

# Exploring Indigenous Knowledge and Value Chain for Cultural Tourism Initiatives: Tourist Destination Hosts in Arusha, Tanzania

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**Abstract:** This study aimed to instil indigenous knowledge and creativity through value chain analysis among cultural tourism initiatives (CTIs) for communities located at close proximity to protected areas in Arusha Tanzania. Arusha is the main tourist destination in Tanzania with a possibility to get rich mix in information in CTIs. A cross sectional survey design was used. The basic population was cultural practitioners. Multi-stage, probability, purposive and snow ball sampling techniques were employed. Based on tourism sustainability notion, that is if destination hosts are actively involved and directly benefit in tourism activities, they will have justifiable reasons to conserve tourism resources. Information was gathered from a sample of 210 respondents using both primary and secondary data sources which were analyzed using interdependency multivariate analytical techniques. Despite the fact that there were no clear entrepreneurial traits within the value chains, it was revealed that cultural tourism initiatives CTIs have abundance of natural and cultural heritage that can provide unique experiences to tourists. The majority depend on individual motivation, perspective and are owned by fewer individuals based on family, development partners and local government authorities, depend on inconsistent membership which led to suspicion whether majority of local communities can benefit at the destinations.

**Keywords:** Value Chain, Entrepreneurial Intensity, Cultural Tourism

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## 1. Introduction

Tourism has become the world's largest industry in terms of the number of participating people and one of the top sources of foreign currency for developing countries. Likewise, the context of tourist activities is changing with the emergence of new forms of tourism which includes the systematic appearance of new ways of understanding the art of travelling [3]. Local communities and their cultures have gained recognition and been factored into the tourist destination development equation [4]. Similarly, cultural heritage and historical resources have continued to attract tourists and began to be sold by local people, who possess entrepreneurial traits through the creation of items with a cultural touch and gain income while maintaining their

cultural values [9]. Some countries are glimpsing the benefits in terms of jobs to outstrip traditional models, which are centered on tourism resource consumption with principles of rationalization [25].

The rationale for tourism as an instrument of socio-economic development in developing countries is based on its potential as one of the principal sources of income [15]. Apart from the prevailing belief that tourism represents a dexterous means for development, little attention has been paid to the practices, intrinsic processes and outcomes of the activities at local communities' level [28]. In a similar vein, it is important to recognize the contribution of cultural aspects in a broader sense regarding destination residents as service providers and local entrepreneurs [1]. With the rapid shift in tourists' preferences and market trends, there arise a need for

acquisition of entrepreneurial capabilities at an equally accelerated pace so as to maintain the industry as a dynamic process [15]. As such, tourism and entrepreneurship are perceived to complement each other in realizing the mutual goal of incremental wealth. In tropical countries however, the benefits accrued to local communities at the destinations have been difficult to achieve because of numerous reasons when compared to the developed countries.

The fact that CTIs have been in operation for two decades and officially recognized from 1995 in Tanzania, their practices have been viewed benevolently with few critiques [30]. In 2007 for example, out of the 281 licensed tourism enterprises, 34 (12.1%) were large multinational operators who were responsible for over 80% of all tourist arrivals in the country with negligible shares of the CTIs, majority of them are found in Arusha region. While a few key players in the industry have capabilities, the CTIs' owners are often highly dispersed with little background in tourism services [18].

#### *Value chain, indigenous knowledge and entrepreneurial intensity*

While 'Value chain' can simply be defined as the sequence of activities needed to create, produce and market a set or series of products and their related services, indigenous knowledge is basically a tacit knowledge acquired by local people through accumulation of informal experience and an intimate understating of their environment in a given culture. In the same vein, 'entrepreneurial intensity' is a combination of entrepreneurial skills, owned local resources and external contexts which together form the CTIs value chain. The study captured key characteristics of the respondents relative to demographic attributes on entrepreneurial attempts by the CTIs' owners.

### **1.1. Cultural Tourism**

New forms of tourism including cultural tourism rest on the notion of sustainability, the concept that can be used in any way, broader than as acknowledged in current academic literature, can be used by individuals to give moral rectitude and green credentials for their personal ends [27]. CTI is a subset of sustainable tourism which embraces social integrity and resource use on an equitable basis. Identifiable characteristic include: *community oriented* - stakeholders directed towards community development; *'goal oriented'* - portfolio of realistic targets centred on the equitable distribution of benefits; *'comprehensive'* - social, culture, economic, political and environmental implications; *'iterative and dynamic'* - readily responsive to environmental changes and *integrative* - functioning with wider approach to community development and incorporating principles which take into accounting the needs of future generations [8].

