapport de mission doit être lu conjointement avec le document suivant:

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WHC-07/31.COM/7A.Add

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WHC-07/31.COM/7B.Add

**NGORONGORO CONSERVATION AREA (United
Republic of Tanzania)**

**REPORT OF THE REACTIVE MONITORING MISSION
29 APRIL TO 5 MAY 2007**



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EXECUTIVE SUMMARY AND LIST OF RECOMMENDATIONS

The aim of this mission was to follow up the 2006 WH Committee decision which highlighted concerns regarding a number of issues in the Ngorongoro Conservation Area (NCA), particularly in relation to: (a) Local Communities within the property and associated impacts of cultivation; (b) Roads and traffic congestion; (c) Lodge development, particularly in relation to the Kempinski Group's proposed Mountain Lodge on the rim of the crater; (d) Invasive Species; and (e) Infrastructure development within the conservation area; (f) tourism development strategies. The views and observations of the Mission Team in relation to each of these issues are set out in Section 3 of this report.

In general the Mission Team notes that the property is facing a number of serious challenges but that the Ngorongoro Conservation Area Authority (NCAA) has clearly identified the nature of these challenges and is developing strategies to address them. It is further noted that a number of specific actions are identified to respond to these challenges and some of these are outlined in Section 3. Many of these actions are to be implemented within the 2007/8 financial year (July 2007 to June 2008). The Mission accordingly recommends that a further IUCN/UNESCO Mission be implemented in April 2009 to assess progress in implementing the actions proposed and, in particular, in addressing the specific recommendations below.

Recommendations

(R1) The Mission Team supports the process for encouraging voluntary relocation of the immigrant population and recommends that the process of voluntary relocation of the immigrant population to identified areas outside the property be completed by June 2008.

(R2) The Mission Team notes the importance of clearly defining human use carrying capacity for the conservation area and recommends that the census and study of carrying capacity within the conservation area be implemented as quickly as possible, and completed by no later than June 2008. This carrying capacity should be based on both the needs of the Maasai population and an assessment of the ecological impact of human populations on the ecology of the Ngorongoro Conservation Area.

(R3) The Mission Team supports the process for better management of traffic within the crater and specifically supports the measures identified in the EIA relating to traffic congestion. The Mission Team considers that the recommendations in this study should be implemented as quickly as possible and that the effectiveness of these recommendations be carefully monitored and assessed. Assessment should consider the impact on the ecology of the crater and also the impact on visitor satisfaction, which should be assessed through appropriate visitor surveys.

(R4) The Mission Team supports measures to rationalise and improve roads within the conservation area. However it is important to note that measures to upgrade roads within protected areas can have significant direct and indirect impacts, particularly in relation to vehicle speed, and vehicle and visitor numbers, and recommends that the situation be kept under careful review.

(R5) The Mission Team recommends that all existing gravel pits used to source material for road maintenance within the conservation area, including the one within the Ngorongoro crater, be closed and rehabilitated as soon as possible and that gravel material be sourced from outside the property. The transport of gravel material from outside the property should be carefully screened and monitored by NCA staff to avoid the spread of invasive species.

(R6) The Mission Team recommends there be a freeze on any new lodge development within the conservation area, particularly on the crater rim, and that the general approach in future should be to encourage any new lodge development outside the property, or alternatively to renovate existing lodges, such as is the case with the Rhino Lodge.

(R7) The Mission Team recommends that a decision in relation to the proposal for a new Kempinski Lodge on the rim of the crater be made as soon as possible, based on the recommendations of the EIA report. It is the opinion of the Mission Team that this Lodge should not be approved and that there may be the potential for Danger Listing of this property should the lodge be developed on the rim of the crater.

(R8) The Mission Team recommends that all existing Lodges within the conservation area should provide exemplary models of best practice in relation to protection and appreciation of the environment and recommends that they undertake an environmental audit to ensure they are conforming to and exceeding international best practice in relation to environmental management. This should include strategies to reduce the consumption of water and electricity.

(R9) The existing programmes for the control of invasive species should be continued and expanded, within existing resources. Particular emphasis should be placed on the eradication of *Azolla filiculoides* from all fresh-water bodies within the crater and the conservation area in general.

(R10) The program to relocate NCA and lodge staff outside the conservation area at the Kamyn Estate site should be commended and should be implemented as quickly as possible.

(R11) Other major infrastructure (such as the shops) within the conservation area should also be progressively relocated outside the conservation area.

(R12) That a proactive tourism strategy be developed to guide future activities in relation to tourism within the conservation area.

(R13) The NCAA should continue to explore alternatives to limit or remove cattle grazing in the crater, in close consultation with the Maasai people and the Pastoral Council.

(R14) A high level technical forum should be established involving staff from the Serengeti National Park (TANAPA), the NCAA and the relevant Wildlife Management Areas (Wildlife Department) to ensure better cooperation in relation to the joint management of the Serengeti-Ngorongoro ecosystem. Transboundary cooperation with Kenya should also be explored in relation to the Maasai Mara ecosystem.

(R15) The NCAA should continue to explore and implement a range of innovative financing mechanisms to support conservation activities in the crater, drawing on other experience in Africa and internationally, as appropriate.

(R16) A further Reactive Monitoring Mission should be implemented in April 2009 to assess progress in implementing the actions proposed by the NCAA and, in particular, to assess progress in addressing the specific recommendations in this report.

1. BACKGROUND TO THE MISSION

1. The Ngorongoro Conservation Areas was inscribed on the World Heritage (WH) List under criteria (vii), (ix) and (x) at the 1979 WH Committee Session.
2. Several integrity issues have been raised in previous State of Conservation Reports for this property, including: (a) Increased human pastoral population; (b) immigration; (c) poaching; (d) spread of invasive species; (e) tourism pressure; (f) encroachment and cultivation. The 2006 State of Conservation report is attached as Annex A and the decision of the 2006 WH Committee is attached as Annex B. In particular, the Committee decision requested the State Party to invite a joint World Heritage Centre/IUCN mission to the property. This mission was asked to report to the 2007 World Heritage Committee on the state of conservation of the property, with particular attention to overall management and resourcing, visitor management and infrastructure development, the resident pastoralist population, illegal cultivation and encroachment.
3. This mission report responds directly to the issues raised in the 2006 World Heritage Committee decision, as set out in Annex B. The Mission Team comprised Kishore Rao, Deputy Director of the UNESCO World Heritage Centre, and David Sheppard, Head of the IUCN Programme on Protected Areas. The mission was undertaken from 29 April to 4 May, 2007; the detailed schedule is attached as Annex C.

2. NATIONAL POLICY FOR THE PRESERVATION AND MANAGEMENT OF THE WORLD HERITAGE PROPERTY

1. The Ngorongoro Conservation Area and the World Heritage property is managed by the Ngorongoro Conservation Area Authority, which is an autonomous body with its own Board of Directors established under a separate ordinance. However the NCAA reports to the Ministry of Natural Resources and Tourism, which has the ultimate responsibility for this property.
2. The NCA was established in 1959 as a multiple land use area. The key aims are to: (a) conserve natural resources; (b) promote tourism; and (c) promote local communities within the conservation area. The NCA management has recently revised its organisational structure, to include a Conservator, 3 Directors: (i) Conservation and Community Development; (ii) Operations; and (iii) Finance and Administration). Reporting to the Directors are 12 managers, and reporting to them the Heads of a number of specific Sections. Management within the NCA is implemented in accordance with a General Management Plan, which was approved by the Board of Directors of the NCAA on 15th April 2006.

