

ERETO NPP

CONCEPT NOTE

OPTIONS TO TAKE FORWARD THE CURRENT WORK OF ERETO

February, 2008

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1.0 Introduction

Ngorongoro Pastoralist Project (NPP) was initiated in 1998 by the Government of Tanzania and Denmark as a bilateral development programme, with a purpose to reduce poverty among pastoralist communities in Ngorongoro in northern Tanzania. The programme was run in two main phases (i.e. ERETO 1 & 2), and will be extended for another 16 months from April 2008 to allow a smooth exit of the project in June 2009.

Since its start, and by using a customary poverty alleviation mechanism known as EWOLOTO, the ERETO project was able to successfully restock over 3,400 destitute families in the area making it one of the biggest restocking programmes ever implemented in this way in Tanzania and in the whole world. The project also improved water resources in line with the pastoralists aspirations which in turn increased areas of accessible pastures mainly during the dry season which in turn improved production in terms of improved livestock nutrition. The project supported usefully some private veterinary services which provided pastoralists with modern and accessible options for treating livestock diseases in the area and more specifically to the restocked households. The Project also engineered work relationships with the Ngorongoro Conservation Area Authority (NCAA) the local institutions such as the Pastoral Council (PC), the customary Leaders (Ilaigwanak) and a variety of other NGOs working in the Ngorongoro district.

Phase two of ERETO which is coming to an end in March 2008, pretty much build on experiences emanating from ERETO one but further put a lot of emphasis on a policy dialogue component. The policy component aim is to empower pastoral communities to critically engage in policy discourses which have implications to their lives. It builds on the National Strategy for Growth and Reduction of Poverty (NSGRP) which now recognizes pastoralism as a viable livelihood system.

Given that policy work is complicated, messy and require a long term perspective beyond the life of this project it has been strongly recommended by the recent review of ERETO that the project urgently looks into viable options for starting ward-based development Community Based Organisations (CBOs) to sustain the work of ERETO when the project come to an end in June 2009. This recommendation forms the basis for this concept paper.

The concept paper highlights options that may be considered by ERETO stakeholders to decide on the way forward in terms further improving the institutional arrangements for sustainable development of pastoral people of Ngorongoro and also open up a discussion to critically identify strategic options to further improve policy dialogue for sustainable pastoral

livelihoods. The paper begins first by presenting some background information on the situation of pastoralist people in Ngorongoro generally which justified the formation of ERETO project in 1998. Following that narrative, the paper further discusses some key objectives of ERETO project particularly during phase one and also phase two, which is coming to an end in March 2008. The paper records briefly successes in both phases of the project and underscore that although many good lessons have been recoded in both phases of the ERETO project, issues related to conservation and tourism on the one hand and the themes and the manner in which devolvement of over 50 thousand pastoralists who live in the Ngorongoro Conservation Area (NCA) is dealt with on the other hand, will continue to be a challenge to all those who are involved in development and conservation in Ngorongoro. Seeking a true balance between conservation and development issues in Ngorongoro will remain a very important issue for the future of Ngorongoro.

Finally, the paper suggest as a short term measure and also after considering all the other possible options a need to begin a process of formalization of EWOLOTO committees into ward-based CBOs to coordinate at this level all community development initiatives which were started by the ERETO project and identify a critical path for true development of people of Ngorongoro. This option will guarantee ownership and smooth continuation of work that has been initiated by ERETO while at the same time enabling pastoral people of Ngorongoro to become drivers of their own development. In terms of programme implementation these CBOs will work closely with the NCAA, the Pastoral Council and the Ngorongoro District Council. The CBOs will be members of NGONET and will each have a so-called local board of directors and a small secretariat to facilitate communication and coordinate activities in the field.