Tourism is sustainable when its development includes local population, fair economic returns and mutual respect for all [10]. In receiving tourism benefits local communities will have incentives to embrace the attitudes that support the conservation of the main tourism bases [4]. While economic sustainability focus on an income appropriate to the

inconvenience caused to host residents by the visitors, social sustainability reflects the ability to absorb those inputs and continue to function without creating disharmony [19]. The trade-off between profits and sustainability, leads to the new challenge that culture should be properly factored, otherwise it may bring about confusion in relation to the priorities accorded to the social benefits with relatively little focus on economic workability. The CTIs must thus focus on how to pool resources to ensure continued profits through flexible patterns of capital accumulation with due attention being given to cultural conservation. Different scholars however, argue that the concept of sustainability in which new forms of tourism is premised as somehow relative and socially constructed [21].

### **1.2. Conceptual Framework**

To attain greater validity, multiple theoretical approaches were used to address multi-dimensional themes using an integrative approach model developed by [17] as it incorporates theoretical and practical perceptions built around the concepts of input-process-outcomes of entrepreneurial activity.

## **2. Methodology**

A cross sectional survey design was carried out on dispersed cultural tourism practitioners located at close proximity to Protected Areas (PAs) in Arusha which is the main tourist destination in Tanzania. Information was gathered from a sample of 210 respondents using primary and secondary data sources. Primary data were collected using questionnaires, semi structured face-to-face interviews, focused group discussions and participant observation. Descriptive analytical technique including frequencies, percentages, mean scores and standard deviations were employed.

## **3. Findings**

### **3.1. Gender and Age Features**

#### *CTI's Value Chain and Entrepreneurial intensity*

Gender and age dominations are important parameters in social analysis because, in most societies different genders and ages perform certain sets of activities, possess different traits and behave differently with specific experience that influences performance. The respondents' gender characteristics are summarized in Figure 1.

Figure 1 shows that males accounted for 60.4% and females 39.6% of the respondents. These findings are in line with many other studies in developing countries where income-generating activities which are often dominated by males for numerous reasons. In many African societies, women are more disadvantaged on setting up and owning the income generating activities. The common obstacles include social stratification of roles on economic resources control, the customs and intra household structures which give men

more power over decision making [26]. Generically, it is difficult for women to have access to land for meaningful enterprises and difficult to access credit from financial institutions [23], [24]. While majority of the visitors were males (61%), when compared to females (39%), it is argued

that females are often more cautious in regard to safety issues than males, when involving the long-haul travel though often are the organizers and coordinators of the tour [4].

The characteristics of respondents regarding their age are captured and summarized in Figure 2.

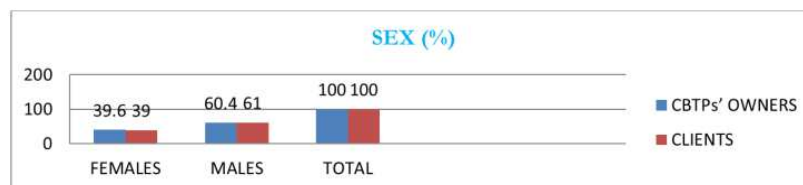


Figure 1. Respondents' characteristics by sex (N = 210).

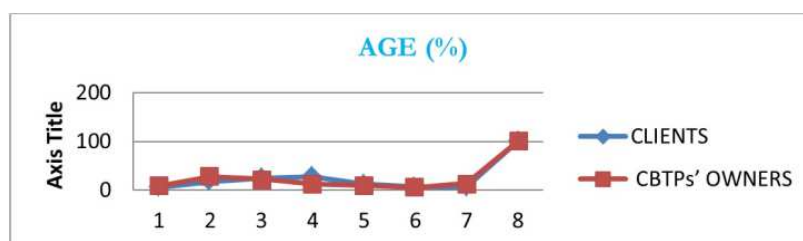


Figure 2. Respondents' characteristics by age (N = 210).

From Figure 2, majority were aged between  $18 \leq 28$  years, accounting for 27.2%, followed by those aged between  $28 \leq 38$ , who accounted for 22.5% of all respondents. Contrary to the fact that, age can be seen as a function of knowledge, experience and a measure of maturity of an individual [30]. However, many of the CTIs in Arusha are run and operated by young members of the communities as they belong to the age group of between 18 - 28 years. As the report on the 2004 tourism sector survey in Tanzania showed, younger people are involved in CTI mainly for economic reasons. Other respondents explained the prolonged droughts which led to the demise of pastoral activities as a result younger people shifted to tourism as an alternative means of survival. As argued by (Holt, 2004), "the younger the people the more energy and drive to attempt new things and determination with more open to new ideas than the older people".