3. IDENTIFICATION AND ASSESSMENT OF ISSUES / THREATS TO THE STATE OF CONSERVATION OF THE PROPERTY

The key findings of the Mission are outlined below:

3.1 Local Communities within the property

1. There are currently about 60,000 resident Masaai¹ and 1,725 immigrants living within the property². The objective of management is to ensure effective involvement and engagement of the Maasai community with the Authority. This aim has been supported by the establishment of a Maasai Pastoral Council in 1995 which represents the views of the Maasai in planning and management decisions. The Chairman of this Council is a member of the NCAA Board of Directors. Within the structure of the NCAA, there is one manager with responsibility for community development³ and, in particular, links with the Maasai tribe in the conservation area. The Pastoral Council prepare their own budget⁴ in relation to identified activities, largely focused on community development and including: education - support for local children to attend school; food security, involving purchase of grains from outside to compensate for the banning of cultivation in the conservation area.
2. The policy of the NCAA Board has included banning of cultivation within the conservation area, which has been phased out over a period of time, and also voluntarily relocating immigrant populations outside the conservation area. In relation to the voluntary relocation of the immigrant population, the NCAA has encouraged and facilitated this process by the provision of infrastructure outside of the conservation area (at Oldonyo Sambo, about 70 km north from the NCA boundary), including the building of a school, dispensary, police station, and a road from the conservation area, and the provision of land (around 2 acres per individual) for cultivation⁵. As at April, 2007, 223 out of a total of 1,725⁶ immigrants have moved out voluntarily, and the balance are waiting for infrastructure outside the conservation area to be finished. The resettlement will be finalised after the infrastructure development is completed (by June 2008).

Recommendations

(R1) The Mission Team supports the process for encouraging voluntary relocation of the immigrant population and recommends that the process of voluntary relocation of the immigrant population to identified areas outside the property be completed by June 2008.

(R2) The Mission Team notes the importance of clearly defining human use carrying capacity for the conservation area and recommends that the census and study of carrying capacity within the conservation area be implemented as quickly as possible, and completed by no later than June 2008. This carrying capacity should be based on both the needs of the Maasai population and an assessment of the

¹ In 1999 the estimated Maasai population was 58,000, in 1994 the estimated Maasai population was 40,000 (IUCN report, J.Thorsell)

² The identification of immigrants from locals has been undertaken by a peer assessment process, based on assessment of languages and lifestyles, amongst other aspects.

³ This Manager is responsible for the Community Development Department

⁴ In the 2006/7 budget 1.2 billion TS (1 US\$ = 1260 T Shillings) was approved for the Pastoral Council

⁵ Two (2) areas have been allocated for this resettlement, one covering 9,001 acres and the other 1,311 acres. A plan has been prepared for the development of these areas.

⁶ The Mission Team noted, on an overflight of the conservation area on May 1, that there were a number of abandoned Bomas and cultivation plots in the Lolmalasin area in the north east of the NCA, from where immigrants have voluntarily relocated

ecological impact of human populations on the ecology of the Ngorongoro Conservation Area.

3.2 Roads and traffic congestion

1. In relation to the Maasai population the Board has requested the NCA to identify carrying capacity of the conservation area in terms of the current and future numbers of Maasai that the Conservation Area can sustain. This will be based on a detailed census and a subsequent study of the carrying capacity of the conservation area which will, *inter alia*, identify limits to the human population within the conservation area and ways and means to achieve these limits. The study will also address issues such as how to increase productivity through, for example, introducing improved breeds of cattle. These means will include education programmes and the encouragement of appropriate employment and development opportunities for the Maasai population both within and outside the conservation area. This study will be undertaken in close consultation with the Maasai population and District Authorities adjacent to the conservation area. The NCAA is currently (May 2007) in the process of identifying a suitable consultant to undertake this carrying capacity study. It is anticipated that this study will build on the results of previous relevant studies, such as the study undertaken by Colorado State University on the livestock and wildlife carrying capacity of the NCA.
2. The Mission team notes and commends the process of undertaking a systematic study of carrying capacity within the conservation area. It is important that such a study is credible and, in particular, is undertaken by an objective and competent person/institution. This study should be based on both social and environmental considerations and should provide the opportunity for adequate and effective input from the Maasai populations, including through the Maasai Pastoral Council and its Chairman. Based on professional judgement, the Mission Team assumes that such a study would result in the identification of a carrying capacity figure significantly less than the current population within the conservation area.
3. An important issue is the need to rationalise and better manage road access within the Ngorongoro crater (the crater) itself. Current issues include: traffic congestion in the crater⁷; the proliferation of roads and tracks; vehicles moving off established roads, particularly to give tourists closer viewing opportunities for wildlife; and the impacts of traffic on wildlife. There are currently 2 main vehicle access points to the crater and there is recognition on the part of NCA staff and tourist operators of the need for more effective management of this issue.
4. To address this issue the NCAA has undertaken an Environmental Impact Assessment of the traffic management within the crater and this includes a number of recommendations, including: (1) using vehicles with a higher passenger capacity and, in particular, ensuring all vehicles entering the crater have 12 seat capacity, rather than vehicles with smaller capacity of 4 seats; (2) reducing the length of crater tours from the current full day tour to a half day tour and monitoring the time spent within the crater by time-punching machines at entry and descent points; (3) limiting vehicles to 100 in one day, and maintaining a distance of 3km between vehicles; (4) cementing the main ascent (7 km) and descent (4 km) roads into and from the crater and upgrading certain roads within the crater itself by gravelling up to 4 inch

⁷ Currently up to 300 vehicles per day are entering the crater.

thickness; (5) increasing user fees for visitors to the crater itself⁸; (6) initiating a code of conduct, covering speed limits of 25 to 30 km/hour within the crater (to be enforced by speed cameras), off-road driving, and distances between vehicles; and (7) considering options for joint venture development where the NCAA would operate the crater tours jointly with tour operators and potentially form a company to be floated on the local stock exchange to facilitate this operation; and (8) developing alternatives to the current use of the crater, including the promotion of viewing wildlife in other areas (Olmoti and Empakaai Craters), as well as the development of nature trails within the conservation area⁹. It is also proposed to develop a platform for wildlife viewing on rim of the crater and a visitor information centre¹⁰ supported by the Japanese Government. These alternatives have the potential to ease the existing pressure of tourist use on the Ngorongoro Crater itself and are commended by the Mission Team;