2.0 Background to Ngorongoro

Ngorongoro Conservation Area (NCA) in northern Tanzania covers 8,290 Km². It is composed of five topographical areas including the Crater Highlands (av. 2,300 metres above sea level); (ii) Salei plains (1,400m); (iii) the O-Gol mountains (av. 1,900m); (iv) a portion of the Serengeti “short grass” plains; and (v) the Kakesio hills and Eyasi escarpment. NCA has spectacular scenery and offers the chance to see one of the highest concentrations of wildlife in Africa: Over one million wildebeest on migration from Serengeti National Park; 500,000 gazelles, 250,000 Zebra, lions, cheetah, elephants and the last few remaining wild populations of black rhino in East Africa. Also has a wealth of archaeological and palaeotological sites including Oldupai gorge and Laetoli providing evidence of human occupation nearly 4 millions years ago. NCA is thus considered to be of high conservation value and was accorded **“World Heritage Site”** in 1979 and has been classified as a Biosphere Reserve by UNESCO. It is the most visited site on the Tanzania tourist circuit.

NCA is also home to over 50,000 Maasai¹ and small groups of Tatoga pastoralists and Hadza hunter-gathers. The Maasai have lived in NCA for over 200 years. Pastoralism has been practiced in the area for at least 7,000 years, and although livestock keeping is the main activity of residents, the Maasai have always practiced small-scale subsistence agriculture

¹ Census conducted by Economic Recovery programme for NCA pastoralists (Potkansky, 1996) showed around 40.000 people, but recent figures suggest above 50.000 today.

until it was partly halted by authorities there. The NCA Authority has a parastatal structure, and has full powers to administer the Ngorongoro Conservation Area (NCA). Administratively, the NCA falls within the Ngorongoro District Council (NDC), comprising approximately 59% of the District's total area.

3.0 Establishment of NCA as a multiple land use area

NCA has for thousands of years been an area where people have coexisted with wildlife, and long before it was classified as a multiple land use. It was gazetted as a wildlife reserve as part of the creation of the Serengeti National Park in 1940. These developments did not affect native land and resource rights as pre-existing rights of native residents to use and occupy the land in the Serengeti National Park (SNP) were preserved, though regulated to a greater or lesser degree. These restrictions in the use of the land and resources (e.g. ban on hunting, use of fire regulated, 1954 ban on cultivation) lead to conflicts. Both the pastoralists and the farmers mobilised support from the district and provincial administration against the Park authorities. This led to the development of a White Paper suggesting the compromise solution (breaking the SNP into three smaller parks for wildlife while giving the rest of the area for cultivation and pastoralism). This created an international outcry from conservationists.

In 1956 a Committee of Enquiry was appointed to propose a new policy solution to the crisis. The American Wildlife Management Institute and the American Committee for International Wildlife protection sent out a team of natural scientists; and the Fauna Preservation Society of London commissioned Prof. Pearsall to carry out a study. His report after just 2 months visit to the area became the scientific basis for the final recommendations of the Committee of Enquiry - the separation of the Ngorongoro highlands from the Serengeti plains, the eviction of the Maasai from Serengeti and the imposition of restrictions on their activities in the NCA.

Prof. Pearsall report
"It is precisely this type of country (...) that uncontrolled grazing is known to have produced a sort of ecological rake's process p cattle grazing on open pasturable woodlands (...) sheep and goats introduced because they can graze closer on poorer vegetation – further degeneration leading to semi-desert where only goats (and camels) can be kept. Against this type of indictment, little or no defence of the Maasai is possible."
Source: Pearsall, W.H. (1957)
"Report from an ecological survey of the Serengeti National Park, Tanganyika, *Oryx*, 4, pp.76-

The recommendations resulted in the partition of the Serengeti National Park (SNP) into two separate units: the SNP in the west designated as an exclusive wildlife area; and the NCA in the east (consisting of the Ngorongoro Highlands, the eastern fringe of the Serengeti plains and Kakesio-Endulen area). An "agreement" was signed with the Maasai elders who "agreed"² to vacate Serengeti on condition they retained rights of habitation, cultivation and socio-economic development in NCA.³ Although in the colonial records this appears as a compromise approved by the Maasai, the decision in effect compelled them to abandon their homeland. By way of compensation for the loss of resources in SNP, the

² According to Lissu (2000), the Maasai really had no choice. They were forced to sign and were forcibly evicted.

³ URT (1990:5) "A conservation and development strategy for the Ngorongoro Conservation Area: Report of the *Ad Hoc* Ministerial Commission on Ngorongoro", Ministry of Lands, Natural Resources and Tourism, Dar es Salaam.

government agreed to provide the Maasai with social services within the NCA and invest in water supply projects.