In terms clients, the majorities (26.9%) were aged between  $38 \leq 48$  years, followed by those aged  $28 \leq 38$  who accounted for 24.4%, those between  $48 \leq 58$  years represent 12.1% and those  $\geq 58$  accounted for 7.2%. In 2008, the estimated population in Tanzania (2008) was 38.9 million people, with 44.8% aged  $<15$  years, 49.1% aged between 15 -

64 and 3.0% aged  $> 65$ , and life expectancy is 52 for women and 50 for men and about 80% of the entire population lives in rural areas [26]. It indicates that the proportion living below the national poverty line was 18.7% and those below the national basic needs' poverty line comprised 35.7%, while 36% live below the poverty line and Tanzania was ranked 159<sup>th</sup> out of 177 poorest countries, with a per capita income of USD 340. In 2005, the report on poverty and human development in Tanzania indicated that it was unlikely to achieve the national target of reducing income poverty by 2015 if the current rates are sustained with a need to address diverse means on heaping onslaught on poverty using the weapon of tourism specifically for local communities at close proximity to protected areas where poverty is concentrated.

### 3.2. Education Characteristics

The level of education is an important parameter since it has a significant influence on an individual's performance. It is valued as a means of liberating individuals from ignorance to execute non-traditional activities. Characteristics based level of education was summarized in Figure 3.

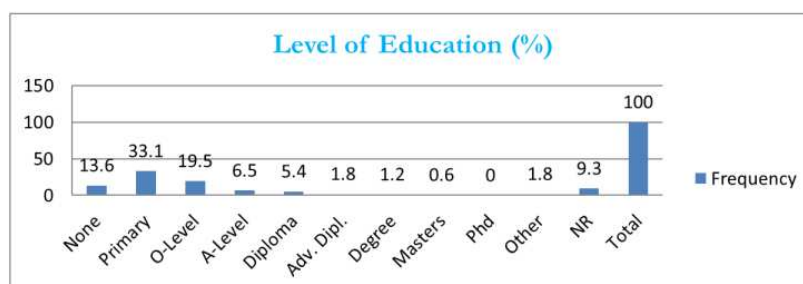


Figure 3. Respondents' characteristics by level of education (N = 169).

As seen in Figure 3, 13.6% have not had any formal education, 33.1% are primary school recipients and 1.8% possesses other qualifications. 19.5% were form fours, 6.5% were form six leavers, 7.2% were certificate holders and 5.4% were diploma holders and 1.8% was advanced diploma holders, 1.2% had degrees, 0.6% were postgraduates and none had a PhD. While education allows exposure to modern world and more freedom in decision making, allow-level negative attitude towards changes and is an indicator of underdevelopment. The access to education as an information resource is a critical factor for development and superior performance of a tourism initiative [25].

Tourism industry is dynamic and changing towards new forms with less resource consumptive, it demands alert and flexible institutions which in turn need qualified personnel ().

Lack of qualified workers for small tourism initiatives in general is one of the main constraints affecting entrepreneurial performance. However, not all people who have received higher education are successful entrepreneurs. Nevertheless, not all successful entrepreneurs have received a higher education. Knowing that local communities generally do not have higher levels of formal education, their local knowledge should be complemented by short-term training courses and experience-sharing workshops for satisfactory level of performance.

### 3.3. Clients' Purpose of Visit

Figure 4 presents the clients characteristics based on the purpose of the visit.

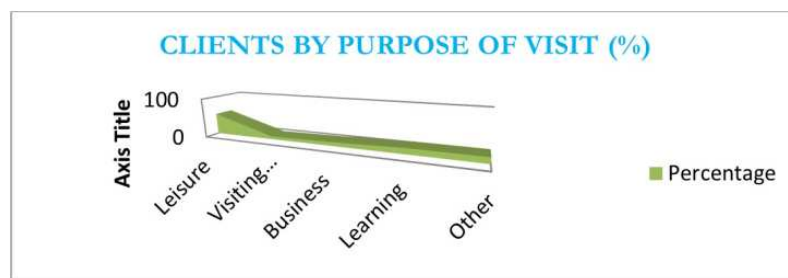


Figure 4. Characteristics of clients by purpose of visit (N = 41).

Majority of the clients (53.7%) visited for leisure purposes i.e. recreation, cultural events, health, active sports and other reasons), 14.6% for learning, 9.8% for business e.g., meetings, mission, incentive travel and other factors), 7.3% for visiting friends (VFR) and 14.6% for other purposes including studies, health treatment and transit. Most of the visitors complement their safari tours by visiting cultural sites in traditional destinations within PAs. Similarly, majority of clients were from the countries with a large proportion of senior citizens over the age of 55 years with retirement benefits for tourism potentials [5]. Tourists aged  $\geq 58$  (7.2%) were few despite more disposable incomes and ample time for leisure. This

segment needs to be given due attention on promoting CBT since they rely more on travel agents and magazines to get information unlike young age group who may use the internet and sophisticated modes.