5. These recommendations have been developed jointly and agreed with the relevant tour operators (through the Tanzania Association of Tour Operators¹¹) and the NCAA. It was suggested to the Mission Team that this reflects the recognition by the tour operators that it is in their interest to focus on quality rather than mass tourism, and to ensure a sustainable future for tourism; in other words not wanting to “kill the goose that lays the golden egg”. The Association has a peer-based, self enforcement system which will be essential if the recommendations from the EIA are to be effectively implemented.
6. The Mission Team notes and supports the recommendations of the EIA to address traffic management issues within the crater and notes that the recommendations, if effectively implemented, will make it easier to regulate and manage visitors, and reduce environmental impacts within the crater, in the future. However, it is important that the recommendations are clearly communicated to tour operators and to tourists and are effectively implemented¹². It is also important that recommendations for traffic management within the crater as set within the framework of a clear traffic access strategy for the conservation area. The implications of initiating these recommendations should also be carefully monitored and reviewed. In relation to NCAA operating tours themselves or in conjunction with tour operators, the Mission Team notes the need to proceed carefully and that such an action could potentially “stretch” the NCAA beyond its core competency and mandate. In general the Mission Team favours this activity being undertaken by tour operators but within an appropriate regulatory and control framework established and managed by the NCAA.
7. The Mission Team also noted proposals to upgrade a number of roads within the conservation area, including the main access road (86 km) through the conservation areas to the Serengeti National Park by gravelling it up to 6

⁸ Fees for entry to the crater used to be US\$25 per vehicle, and the current user fee is US\$100, and the current proposal is to increase this to US\$200 per vehicle from 1 July, 2007. The NCAA provides one year’s notice to visitors and operators in relation to raising fees.

⁹ A Walking safaris Management Plan for the Ngorongoro Conservation Area was approved in 2001 and this provides a base for the planning and development of nature trails within the conservation area

¹⁰ Visitor Centres have been developed in the Serengeti and the Lake Manyara National Parks, and have proved to be a popular visitor attraction

¹¹ The umbrella group for tour companies in Tanzania

¹². There are currently 26 ranger staff working in the crater, working on alternate shifts of 13 persons at any one time. Effective implementation will require enforcement by these staff within the crater.

inches to make it an A-Grade road¹³¹⁴. Different standards of access have been identified for different access routes within the conservation area. The Mission Team notes this as a positive initiative but also note that global experience suggests that upgrading of roads within conservation/protected areas can have both direct and indirect impacts, including increased visitation, vehicular speed, and shifts in visitor experiences. The Mission Team thus recommends that the long term impacts of road upgrading be monitored.

8. The Mission Team noted there are currently two gravel pits within the property, one close to the Sopa Lodge to the east of the crater, which is currently active, and the other within the crater, which is reportedly being closed down. The Mission Team notes that sourcing gravel and other road material from outside the conservation area can increase the likelihood of invasive species but recommends that existing gravel pits within the conservation area be closed by June 2008 and material for road construction sourced from outside the property. When this is implemented, the Mission Team recommends that source areas be carefully screened for invasive species and that the potential introduction of invasive species be carefully monitored and controlled by NCA staff, as required. The gravel pits should be urgently rehabilitated using the displaced top-soil and planting with soil-binding native plant species.

Recommendations

(R3) The Mission Team supports the process for better management of traffic within the crater and specifically supports the measures identified in the EIA relating to traffic congestion. The Mission Team considers that the recommendations in this study should be implemented as quickly as possible and that the effectiveness of these recommendations be carefully monitored and assessed. Assessment should consider the impact on the ecology of the crater and also the impact on visitor satisfaction, which should be assessed through appropriate visitor surveys.

(R4) The Mission Team supports measures to rationalise and improve roads within the conservation area. However it is important to note that measures to upgrade roads within protected areas can have significant direct and indirect impacts, particularly in relation to vehicle speed, and vehicle and visitor numbers, and recommends that the situation be kept under careful review.

(R5) The Mission Team recommends that all existing gravel pits used to source material for road maintenance within the conservation area, including the one within the Ngorongoro crater, be closed and rehabilitated as soon as possible and that gravel material be sourced from outside the property. The transport of gravel material from outside the property should be carefully screened and monitored by NCA staff to avoid the spread of invasive species.

3.3 Lodge development

¹³ This road is from the Lodoare Gate, by the Olduvai Gorge to the entrance to the Serengeti National Park.

¹⁴ In total 12 billion Ts have been allocated for road construction within the conservation area in the 2007/8 financial year

1. The Mission noted that an EIA has been completed for the proposed Kempinski Lodge, to be located on the rim of the crater, which was previously the site of a dairy farm. The EIA is currently (May 2007) with the Minister for Environment in the Vice-President's Secretariat for approval, but no final decision has been made at this stage, although it is understood that a decision will be taken soon¹⁵. It is understood that the EIA has recommended that the lodge should not be built on the crater rim and that this is also the position of the NCAA Board. However, the hotel group is already advertising the proposed lodge (see Annex D). The Mission notes that this Lodge is a large proposal (120 beds) and has potential for major direct and indirect impact on the conservation area, including increased use of water¹⁶, electricity and associated services like waste disposal. There is also a potential impact on visual integrity, which is particularly relevant as the property has been inscribed under criteria (vii), relating to outstanding scenic and aesthetic values. Finally the development of such a lodge would set a precedent for future additional development within the rim of the crater. In view of these factors, the Mission Team supports the position of the EIA and the NCAA Board and recommends that the Kempinski Lodge not be approved on the rim of the crater¹⁷. The Mission Team also notes the potential for Danger Listing of this property should the lodge be developed on the rim of the crater in view of its potential danger to the values and integrity of the property.
2. In relation to further lodge development the General Management Plan provides for the continuation of the 4 existing lodges¹⁸ but no further development of lodges within the rim of the crater (500m metres from the crater rim). It is noted that the GMP does not foresee the need for any additional lodges, considering the limited water supply and the already existing total bed capacity of 620. It is also noted that there are proposals to renovate the existing Rhino Lodge, with the addition of an extra 20 beds, as a joint venture by the Pastoral Council and an external developer. This has been approved by the previous NCAA Board. The Mission Team notes redevelopment of existing lodges, such as Rhino Lodge as a preferable option to the development of new lodges. The Team further notes that there is a need for extreme caution in relation to the development of new lodges within the property (but outside of the rim), and that where possible, the development should be outside of the conservation area. The mission Team notes that a developer has purchased land in the proximity of the Lodoare Gate, outside the conservation area, and there may be potential for the development of lodge accommodation on this site.
3. The Mission Team supports this position and notes that there are a number of impacts of lodge development on water, electricity and associated services. In relation to water, current supply for lodges is provided through the NCAA and is sourced from within the crater (underground sources). Currently 2 pumps operate for 8-12 hours/day with a combined capacity of 15 kilolitre per hour¹⁹. It is judged by NCAA staff that existing demand associated with lodge development can be met but that any future additional demands would not be sustainable based on existing water sources within the crater. On this aspect

¹⁵ Pers. Comm.. Permanent Secretary Natural Resources and Tourism, 3 May, 2007

¹⁶ Water for all the hotels/lodges in the NCA is drawn from the spring within the Ngorongoro crater.

¹⁷ The rim is defined as within 500 metres of the edge of crater

¹⁸ The last lodge developed was Serena Safari Lodge in 1996. Other lodges within the conservation area are: Ngorongoro Crater Lodge; Sopa Lodge; Ngorongoro Wildlife Lodge; Ndotu Lodge (on the NCA-Serengeti border); Rhino Lodge; and the Kiloki tented camp.