4.0 The Ngorongoro Conservation Area

The Ngorongoro Conservation Area (NCA) was created as an area of multiple land use by the National Parks and Ngorongoro Conservation Area Ordinance, and it appeared there was commitment from the colonial administration to protect the rights of the Maasai. The Governor of Tanganyika in a speech to the Maasai Federal Council in 1959 said: *“I should like to make it clear to you all that it is the intention of the Government to develop the Crater in the interests of the people who use it. At the same time, the Government intends to protect the game animals in the area, but should there be any conflict between the interests of the game and the human habitants, those of the latter must take precedence.”*⁴ The multiple land use concept was eventually established in law by way of an amendment to the original ordinances, which stipulated the functions of the NCAA to be:

- Conserving and developing the natural resources of the Conservation Area;
- Promoting tourism within the Conservation Area and providing and encouraging the provision of facilities necessary or expedient for the promotion of tourism;
- Safeguarding and promoting the interests of the Maasai citizens of the United Republic of Tanzania engaged in cattle ranching and dairy industry within the Conservation Area;
- Promoting and regulating the development of forestry within the Conservation Area.

The Ngorongoro Conservation Area Ordinance, Cap. 413 (Revised) provides the legal framework through which the Area is managed. Today, the Ngorongoro Conservation Area Authority is a body corporate with a Board of Directors composed of: a Chairman appointed by the President; the Conservator as the Secretary; and between 6-11 members appointed by the Minister. A Conservator, who is appointed by the President, is the principal executive officer, responsible to the Board.

5.0 Has NCAA delivered its mandate?

Since its formation, the socio-economic situation of most pastoralists Maasai in Ngorongoro Area has been deteriorating. There are many factors that can be related to this deterioration which will not be discussed in this paper. However, one major factor which needs to be mentioned here is around the partial failure on the part of the NCA authorities to recognize pastoralism as a livelihood system which provides for millions of people and which depends highly on the degree of harmony between people, natural resources and the livestock they keep. When this harmony failed to prevail this is when conflicts begun to rise which led to misunderstandings and further the unnecessary use of power by the NCA authorities over people. This has hurt peoples feelings so much so that pastoralist Maasai felt that NCAA had broken the promise and was more interested in wildlife conservation and tourism only

⁴ Quote by the Governor to the Maasai Federal Council in August 1959 taken from the Report of the Ad Hoc Ministerial Commission (Tanzania, 1990:5) , quoted in Shivji and Kipanga, 1998.

and neglected them. These feelings had profound psychological effects which if not dealt with will further result into people feeling that conservation and tourism generally are meant to destroy them and their livelihood systems.

As poverty, conflicts and misunderstandings between authorities and people were mounting and as the cry of people of Ngorongoro went beyond the NCAA, Civil Society Organizations (CSOs), International human rights agencies (IHRA), researchers, religious organizations all picked up the matter and begun to question the state of affairs of people of Ngorongoro whose livelihood were neglected by NCAA contrary to the agreements made when the NCA was formed. Following these scenarios and a range of studies that were carried in the area, the government of Tanzania decided to listen the cry of people with a positive response. By 1993, the NCAA, GoT, DANIDA and a Danish NGO (Natural Peoples World) started a 5-year Economic Recovery Programme for the NCA Maasai to improve pastoral production by reducing livestock losses through improved veterinary services, better range utilisation through water development, and re-stocking.

By 1996, the project had collapsed due to various reasons of collaborative problems. To take over this work of NPW the Pastoral Council (Baraza) was formed and was given mandate to coordinate all development initiatives of pastoral people in the area. As the Baraza was new and lacked capacity there was a need to start a new initiative to bring hopes to the lives of people and to mend relations between the people of Ngorongoro and the NCAA.

6.0 The coming of the ERETO Project

In 1998, the Danish International Development Assistance (DANIDA) in collaboration with the Government of Tanzania Ministry of Natural Resources & Tourism (GoT-MNRT), the Ngorongoro Conservation Area Authority (NCAA) and the pastoralists Maasai of NCA, agreed to form the ERETO project with a view of reducing poverty among the Maasai of NCA. This gave hope to the people and was the beginning of mending relations between NCAA and the people of Ngorongoro.