### 3.4. Cultural Services

The parameters used to evaluate the programmes' characteristics include products or services, location, form and structure of ownership, service duration (window of opportunity), employment (full & part time), visitors, sales and margins trends. The most common are presented in Figure 5.

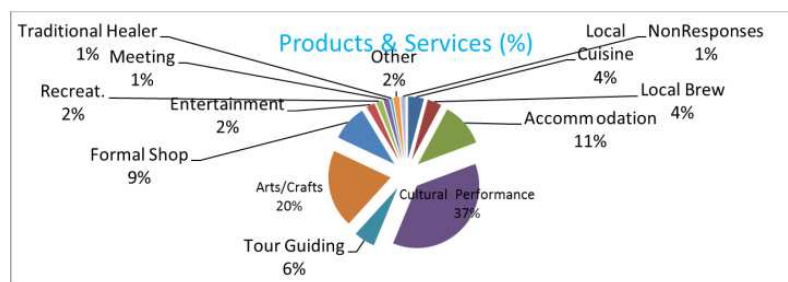


Figure 5. Service-Product characteristics.

Cultural services offered are essentially an assortment of service-products bought by tourists to make their stay possible and to provide a leisure experience. It is a bundle of tangible and intangible components based on activities that seek to motivate the tourists while visiting the programme. CTIs like other tourism initiatives heterogeneous and service

industries spread through various aspects of life and a disorderly field of many actions. While some activities provide essential elements for visitors and create demand, others fulfill the needs and provide support services with complex chain of supply including the government that do not feel a strong mutual dependency [27]. In some cases,

there is unity in diversity, in other cases there is no collaboration at all with various components of activities work independently from others though can be coordinated into packages”

Cultural performance was rated the highest (36.7%) as often performed collectively by individuals with different roles, activities and probably different forms of ownership. Known that culture is important in attracting visitors with interest in cultural heritage and arts, thus socio-economic activities should base on a mosaic of places, traditions, celebrations and experiences that portray an area's citizens and character [6]. As stated by, Cultural tourism is becoming an important activity where visitors see for themselves the practiced lifestyles of communities who demonstrate several activities [19].

Other products include; art and crafts 20.1%, local setting accommodation 11.4%, formal shops 9.3%, tour guiding 5.5%, local cuisine 4.1%, local brew 3.7%, entertainment 2.2%, recreation 1.6%, meetings 1.4% and traditional healing 0.6%. Others account for 1.6% and none-response were 1.2%. Cultural products include; storytelling, tour guides, camping, cultural centres, traditional dance, local cuisine, skills about where to see wildlife for excursions, walking safaris, home stay services, arts and crafts, traditional dance performance, hospitality, traditional healer services and other attractions. Cultural service continues as a self – initiative and appears as a collective sense of ownership with significant behavioural changes. Other items include; gourds, traditional dresses, musical instruments, ornaments, neckties, earrings, necklaces, bangles, shakers, maracas, drums, and horns. While intricate etched designs include pipes, masks, canteens' water jugs, dippers, birdhouses, and bath sponges, thenature-based activities were mountain climbing, visiting art galleries, hiking in forests, visits to waterfalls and caves.

Services such as walking safaris, donkey riding, night-off road, gamedriving and home stays which are prohibited in the PAs were found to impress the visitors. CTIs thus lends a cultural element and other experiences that are absent in the PAs in which indigenous are not allowed to reside in but enable them to educate visitors through stories, and transmit cultural knowledge to future generation are shown to be the key drivers for CTIs' performance [19]. The natural environment thus has a significant influence and can be experienced through local resources. The key needs of visitors include; being relaxed, comfortable, personally satisfied, feeling safe, knowledgeable, mentally stimulated, social, balanced, enjoying and being interested in natural wonders that need to be fulfilled [28]. Similarly, Wisconsin Heritage Tourism Program sees culture as a unique resource at the heart of tourism as a practice of travelling to experience attractions and heritage in an enjoyable way.

### 3.5. Location Characteristics

Location characteristic is a fundamental determinant of performance success though until recently, tourism has concentrated on specialized resort areas and major cultural centers [22]. The CTIs' location characteristics are presented

in Table 1.