¹⁹ Advice from NCA engineer Mr. J. Mallya, 30 April, 2007

alone it is considered the GMP policy of not allowing new lodge development within the rim of the crater is clearly justified. In addition, this should be coupled with strategies to reduce water by existing lodges within the property, as well as by other users. The Mission Team noted that the Africa Wildlife Foundation (AWF) have sponsored a study of water use and allocation in the conservation area and also that Lodges have been asked to use alternative water sources, to water from the crater. In relation to electricity, the majority of electricity is currently provided through a generator²⁰ and lodges are required to generate their own power. There are current proposals for access to the main supply grid, with the access point being near to the Lodoare Entry Gate (about 17 km away), and an underground cable connection to be beside the main access road. As for water consumption, strategies should be developed to reduce electricity consumption by existing lodges within the property, as well as by other users. This task has currently been tendered out and it is anticipated that this power connection will be in place by February 2008.

4. The Mission Team notes that lodges operating within an outstanding natural world heritage property such as Ngorongoro must operate at the highest possible level of environmental performance. The Mission Team notes that lodges operate on a lease system with the NCAA and considers that a condition of all leases should be that all existing lodges within the conservation area should provide exemplary models of best practice in relation to protection and appreciation of the environment. The Mission Team recommends that all lodges undertake an environmental audit to ensure they are conforming to and exceeding international best practice in relation to environmental management. This should include strategies to reduce the consumption of water and electricity. It is noted that the NCAA has recently written to lodges requesting that such an environmental audit be implemented and this should be acted upon in a timely and efficient manner.
5. The Mission Team notes that there is an annual meeting between the NCAA and the Lodge Managers which discusses policy and actions in relation to management of the lodges in the NCA. It is important that forums such as these continue and that further opportunities to develop cohesive working relationships be explored and expanded.

Recommendation

(R6) The Mission Team recommends there be a freeze on any new lodge development within the conservation area, particularly on the crater rim, and that the general approach in future should be to encourage any new lodge development outside the property, or alternatively to renovate existing lodges, such as is the case with the Rhino Lodge.

(R7) The Mission Team recommends that a decision in relation to the proposal for a new Kempinski Lodge on the rim of the crater be made as soon as possible, based on the recommendations of the EIA report. It is the opinion of the Mission Team that this Lodge should not be approved and that there may be the potential for Danger Listing of this property should the lodge be developed on the rim of the crater.

(R8) The Mission Team recommends that all existing Lodges within the conservation area should provide exemplary models of best practice in relation to protection and appreciation of the environment and recommends that they undertake an

²⁰ 810 KVA capacity, which operates at 80% capacity to meet current power consumption within the property..Pers. communication Mr. J. Mallya, 30 April, 2007

environmental audit to ensure they are conforming to and exceeding international best practice in relation to environmental management. This should include strategies to reduce the consumption of water and electricity

3.4 Invasive Species

1. The Mission Team noted that the NCA management has made major efforts to control invasive species (both alien and indigenous), particularly within the crater. Twenty (20) full time staff are currently working on the control of invasive species and this increases in times of specific operations such as controlled burning. Priorities for the control of invasive species have been established by geographic area in the conservation area and also by species. Priority areas are identified as (in descending order): crater floor; the crater rim; the northern highland forest reserve; the populated – human settlement areas; and then other areas. Priority species are identified as (in descending order: Mauritius thorn; black wattle, *Azolla filiculoides* (red water fern); eucalyptus species; Mexican poppy; and then other invasive species.
2. Control methods have included burning, using a variety of burning techniques, including adjusting the time of burning and the interval between burning. Mowing has also been applied in some areas. The development of invasive species control approaches has drawn on external experts and missions to other countries to assess control methods. The Mission Team noted that Mexican Poppy has been controlled within the crater but that the control of *Azolla filiculoides* (red water fern) which has invaded all fresh water bodies in the crater remains a problem. The management reported that a study tour of some staff to Benin will be implemented to learn the technique for its control and eradication. Efforts are also being made to involve local communities in the control of invasive species, including through the involvement of schools in removing weeds in their local area, through the initiation of tree planting campaigns of native species, and giving free saplings of native species in exchange for alien species.

Recommendation

(R9) The existing programmes for the control of invasive species should be continued and expanded, within existing resources. Particular emphasis should be placed on the eradication of *Azolla filiculoides* from all fresh-water bodies within the crater and the conservation area in general.

3.5 Infrastructure, including accommodation for conservation area staff

1. The mission team notes there is currently a major infrastructure development project to relocate the accommodation for all NCA staff from their current location within the conservation area to an area outside the conservation area. The site of the relocation (Kamyn Estate) is approximately 5 kilometres from the Lodoare Gate and will be within an area of 435 acres. This relocation will involve approximately 360 NCA families (in total about 3,000 persons)²¹. Construction has already commenced and it is anticipated that accommodation will be finished by June 2008 and that the movement of staff will occur sequentially over the next 4 to 5 years. It is also proposed to move staff working within existing lodges (approximately 2,000 persons) to this area, but the lodge management will have to develop the infrastructure for

²¹ An amount of 32 Billion Ts has been allocated for this project and land (covering two farms) was purchased for 87 million Ts.

them. This will be implemented progressively over time. It is noted that this area where staff will be relocated is close to the town of Karatu and should make an important contribution to the further economic development of the town and of the region

2. The Mission Team commends this initiative and in general recommends that major infrastructure within the conservation area be progressively relocated outside the conservation area.