As mentioned above, the project was run in two main phases namely ERETO phase one whose design started in 1998 and run up to 2003 and ERETO phase two which started 2003 and will come to an end in 2008. Since the project was in the NCA it necessitated that both phases of the programme were implemented within the framework and principles of a multiple land use and also the Poverty Reduction Strategy of the Government of Tanzania.

The main feature of ERETO one among other things was restocking - to the most destitute families⁵ of pastoralist in Ngorongoro. This was complemented by a long intervention process to tackle the root causes of poverty through provision of essential social services of water, and veterinary services. Of particular importance ERETO invested on a capacity building process to try and increase the local communities' capacity to deal with

⁵ According to ERETO - The Project has supported the restocking of 3,400 families and the exercise has been important in reducing poverty, mobilising the communities and revitalising internal mutual support mechanisms **within the Maasai community. Women have been empowered and are today more likely to be involved in community activities**

development issues and their voice and capacity to engage on policy related matters as it relates to their own development priorities.

The overall vision of Ereto II was very much to sustain efforts and successes from ERETO I and to further develop pastoralism as a viable livelihood system capable of contributing to poverty eradication using dry land resources. During ERETO II emphasis and focus was also put on the following:

- policy dialogue;
- Improvement of water resource management
- Improvement of animal health
- Improved livelihood through mutual support and women empowerment
- Institutional capacity building
- expansion into the greater Ngorongoro district and including the Ngorongoro district Council as a new project partner; and
- Inclusion of additional target groups at the community level and to further sustain and develop pastoralism as a livelihood system contributing to poverty reduction.

A special attention was also given to priority cross-cutting issues of HIV & AIDS as well as environmental issues. Although many successes have been recorded on both phases of the project one of the main challenge continue to be the brewing conflicts between issues of conservation and tourism on the one hand and the main themes around development of over 50 thousand pastoralist Maasai and Tatoga families who live in the NCA. The aforementioned tensions are real and underneath lies sensitive socio-political and economic factors that everybody (NCAA, NDC, NGOs etc) is trying to avoid. Until these conflicts are fully and amicably resolved neither real development nor true harmony within the context of multiple-land use will prevail in Ngorongoro.

7.0 ERETO PROJECT EXIT - WHAT OPTIONS DO PEOPLE OF NGORONGORO HAVE TO SUSTAIN THE ALREADY STARTED ACTIVITIES?

After years of successfully supporting the implementation of ERETO project, and in line with the Government of Tanzania Aid harmonization policy,⁶ DANIDA feels it is time that it stops its financial support to ERETO project and allow people of Ngorongoro to build on positive lessons emanating from the project. A major significant impact of ERETO so far is that communities are now better able with only limited support to lead their own development processes through the significant experience gained in the project.. Past project

⁶ Under the current Joint Assistance Strategy (JAS) the Government and its development partners identified budget support as the most appropriate method of co-operation. The use of Area Based Programmes and Basket Funds are recognised as temporary arrangements that will in time be converted into budget support. The Government believes that the LGDG system now being implemented, of which LGSP is a component, provides the appropriate modality for effecting this strategy. As part of the process of converting ABP and basket funds into budget support, the Government will initially work with the development partners at present operating Area Based Programmes to fold their support into the LGDG system by bringing the qualifying beneficiary councils into the LGSP by co financing of the facility or providing budget support. (GoT, 2004).

experience shows that through managing the restocking process, community leadership, both customary and formal were strengthened and trust was established between ERETO and communities at all levels. Furthermore, the project has developed some approaches and methodologies which if strengthened further will enable them to take more charge of their own development. For instance EWOLOTO involved the mobilization of the communities to contribute resources to facilitate the social programme. The strengthened traditional leadership roles as well as allowing communities a chance to participate in shaping their own development has boosted quite considerably their morale, enhanced confidence and internally enhanced psychological empowerment. This ingredient alone provides evidence that people of Ngorongoro given a chance are able to be masters of their own destinies.