Table 1 indicate that CTIs located at close proximity to PAs were 40.8%, alongside the highway to PAs were 17.8%, at shopping centers were 15.4%, in private homes were 8.9% and other locations comprised 10.7%. Unlike large, private commercial tourism operators, the CTIs are located in and organized by village communities in the hope that they will foster a more meaningful interaction between tourists and host residents. Although it is expensive to acquire a strategic location for a business venture by poor people and involves a large number of chains, the CTI can be developed with relatively low investment and capital because rural areas have special appeal residing in their distinct culture, history, ethnic and geographical characteristics. Making cultural products and services easily accessible may induce tourists to visit the venture. It is thus important to note the border line between CT and other forms of tourism are almost nonexistent though cultural tourism appears to drive others. Primarily, the CT involves local residents (often rural, poor and economically marginalized) who invite tourists to visit their locations.

Table 1. CTIs' location characteristics.

Variable	Frequency (n)	Percentage (%)
Private home	15	8.9
Shopping centre	26	15.4
Road side to PA	30	17.8
Near the PA	69	40.8
Other	18	10.7
Non-Response	11	6.5
Total	169	100.0

### 3.6. Ownership Characteristics

All entrepreneurs share the same traits regardless of the nature of the product or service offered for sale. The owners organize the programme, assume the risks, and reform the pattern of production to produce commodities, exploit innovation and creativity, manage and gain uncertainties while allowing equilibrium between economic factors and cultural values [13]. Active participation by local residents and ownership of tourism resources at the destination is crucial for the formation of CTIs. The legal forms of ownership have been captured in Figure 6 below.

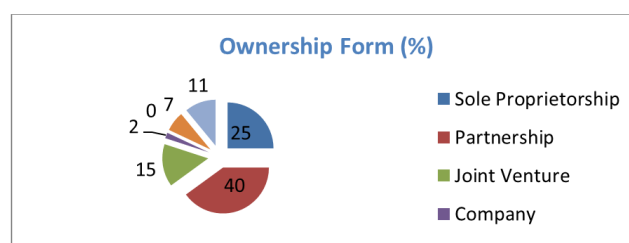


Figure 6. Forms of ownership characteristics.

Partnership, a group of people coming together and establishing a programme through a partnership agreement is shown to be the form of ownership practiced by most CTIs comprising 40.0%, followed by sole proprietorship - an



individual who starts a programme through the simple mode of registration comprised 25%, joint ventures 15% and other forms of ownership e.g. strategic alliances & mergers comprised 7%, none was registered as corporation i.e. a group of entities forming a company as an entity through a

memorandum of articles.

### 3.6.1. Ownership Structure

Ownership structure characteristics were presented in Figure 7.

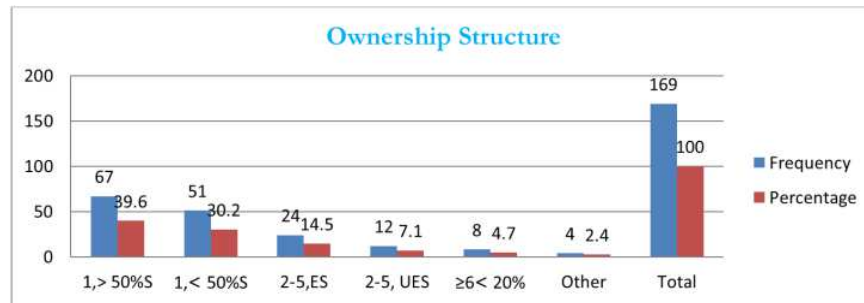


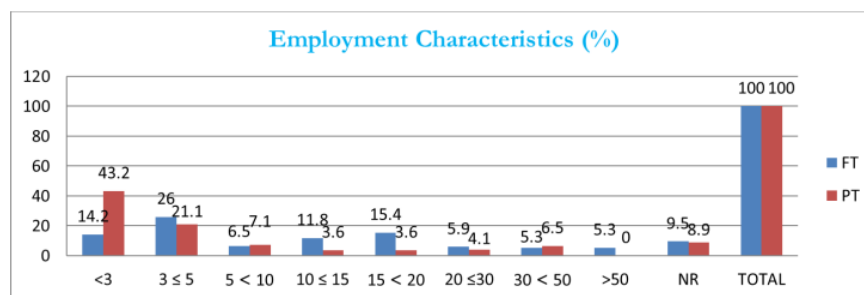
Figure 7. Ownership structure (N = 169).

It was noted that 39.6% are owned by one individual who owns >50% shares, 30.2% have one owner owning < 50% shares, 14.2% comprising between 2 and 5 owners with equal shares. While 50.9% of the programmes were initiated by 1 - 3 founders, 18.3% were between 4 - 5 founders and the majorities were found to be operated by family members. In the context of local communities' participation in tourism activities, there was little comment due to the fact that the level of participation is on a continuum that allows for CTIs management, without which the basic premise behind the CT concept is undermined. Many programmes are possessed by few individuals through partnerships agreement. The formation of the CT rests on

sustainability within equitable distribution of benefits. Majority of the CTIs are owned with few individuals where realized income goes for their own ends leading to doubts whether majority can really benefit in the CTI formation.