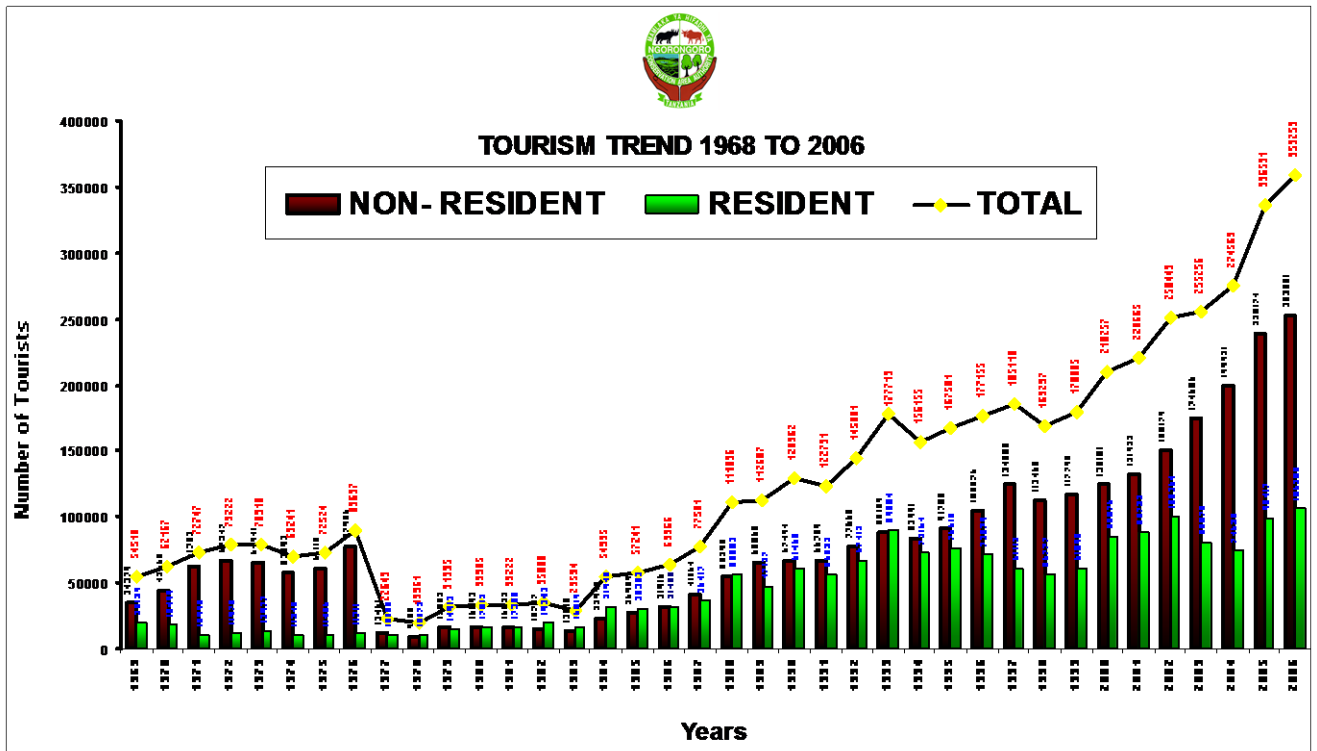
Recommendations

(R10) The program to relocate NCA and lodge staff outside the conservation area at the Kamyn Estate site should be commended and should be implemented as quickly as possible.

(R11) Other major infrastructure (such as the shops) within the conservation area should also be progressively relocated outside the conservation area.

3.6 Tourism Strategy

1. Tourism within the conservation area should be considered within the overall strategy for tourism in Tanzania. There are currently 500,000 foreign visitors to Tanzania and there is a strategy to boost this number to 1 million visitors by 2010. National Parks and wildlife in general, are significant attractions for visitors to Tanzania. The significance of Ngorongoro can be seen through an analysis of tourism numbers to the conservation area. This shows current visitor numbers of around 359,000 in 2006 (of whom 106,258 are locals), which is a significant percentage of the total visitation to Tanzania. There is a steep increase in numbers from year to year – in 2002 the comparable numbers were 125,181 foreigners and 85,076 locals.



2. The anticipated growth in tourism to Tanzania and the conservation area in particular, pose significant challenges for the NCAA. It is important to be “ahead of the curve” and to develop tourism strategies that will enable the Authority to proactively manage tourism. The Mission Team considers that key elements of this strategy should include: (a) a focus on encouraging quality rather than mass tourism; (b) an emphasis on environmental best practice in any development within the conservation area; (c) a focus on encouraging major development and infrastructure associated with tourism, outside the conservation area itself; (d) the development of a range of alternatives and experiences for visitors within the conservation area; (e) establishment of clear, enforceable limits for visitation to key tourist destinations within the conservation area, such as the crater; (f) development of joint tourism strategies with the Serengeti National Park and with relevant district authorities adjacent to the conservation area. Many of these elements are either in place or under consideration at the moment but the Mission Team recommends that further strategic planning be undertaken.

Recommendation

(R12) That a proactive tourism strategy be developed to guide future activities in relation to tourism within the conservation area.

3.7 Other issues

3.7.1 Soil Erosion, associated with cattle grazing

1. The Mission Team noted soil erosion associated with cattle access into the crater. Access for cattle grazing has been a traditional right granted to the Maasai people for an agreed number of Bomas²² and is valued, particularly for access to “salt licks” on the floor of the crater and also as a source of water in the dry season. This right of access is recognized within the General Management Plan for the Conservation Area and is mainly used by the villages closest to the crater. The NCAA have recognized this as an issue and have provided alternative sources of salt to the Maasai²³ on the implicit understanding that, if the salt can be supplied separately, the Maasai will not take their cattle down into the crater or, alternatively, will go less frequently. However this is an on-going and sensitive issue and will need further attention and discussion with the Maasai to identify and implement viable alternatives. It was reported that currently some 500 cattle from 10 Bomas enter the crater each day.
2. In the dry season the Maasai are allowed to graze in certain parts of the northern highland forest reserve, subject to restrictions locally agreed upon by the NCAA and the Maasai. The Mission Team were advised that the NCAA has addressed illegal logging in the northern highland forest reserve. The Team over flew the northern highland forest²⁴ and their conclusion is that significant erosion as a consequence of grazing was not apparent in this area. A programme of ecological monitoring has also been initiated in the northern highland forest reserve²⁵. Northern Highland Forest Reserve is a very important catchment forest for local communities and other reserves like Lake Manyara. The Mission Team also noted activities to encourage alternatives to

²² Maasai settlements

²³ In 2006/7 NCAA supplied 2,000 bags of salt from the lake Babati area to the 4 villages closest to the crater

²⁴ On 1 May, 2007

²⁵ 95 million Ts has been allocated for this monitoring programme

the use of the northern forests, specifically by the NGO HIMAKU, based in Karatu, which is developing alternative, more fuel efficient stoves for cooking and also alternative techniques for making bricks²⁶. The Karatu NCA Zone office is also placing major efforts on working with local communities to develop alternatives to the use of forest resources from within the conservation area.

Recommendation

(R13) The NCAA should continue to explore alternatives to limit or remove cattle grazing in the crater, in close consultation with the Maasai people and the Pastoral Council.

3.7.2 Cooperation between the NCAA, TANAPA and the Wildlife Division

1. TANAPA is charged with the management of national parks in Tanzania. As for the NCAA, TANAPA reports to the Ministry of Natural Resources and Tourism. The Mission Team discussed the level of cooperation between the NCAA and TANAPA with key staff from both organisations and received differing opinions as to how effective the level of cooperation is at present. On the one hand there is cooperation on activities such as rhino survey and some joint patrolling. On the other hand the lack of an effective technical coordination forum between Serengeti and Ngorongoro was viewed as a constraint to exchange of information and better integrated planning. The Mission Team notes the critical importance of close cooperation as both organisations are responsible for the management of the Serengeti ecosystem. It is also noted that there are three (3) Wildlife Management Areas adjacent to the conservation area and thus, there is also a need for close cooperation with the Wildlife Division, also within the same Ministry of Natural Resources and Tourism.

Recommendation

(R14) A high level technical forum should be established involving staff from the Serengeti National Park (TANAPA), the NCAA and the relevant Wildlife Management Areas (Wildlife Department) to ensure better cooperation in relation to the joint management of the Serengeti-Ngorongoro ecosystem. Transboundary cooperation with Kenya should also be explored in relation to the Maasai Mara ecosystem.

3.7.3 Financial management

1. The Mission Team notes that the ability of the NCAA to generate and keep its own revenue is a significant factor in its success. This provides the flexibility to respond effectively to the different management challenges that are faced by the Authority. The Mission Team did not view the detailed operational budget for the NCAA but was advised that annual income from tourism currently generates 60 % of the total budget for NCAA with the balance of income coming from investments, fines, concession fees and services provided to lodges, such as the provision of water and electricity²⁷. Expenditure is largely on the provision of services to local communities,

²⁶ A Hydraform machine (manufactured in South Africa) has been purchased by NCAA and given to HIMAKU to manufacture bricks using compression technology and no timber is used, as for conventional brick making.