Building on the aforementioned belief and in order to ensure a smooth exit, DANIDA has put a reasonable time frame i.e. June 2009 as the last day for funding for the current ERETO programme. At this time DANIDA hopes that the pastoralist Maasai people of Ngorongoro and the other partners i.e. NCAA and NDC will have found a viable mechanism to take forward the current work of ERETO with full control and ownership in hands of people. As DANIDA will not be in a position to continue the ERETO project and in order to begin a participative discussion five options are provided below as possible options to sustain and take forward the current work of ERETO. These options include:

- Transferring the current work of ERETO to NDC..
- Transferring to NCAA
- A possibility of transferring ERETO work to the NGONET
- Transferring it to the Pastoral Council (PC)
- Uniting all user groups with EWOLOTO committees to form CBOs at ward level to continue the current work of ERETO

In the light of the realities on the ground and the stakeholders aspirations to sustain the benefits of ERETO and reconcile the diverse and sometimes competing interest of various stakeholders the fifth option is recommended. It is the belief of many stakeholders spoken to recently that given support from ERETO (between now and when the project ends in 2009) the CBOs will be able to unite people together, critically identify and support their priority needs and support a process of informed debate between local people and other stakeholders , which will attempt to reconcile all the various interests. These CBOs will also ensure that intended long-term benefits of ERETO will continue into the future.

8.0 THE PURPOSE AND OBJECTIVES OF THE CBOs

The main purpose of these CBOs will be to build on the positive lessons emanating from the ERETO project and to further empower people and build the capacity of the user groups and other members of the society to develop pastoralists capacities to participate in their own development. In a participative and collaborative manner the CBOs will also ensure that the residents of the NCA continue to build their capacity through the process of empowerment which will ensure protection of their interests without jeopardizing the key principles of a multiple land use area. Empowerment in this way therefore, becomes essentially a transformational process where powers are shared with the poor communities so that they can take control and charge of their situation. The specific objectives of these CBOs therefore could be as follows:

- To sustain the work that has been started by ERETO i.e.; Improvement of water resource management; Improvement of animal health; Improved livelihood through mutual support and women empowerment and Institutional capacity building; and Policy Dialogue on pastoral development
- To empower pastoralists communities in the NCA and in Ngorongoro District to play a full role in their own development.
- To influence development policy and development programmes in Ngorongoro to foster sustainable livelihood which support people, environment and wildlife.

Given that the process of evolving an effective and efficient CBO, which is people-centered can be a lengthy and time consuming process and given that the remaining time before the project exit is up in June 2009, and taking into considerations the fact that ERETO does not have full capacity at the moment to organize and empower all the user groups, it strongly recommended that the project engage a consultant to design a twin-track approach and methodology to ensure that this CBO is up and running by the time the project exit in 2009.

9.0 THE MODEL OF THE PROPOSED CBOs

The Government of Tanzania reform and decentralisation processes aims to create an environment that enables citizens to reduce poverty, improve their democratic participation and socio-economic well-being. Central to this process is the participation of Civil Society organizations and Community Based Organisations (CBOs) in building a nation which supports the fundamental principals of democracy, transparency, accountability and good governance.

In line with the aforementioned Government of Tanzania (GoT) decentralization processes the purpose of the proposed CBOs in Ngorongoro is first and foremost to sustain the work that has been started by ERETO and to further empower pastoralists communities in the NCA and in Ngorongoro at large to play a full role in their own development. Furthermore in the long term, the CBOs could engage with other CBOs/CSOs and the private sector to influence and shape development policy and development programmes in Ngorongoro to foster sustainable livelihoods which support people, environment and wildlife.

In view of that and in ensuring that the aforementioned objectives will be met, an inclusive model which puts people of Ngorongoro at the centre of their development process is proposed. The model suggests as a short term view that the CBOs starts small – i.e. at ward levels (*in each of the ERETO operational wards in NCA and Sale Division*) involving all the user groups to come together and form a strong ward CBO. Under the support of an experienced consultant the CBOs are guided to put in place management structures and systems to guarantee good governance of the CBOs and also ensure ownership is in the hands of the people. As the CBOs grow and demonstrates some successes then the model could be replicated to other wards of the district. In terms of management structure a suggestion is made below on how the CBOs structure might look like.