### 3.6.2. Employment Characteristics

The term 'an employee' is no longer apt for describing the sense of ownership and the level of commitment expected from human resources. Members include anyone, who independent of the type of relationship is involved in the programme's value chain as an employee. The number of members was summarized in Figure 8.



KEY: FT = Full-time employees, PT = Part-time employees.

Figure 8. Employment characteristic (N = 169).

The results indicate that 26% had 3 - 5 full time employees, 15.4% had 15-20 while 14.2% has < 3 full time employees. As regard to part-time employees, 43% had < 3 and 21.1% had 3-5 part time employees. Some of the interviewees were quoted saying,

*"Why too many full-time employees while the activity is seasonal? They further added, "Who is going to pay for them out of the season?" One said "due to the seasonal nature of this business, I always use part time employees when I have visitors".*

Due to the seasonal nature of tourism, employees may have not been committed to the activity which results in few internal skills gains and inadequate competency [2]. As found in some responses, "Sometimes the working hours can be too long, the

payment may not be good and sometimes there is no work at all". As a result, majority of the part - time members do not see their work as a career opportunity. These findings are similar to those of [30] who stated that, "While some youths and women perform cultural dances, sell crafts, but these activities provide only a small supplement to those few who participate. The employed local people often enter into lowest level with lower wages, leading to the doubts whether community-based tourism practices are economically feasible". According to [20], voluntary and genuine commitment in collaboration; transparency and good communication are qualifications that do not match the practice.

Income from cultural tourism has an array of communal and individual benefits. The fact that local residents have in-

depth knowledge about landscape and history for visitors to benefit, but English and other languages is found to be a barrier that limits opportunity exploitation though remediable. The CT creates both formal and informal jobs at the destination, the argument is, 'are those jobs real jobs? Various studies show that they are usually low skilled seasonal jobs, paying low wages for which women are more favoured. More skilled duties and highly paid positions are often occupied by non-locals as a result they lead to economic leakage and the social stress of local communities. In addition, many programmes are often in the form of family owned and operated ones, and are less flexible in terms of time and working conditions. As a result, local

people might be hostile to jobs. Furthermore, the use of profits by kinship networks, the concentration on products with poor demand and involvement in unnecessary growth (horizontal instead of vertical) within the programme leads to activity sub-optimization.

### 3.7. Visitors, Sales and Margins Trends

It was vital to obtain empirical evidence on the trend of visitors (clients), sales and margins in the past previous three years after establishment of the programmes in order to be certain whether CT is a growing and potential segment in tourism. Data were captured in Figure 9.

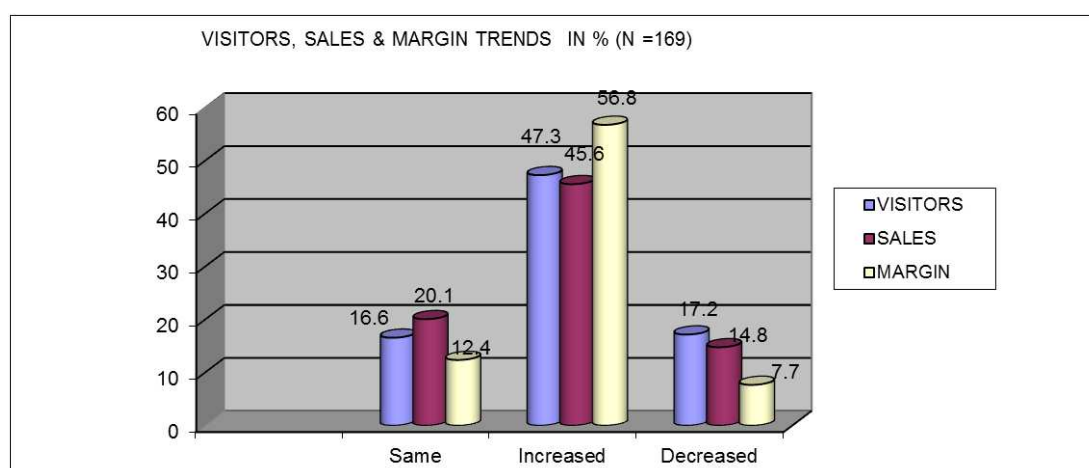


Figure 9. Visitors, sales and margins trends in percentage in the past three years.

Table 2. Exclusive Income (Ilkiding'a Annual Report).