²⁷ The Mission Team was advised on 30 April, 2007 that in 2006/7, this amounted to 27 billion Ts tourism income; 12 billion Ts other income.

including roads and the provision of infrastructure²⁸. The Mission Team notes that the NCAA is examining a range of options for innovative financing, such as the development of a corporate bond (50 million \$USD) to fund activities within the conservation area.

Recommendation

(R15) The NCAA should continue to explore and implement a range of innovative financing mechanisms to support conservation activities in the crater, drawing on other experience in Africa and internationally, as appropriate.

3.7.4 Ecological management activities within the Ngorongoro Crater

1. The Mission Team noted a number of positive management activities within the crater, including the establishment of gabions to regulate water flow to ensure better management of species, habitats and the crater ecosystem²⁹. Other positive programmes include the implementation of a successful controlled burning programme, in large part related to the control of invasive species³⁰, as noted above. Roads are also closed off periodically to rehabilitate overused areas. Natural resource management programmes within the crater and elsewhere within the conservation area are based on ecological studies and science.
2. The NCAA will reportedly purchase a helicopter in the coming financial year at a cost of 2.6 billion Ts to facilitate management activities, like patrolling, fire protection, and rapid response.

4. ASSESSMENT OF THE STATE OF CONSERVATION OF THE PROPERTY

1. In general the Mission Team notes that the property is facing a number of serious challenges but that actions have been identified by the NCAA to address them. Although the property is not in Danger, within the context of the World Heritage Operation Guidelines, it is certainly facing significant threats. It is further noted that a number of specific actions are identified to respond to these challenges and that many of these are to be implemented within the 2007/8 financial year. The Mission accordingly recommends that a further Reactive Monitoring Mission be implemented in April 2009 to assess progress in implementing the actions proposed and, in particular, in addressing the specific recommendations in this report. Although the property as a whole is not technically in Danger the Mission Team notes the potential for Danger listing should the Kempinski Lodge be developed on the rim of the crater, as outlined above in section 3.3. Overall, the Mission Team applauds the positive and professional way in which NCA staff are addressing the management challenges faced by the property.

Recommendation

(R16) A further Reactive Monitoring Mission should be implemented in April 2009 to assess progress in implementing the actions proposed by the NCAA and, in

²⁸ The mission team was advised on 30 April, 2007, that 80% of the budget is being spent on services

²⁹ Particularly to regulate the relative levels of saline and fresh water in the lakes and rivers within the crater.

³⁰ Other benefits of the controlled burning programme include improving grazing pasture for animals within the crater and also to reduce the tick population.

particular, to assess progress in addressing the specific recommendations in this report.

5. CONCLUSIONS AND RECOMMENDATIONS

The Mission has the following recommendations, based on the issues identified in the preceding sections:

(R1) The Mission Team supports the process for encouraging voluntary relocation of the immigrant population and recommends that the process of voluntary relocation of the immigrant population to identified areas outside the property be completed by June 2008.

(R2) The Mission Team notes the importance of clearly defining human use carrying capacity for the conservation area and recommends that the census and study of carrying capacity within the conservation area be implemented as quickly as possible, and completed by no later than June 2008. This carrying capacity should be based on both the needs of the Maasai population and an assessment of the ecological impact of human populations on the ecology of the Ngorongoro Conservation Area.

(R3) The Mission Team supports the process for better management of traffic within the crater and specifically supports the measures identified in the EIA relating to traffic congestion. The Mission Team considers that the recommendations in this study should be implemented as quickly as possible and that the effectiveness of these recommendations be carefully monitored and assessed. Assessment should consider the impact on the ecology of the crater and also the impact on visitor satisfaction, which should be assessed through appropriate visitor surveys.

(R4) The Mission Team supports measures to rationalise and improve roads within the conservation area. However it is important to note that measures to upgrade roads within protected areas can have significant direct and indirect impacts, particularly in relation to vehicle speed, and vehicle and visitor numbers, and recommends that the situation be kept under careful review.

(R5) The Mission Team recommends that all existing gravel pits used to source material for road maintenance within the conservation area, including the one within the Ngorongoro crater, be closed and rehabilitated as soon as possible and that gravel material be sourced from outside the property. The transport of gravel material from outside the property should be carefully screened and monitored by NCA staff to avoid the spread of invasive species.

(R6) The Mission Team recommends there be a freeze on any new lodge development within the conservation area, particularly on the crater rim, and that the general approach in future should be to encourage any new lodge development outside the property, or alternatively to renovate existing lodges, such as is the case with the Rhino Lodge.

(R7) The Mission Team recommends that a decision in relation to the proposal for a new Kempinski Lodge on the rim of the crater be made as soon as possible, based on the recommendations of the EIA report. It is the opinion of the Mission Team that this Lodge should not be approved and that there may be the potential for Danger Listing of this property should the lodge be developed on the rim of the crater.

(R8) The Mission Team recommends that all existing Lodges within the conservation area should provide exemplary models of best practice in relation to protection and appreciation of the environment and recommends that they undertake an environmental audit to ensure they are conforming to and exceeding international best practice in relation to environmental management. This should include strategies to reduce the consumption of water and electricity.

(R9) The existing programmes for the control of invasive species should be continued and expanded, within existing resources. Particular emphasis should be placed on the eradication of *Azolla filiculoides* from all fresh-water bodies within the crater and the conservation area in general.

(R10) The program to relocate NCA and lodge staff outside the conservation area at the Kamyn Estate site should be commended and should be implemented as quickly as possible.

(R11) Other major infrastructure (such as the shops) within the conservation area should also be progressively relocated outside the conservation area.

(R12) That a proactive tourism strategy be developed to guide future activities in relation to tourism within the conservation area.

(R13) The NCAA should continue to explore alternatives to limit or remove cattle grazing in the crater, in close consultation with the Maasai people and the Pastoral Council.

(R14) A high level technical forum should be established involving staff from the Serengeti National Park (TANAPA), the NCAA and the relevant Wildlife Management Areas (Wildlife Department) to ensure better cooperation in relation to the joint management of the Serengeti-Ngorongoro ecosystem. Transboundary cooperation with Kenya should also be explored in relation to the Maasai Mara ecosystem.

(R15) The NCAA should continue to explore and implement a range of innovative financing mechanisms to support conservation activities in the crater, drawing on other experience in Africa and internationally, as appropriate.

(R16) A further Reactive Monitoring Mission should be implemented in April 2009 to assess progress in implementing the actions proposed by the NCAA and, in particular, to assess progress in addressing the specific recommendations in this report.

6. ANNEXES

Annex A - 2006 State of Conservation Report on Ngorongoro Conservation Area

Annex B - Decision of the 2006 WH Committee Ngorongoro Conservation Area.

Annex C - Agenda for the 2007 Mission and people met during the mission

Annex D – Press release by Kempinski about their lodges in Ngorongoro and Serengeti

Annex E – Photographs

Annex A - 2006 State of Conservation Report on Ngorongoro Conservation Area

Ngorongoro Conservation Area (United Republic of Tanzania) (N 39)

Year of inscription on the World Heritage List:

1979

Criteria:

N (ii) (iii) (iv)

Year(s) of inscription on the List of World Heritage in Danger:

N/A

Previous Committee Decisions:

26 COM 21(b).22

29 COM 7B.1

International Assistance:

Total amount provided to the property: Technical co-operation for a scientific study of vehicle congestion in the Ngorongoro crater (2001: USD 10,000).