COMPONENT	ANNUAL INCOME RECORD			Percent Increase
	2007	2008	2009	
Number of clients	148	240	388	162
VDF	609,000	1,109,800	1,718,800	182
Guide fees	2,650,000	4,233,000	6,883,000	160
Administration fees	609,000	1,109,800	1,718,800	182
Contact person fees*	81,000	71,000	152,000	87
Traditional cuisine	394,500	383,000	977,500	147
Cultural activities**	1,490,000	2,438,750	3,928,750	163
Accommodation***	347,000	224,000	571,000	65
Souvenirs/handicraft	47,600	-	40,000	-18
Voluntary donations	-	-	-	-
Total	6622100	9367750/=	15,989,850	142

Source: Ilkiding'a income reports (2007- 2009).

Key: IKESH = 20TSH; VDF - Village development fund;

a. Fees payable to warriors, storyteller and traditional healers;

b. Fee for biking, hiking, tours to cultural boma and transport;

c. Overnight home stay fees, permit fees.

It is worth noting that 47.3% of the respondents indicated that the trend of visitors received in the past three years had been increasing, 45.6% indicated that the sales volume has increased and 56.8% responded the margins had increased. While 17.2% showed that the number of visitors received in the past three years had decreased, 14.8% showed that the sales volume has decreased and 7.7% responded that they were experiencing losses. A typical income's record for Ilkiding'a cultural tourism initiative (CTI) was presented in

Table 2.

The guide fees are the leading component in terms of sales, followed by cultural activities. Total sales have been on rise except for souvenirs/handicrafts exclusively for Ilkiding'a CTI. The value of service and the prices paid for consumption are synonymous. In terms of positioning, CTIs identify possible value drivers upon which to build their position by either charging lower prices or offering more benefits to justify higher prices. As argued by [11], if they

promise greater value, they must then deliver that greater value. Likewise, [13] added that, the price signifies quality, and is an eloquent communicator which reflects the client's behaviors, power and psychology and the ability of a service to satisfy.

A set of controllable and tactical tools that are blended, in order to produce the response needed in the market, consists of everything that can be done to influence the demand for CTI services. A wise combination of product, price, place and promotion is key to CTI performance [11]. Tourism products are also affected by environmental quality, which is an essential factor for long-term success and ensuring continued sales. The extent to which majority of the local communities'

benefits depends on the degree of inclusion and the control over the programme. Likewise, revenues earned may lead to jealousy and conflict which may threaten the programme's cohesion.

### 3.8. Window of Opportunity

The window of opportunity or service duration tends to influence the performance of an entrepreneurial activity significantly. The longer the window of opportunity remains open, the greater the possibility of entrepreneurial success. Characteristics based on the duration in years for CTIs from their inception in the study area were summarized in Figure 10.

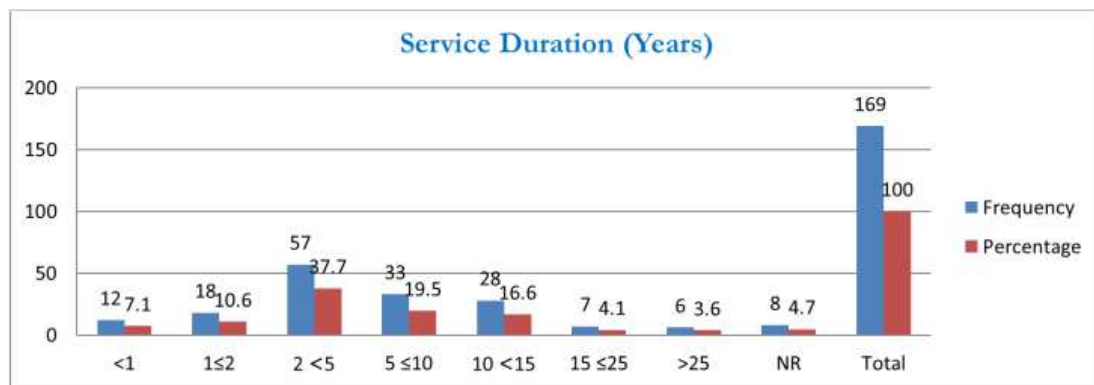


Figure 10. The CBTPs' service duration in years (N=169).

37.7% of the surveyed programmes have been in operation since their establishment for 2 - 5 years, followed by 19.5% which have been in operation for 5 - 10 years since their establishment. The service duration has a great influence on performance, though this varies significantly. Often new programmes may survive in the initial phase because of unique or superior products or services or limited geographical distribution.