UNESCO Extra-budgetary Funds:

Total amount provided to the property: N/A

Previous monitoring missions:

IUCN mission 21-24 April 1986

Main threats identified in previous reports:

- a) Increased human pastoral population;
- b) Immigration; Poaching;
- c) Spread of invasive species;
- d) Tourism pressure;
- e) Encroachment and cultivation.

Current conservation issues:

The World Heritage Centre received on the 6 January 2006 a state of conservation report for the property from the State Party, through its site management authority, the Ngorongoro Conservation Areas Authority (NCAA), as well as the report "The effects of congestion of vehicles on the environment – an Environmental Impact Assessment (EIA) in the Ngorongoro Crater, Results from the scoping process". The State Party report provides an update on the information reported to the committee at its 29th session and covers the following issues:

Management and Planning

The general management plan is under its final stage of review and was due to be adopted in April 2006. The Authority has also put in place a corporate plan, a new scheme of service and organisation structure, although these are not described further.

Visitor Management

With the support of many partners an Environmental Impact Assessment (EIA) on vehicle congestion in the Ngorongoro Crater is currently under preparation. The results of the scoping process for the EIA were submitted by the State Party (17 January 2006). At the same time NCAA reports taking several mitigation measures to reduce tourism impacts, including the regulation of vehicles, increased fees and

provision of information. Walking safaris and cultural tourism, involving resident communities, and visits to other areas of the NCA are also being encouraged. The State Party is planning to introduce a booking system for the Crater if the above measures are not successful in reducing the impact, although no timeframe for this is provided.

Boundaries and encroachment

NCAA reports that it continues to stop immigrants from entering and illegally cultivating within the property, and notes areas under cultivation are declining, though no specific area figures are given. Following the boundary resurvey reported in 2005, the title deed has still not been issued by the Ministry of Lands. Boundaries have been demarcated and this has reportedly solved the problem of encroachment.

Resident pastoralist population

The State Party report notes that the WH property does not have the capacity to sustain the current Maasai population of 60,000 people and 360,000 cattle. It has now successfully acquired 400ha of agricultural land outside the property for the voluntary relocation of immigrants. Development of infrastructure to meet basic human needs on this land is planned over the next two years so that up to 200 households can voluntarily relocate outside the NCA. The State Party recognizes the need to reduce the numbers and improve the quality of the livestock production and find alternative livelihoods, such as through tourism. The authority has purchased an estate of 430 ha just outside the main entrance gate of the NCA in the view of relocating NCAA and tourist lodge staff currently housed on the rim of the Crater. It is not clear from the report whether the land for the Maasai community and the land to be provided to the staff is the same.

Invasive Species

The State Party reports that a prescribed burning programme has been put in place to reduce the spread of invasive weeds, with 400 ha successfully burnt in September 2005. A combination of mowing and burning has also been applied to areas infested by the Mexican Poppy which is now reported to be eradicated from the Crater.

Overview

The State Party report is encouraging in relation to progress on a number of issues. However, the World Heritage Centre and IUCN has received a variety of other reports and comments on the report provided by the State Party claiming that management action on the ground is inadequate and raising concerns about the current state of conservation of the property. In particular, these reports to the World Heritage Centre and IUCN note:

- a) Encroachment, forest destruction, erosion and cultivation within the property are ongoing and increasing, and boundary patrolling is inadequate. Action and resources to stop immigration are insufficient and plans to move people out and reduce livestock numbers are too slow in comparison to the ongoing increases. In addition, foreign NGOs have brought in additional livestock to improve the livelihoods of pastoral communities, while camels, an exotic species, have recently been introduced.
- b) The high numbers of tourists coupled with inadequate infrastructure and poor management is resulting in serious ecological problems and degradation.
- c) Insufficient involvement, capacity building and equitable sharing of income with the local Maasai community.

- d) Significant impacts on limited water resources, critical for the wildlife and habitat of the property and its inhabitants.
- e) A number of alien species, other than the Mexican Poppy, requiring attention to ensure that they are regularly controlled. Range management is currently receiving very little attention.
- f) Inadequate implementation of the previous General Management Plan (GMP).
- g) The State Party report fails to mention current plans to develop a new five star tourist lodge, “Ngorongoro Mountain Lodge”, on the rim of the Crater within the WH property and possibly another lodge on the crater rim at Empakai.

The World Heritage Centre and IUCN are in touch with the Institute of Resource Assessment of the University of Dar es Salaam, charged with carrying out the EIA currently underway on behalf of the ‘Mountain Lodge’ developers, and have requested that they be consulted to review the EIA’s preliminary outcomes. The World Heritage Centre and IUCN are concerned that this development will only increase the pressure from tourism on the property and considers that a better option would be to develop the Wildlife Lodge already in place or to consider development outside the WH property.

In its report, the State Party has not given the trends in data revealed by the bi-annual monitoring of fauna such as Wildebeest and other ungulates in the Conservation Area. The Committee upon the request of NCAA took note at its 26th session of the study published in 2002: Ngorongoro Crater Ungulate Study 1996-1999, Final Report. No mention is made in the State Party’s reports of the implementation of recommendations of this study, such as the establishment of a multidisciplinary scientific committee and the commissioning of a hydrological survey of the whole NCA, as well as the outcomes of the monitoring of these ungulate populations (see Decisions **26 COM 21(b).22 and 29 COM 7B.1**)

The World Heritage Centre and IUCN are concerned by the reports they have received on the state of conservation of this property, conflicting with that of the State Party itself. The World Heritage Centre and IUCN therefore considers that it is necessary to arrange a monitoring mission to the property to meet with the State Party and other stakeholders to get a clearer picture of the current situation and to bring forward clear recommendations to the 2007 WH Committee.

Annex B - Decision of the 2006 WH Committee Ngorongoro Conservation Area.

2. Ngorongoro Conservation Area (United Republic of Tanzania) (N 39)

Decision 30 COM 7B.2

The World Heritage Committee,

Having examined Document *WHC-06/30.COM/7B*,

Recalling Decision **29 COM 7B.1**, adopted at its 29th session (Durban, 2005),

Decisions of the 30th session of the World Heritage Committee (Vilnius, 2006) *WHC-06/30.COM/19*, p. 50 3.

Encourages the Ngorongoro Conservation Area Authority (NCAA) to act without delay on the measures planned to strictly regulate and control tourism in the Crater and move immigrants, NCAA and tourist lodge staff out of the property;

Notes that the World Heritage Centre and IUCN have received a number of reports highlighting concerns on the state of conservation of the property;

Urges the State Party to consult widely, including with IUCN and the World Heritage Centre, on the completion of the Environmental Impact Assessment (EIA) relating to the new lodge development on the rim of the Crater and to carefully consider alternative options such as the development of an already existing lodge or the development of the lodge outside the property;

Requests the State Party to invite a joint World Heritage Centre/IUCN monitoring mission to visit the property so that they may provide a detailed report to the World Heritage Committee at its 31st session in 2007 on the state of conservation of the property, with particular attention being given to overall management and resourcing, visitor management and infrastructure development, the resident pastoralist population, illegal cultivation and encroachment;

Invites the State Party to provide a detailed report by **1 February 2007** on the outcomes of the EIAs relating to the lodge development and vehicle congestion; measures to mitigate the negative impacts of tourism and increase revenue for the management of the property and local communities; measures to control cultivation, encroachment, immigration, and numbers of livestock; and to move immigrants to agricultural land outside the property.