Entrepreneurial performance success seldom goes unnoticed by other producers and the profitable market segments created by the programme are guaranteed to attract other participants [23]. New participants in the same product line will start threatening the programme's position and the consumers may also go elsewhere. 16.6% were found to be between 10-15 years in operation, 4.1% between 15-20 years and 3.6% were over 20 years after their establishment. These findings contradict other researchers who indicated that up to 40% of small-scale tourism initiatives fail within the first years of operations and the remaining 60% often close after 10 years from their establishment and that the situation is worse for CTIs to the extent that it is difficult to find successful cases in practice.

### 3.9. Community Development Projects

Collective benefits are generally identified in the tourism literature and by practitioners as central to the concept of CBT among the features of individual and communal arrays. The margins set aside by CBTPs for community development projects (CDPs) are presented in Figure 11.

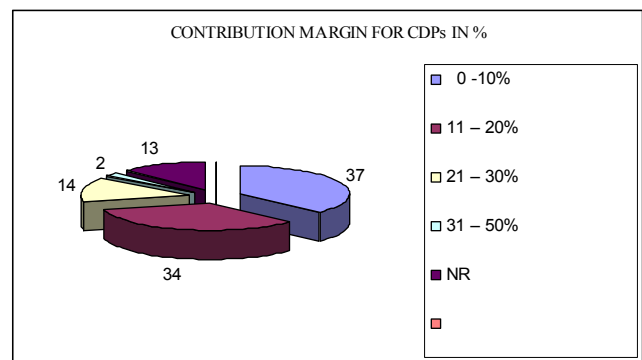


Figure 11. Contribution margins for CDPs in % (N = 169).

While 36.7% set aside between 0% to 10% of their net profits for CDPs, 34.3% set aside between 11% to 20% of their margins, 13.6% set aside between 21% - 30% of after-tax earnings and 2.4% set aside between 31% - 50% of their realized profits. The variations are due to the nature of the activity, structure of the programme and the purpose of its establishment [14]. On the other hand, the entry fee is partly shared by the owners of the CBTPs and the percentage set aside for CDPs, e.g., construction of school classrooms, dispensaries, scholarships for orphans and marginalized groups, medical services and other matters arising as agreed by the members or as stipulated in the village executive committees by laws. Thus, the concept of partnership and sole proprietorship has a double edge when it comes to the whole issue of interpretation.



Since CTI's include local people in tourism activities through formal and informal employment, interacting with the clients, and recognition of education, they provide financial incentives for conservation. Through recognition of local communities in tourism, there is a lively hope for young people and self-esteem in the wider local community. Working in partnership with other stakeholders is a key for accessing resources that would enable us to attract more tourists and earn income, invest in infrastructures and contribute to wildlife conservation efforts.

CTI's reduce problems associated with poverty and provide an avenue for intimate cross-cultural exchange within infrastructural inputs [29]. Cultural tourism (CT) is a means to achieve cultural objectives, learn, teach and maintain the ongoing contact with relationships that provide opportunities for transmitting cultural knowledge between generations contributes to household incomes/improved family livelihoods [12]. The revenue from CTI's has an array of communal and individual livelihood benefits. The CTI's use part of the revenue for household and wider community development by funding the CDPs though can be a source of conflict and division emerging from the competition among different bodies and leadership mismanagement.

#### 4. Perceived Relative Importance

The respondents rated the factors in their order of importance i.e. 1=Very important; 2 = Important; 3 = Less important; 4 = Indifferent. The results are summarized in Table 3.

Table 3. Perceived relative importance.

Factor	Mean Score (MS)	Standard Deviation (SD)
Products/services	4.37	1.11
Sales	4.22	1.14
Clients	4.13	1.16
Fulltime membership	3.76	1.20
Location	3.60	1.23
Part-time membership	3.11	1.21
Gender	2.81	1.46
CDPs	2.8	1.45
Age	2.45	1.51
Education	2.45	1.51

The most important factor include; products/services with a mean score of (4.37), followed by sales (4.22) and clients (4.13). The least rated was age and education (2.45), followed by gender (2.81) and CDPs (2.8). The common failure factors are partly contributed to by lack of capital. Theoretically, financial constraints are remediable and not a constraint due to financial services globalization. Higher rates of inflation and continuous fuel price fluctuations affect quotations from potential clients [7].

#### 5. Conclusion and Recommendations

The propensity of CTIs as entrepreneurial initiatives is a complex titration of history, culture, clients, economic conditions, family background, individuals' upbringing,

education, skills, prior experience, availability and management of local resources, and government support. Changes in tourists' preferences are the main drivers behind the pace and direction of cultural tourism development [16]. Known that CT is a more customer focused segment within a chain of services, entrepreneurial experience does not conform to sustainability at the heart of new forms of tourism in the wake of their formation as a basic premise behind the CT concept, though it is a potential segment that needs to be nurtured.

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