Annex C: Agenda for the 2007 mission and people met during the mission

Agenda

28 and 29 April, 2007: Arrive Kiliminjaro, travel to Ngorongoro, meeting with Ngorongoro staff and discussion of key issues

30 April, 2007: Field Inspection of Ngorongoro Conservation Area and surrounding region

1 May, 2007: Overflight of Ngorongoro Conservation Area and de-briefing with NCAA staff

2 May, 2007: travel to Arusha and meeting with TANAPA staff

3 May, 2007: travel to Dar Es Saalam and meeting with Permanent Secretary, Ministry of natural Resources and key staff

4 May, 2007: Meeting with staff from Division of Wildlife

People Met

Mr Donatius Kabamba, Director of Antiquities, Department of Antiquities;

Bruno O.P. Kawasange, Acting Conservator, NCAA;

Amiyo T. Amiyo, Manager Conservation Services, NCAA ;

Boniface Tumbu, Tourism Services Manager, NCAA ;

Eng Joseph M.M. Mallya, Chief Manager Works and Transport, NCAA;

Hendrie Sweddy Zonal Coordinator, NCAA;

M. Matthey, Range Management Officer, NCAA;

Abraham Sella, Extension Officer, NCAA;

Allan Kijazi, Director of Planning and Tourism Services, TANAPA

Mr. Saleh Pamba, Permanent Secretary, Ministry of Natural Resources and Tourism

Felix Lymio, Assistant Director Anti Poaching Operations, Wildlife Division

Benson Kibonde, Park Manager, Selous Game Reserve, Wildlife Division

Silvanus A. Okudo, Acting Assistant Director, Wildlife Division

Charles Mdoe, Assistant Director, Wildlife Division

Tim Curtis, Culture Specialist, UNESCO, Tanzania Office

Annex D: Press release by Kempinski about their lodges in Ngorongoro and Serengeti

Sat, May 05, 2007, 16:34 GMT

Kempinski Move into High-end Lodges and Boutique Hotels in Africa

02 May 2007

Luxury hotel operator takes a walk on the 'wild' side

Dubai, UAE - Luxury hotel operator Kempinski, has announced an exciting new foray into high-end lodges in Africa. In a new direction for the group, the lodges signify Kempinski's diversification into boutique accommodation concepts, which is a growing trend in the international hospitality industry.

Jürg Siegenthaler, Senior Vice President Sales and Marketing of Kempinski Hotels, explained "The move into boutique lodges and hotels is un-chartered territory for Kempinski, but one we feel more than prepared for based on the vast experience accumulated over 110 years of providing distinctive accommodation throughout the world. Africa has long been considered a top destination for both adventure and leisure travellers, as a continent of fascinating cultures, diverse landscapes and amazing wildlife. After recent tourism regulation reforms, Africa is experiencing a boom and is now the fastest growing region in the world in terms of tourism spending,"

Recognising the immense potential of Africa and responding to a global demand for distinctive luxury accommodation, Kempinski plans to operate four properties in Namibia and two in Tanzania, close to some of Africa's most famous national parks.

In Namibia, Kempinski has joined forces with IFA Hotels & Resorts Limited and Ohlthaver & List to create four unique gateways to the many attractions of this vibrant African country. The initial properties falling under the joint venture include The Strand Hotel, King's Den Lodge, Mokuti Lodge and a fourth hotel to be developed in Windhoek, the capital of Namibia.

Situated on the eastern edge of the Etosha National Park, renowned to be one of the most spectacular game viewing areas in Africa, Mokuti Lodge has ninety guest rooms, eight luxury chalets and eight family bungalows in addition to leisure facilities, meeting rooms and its own private airstrip. The lodge will be completely refurbished and the chalets extended to reflect both Kempinski's definitive luxury standards and the local surroundings. With the combination of location and access and facilities Mokuti Lodge will be an attractive venue for the incentive market.

Up north in Chobe, the King's Den Lodge will be Kempinski's exotic portal to the Victoria Falls in Zimbabwe and the Chobe National Park in Botswana. Situated on the Chobe River, which forms the border to Namibia, Botswana, Zimbabwe and Zambia, the lodge is easily accessible from all four countries as well as from South Africa. Kempinski will transform the Lodge into an upscale resort, adding to the existing ten, quaint riverside chalets and refurbishing the Zambezi Queen houseboat, which is moored at the riverbank.

With its prime location as a launching point for Namibian tours, Swakopmund will be home to a new 100 room Kempinski hotel known as 'The Strand'. Overlooking Swakopmund Bay, the elegant hotel will be a luxurious and convenient base from which to explore Namibia's famous tourist attractions, such as the Namib Desert, the Cape Cross seal reserve and many other points of interest in the vicinity.

In the capital of Namibia, Windhoek, Kempinski will manage a newly built contemporary 150-room hotel right in the heart of the city, adjacent to the historical Windhoek Brewery. The hotel will be designed to reflect traditional elements from the city's rich heritage and will act as a hub for Kempinski operations in Namibia.

In neighbouring Tanzania, two stunning new luxury lodges, owned by a private investor and managed by Kempinski, will be developed within the famed Serengeti National Park as well as the Ngorongoro Crater, giving guest's privileged access to these natural wonders. Already in Tanzania, Zamani Zanzibar Kempinski's exclusive resort on 'Spice Island' which opened on January 2006, continues to enjoy popularity with high-end clientele. Aside from 110 terraced rooms and suites,

the resort features seven luxurious private beachside villas, each with infinity edge pools and unspoiled views of the Indian Ocean coastline.

Ulrich Eckhardt, Senior Vice President Middle East and Africa of Kempinski Hotels, said "Once operational, we are confident that these new properties will boost travel and tourism in Namibia and neighbouring countries in Africa, enhancing their traditional exotic appeal with Kempinski's promise of a luxurious and comfortable experience."

-Ends-

About Kempinski

In 2007, Kempinski Hotels is celebrating 110 years of history, exclusivity and distinctive luxury. During this time, Kempinski hotels have hosted international celebrities, witnessed meetings between the world's leaders and been a part of creating history around the globe. Experience Kempinski's unique heritage at one of the group's prestigious properties in Europe, the Middle East, Africa, South America and Asia.

About Global Hotel Alliance

Global Hotel Alliance currently comprises 7 luxury brands encompassing 153 upscale and luxury hotels with over 46,000 rooms in 39 different countries. Each brand is a key player in their main region of operation: Kempinski in Europe, Middle East and Africa, Omni in North America, Pan Pacific in the Pacific Rim, The Leela Group in India, Dusit in Thailand, Landis in Taiwan and China, and Marco Polo in China and Hong Kong. GHA will continue to grow to include selected hotel brands in those regions not currently covered by the alliance.

For further information visit www.kempinski.com/press · www.globalhotelalliance.com

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Annex E – Photographs