11.0 THE PROPOSED APPROACH

There are different approaches and strategies to development, all of which attempt to enable goals to be reached by clearly defining the direction, purpose and means. For initiating the CBOs in Ngorongoro a participatory Area Based Development Approach (ABP) coupled with the Development Education and Leadership Teams in Action (DELTA) (See the annexes) is proposed. The Area Based Programme (ABP) is a mechanism used by government and CSOs to integrate financial and technical support in bringing about bottom up oriented development to rural masses. Area Based Approach to development put lots of emphasis on the following.

- Partnership with local government and eliminate parallel structures.
- Put emphasis on poverty eradication
- Support local government in planning and coordination in service delivery
- Promote participatory approaches and responsiveness to needs
- Capacity building through training and exposure
- Satisfy basic needs; enhancing livelihood security and income generation; extensive rather than intensive; preference for community based interventions
- Impact assessment through participatory monitoring and evaluation.

The objective of ERETO as it prepares to exit is to leave behind structures, systems and mechanisms, which enable communities in Ngorongoro to manage the future for themselves. This leads to giving priority to capacity building⁷ at all levels, including the grass roots, and to improving management of human and material resources to achieve sustainability.

In order to speed up the process, a number of preliminary activities have been identified and are presented below. These can be changed as per the priority needs of the people.

⁷ By capacity building we refer to all those activities which give focus to training, exposure and networking all of which will strengthen the communities' skills, knowledge base and bring about change of attitude.

12.0 PROPOSED WORK PLAN FOR THE FIRST YEAR OF ESTABLISHING THE CBOs

STEPS	ACTIVITY	EXPECTED RESULTS
Step 1	Finalisation of the Conceptual thinking as it relates to establishing CBOs to take over the work of ERETO this is done in a participatory manner to involve all key stakeholders in the NCA/Ngorongoro.	<p>All key stakeholders in NCA/Ngorongoro have been involved and listened to in the visioning exercise (in the process of forming the CBOs) and their ideas and aspirations as it relates to establishing the CBOs have been taken into considerations.</p> <p>The draft CBOs constitutions are in place and all legal aspects have been considered. Furthermore peoples interest to initiate the CBOs has been raised.</p>
Step 2	Reaching Consensus on the management structures of the CBOs including clarifying leadership roles and group's roles.	Roles Clarifications have been done and community expectations have been levelled. Furthermore approval to move to the next level is granted by all stakeholders.
Step 3	Organise and facilitate the first meetings of the General Councils to approve the constitutions and ensure all leadership/management structures are in place Seeking registration.	The new CBOs constitutions are approved by the General Councils and the Steering Committees are selected.
Step 4	First capacity building training and exposure visits to the Steering Committee, User Groups Leaders and the secretariat is carried out in modules enabling them to implement their duties more efficiently and effectively	Leadership Training is organized and carried out to all user groups' leaders, Steering Committee members, and the secretariat. As a result of the training and exposure visits the leaders are able to implement the programme more efficiently and effectively.
Step 5	The Steering Committees establish the secretariat offices and ensure the human resources needed are in place. Current activities of the ERETO project are gradually transferred to the new CBOs.	The CBOs secretariats are in place providing services to user groups and ensuring implementation/continuation of former ERETO activities is done.
Step 6	Embarking on a participatory visioning exercise to determine long and short term needs of communities. Furthermore set strategies to address the needs.	Simple strategic plans for the CBOs are in place. Furthermore, strategies to implement the strategic plans have been agreed on and the first 12 months basic operational plan and budget have been produced and presented to ERETO project and other key donors.
Step 7	Sourcing funds to enable the new CBOs to address needs of communities	New project proposals based on the needs of the communities have been developed and funding sources have been identified and

		contacted.
Step 8	Specific participatory approaches and tools mainly to enable communities to fully participate in their own development are introduced and internalized. These are PRA and DELTA	Group leaders are familiar with Participatory approaches/tools to community development and that these skills are put into practice in all processes of development in Ngorongoro leading to full empowerment of people at grass-roots levels.
Step 9	Monitoring and Evaluation tools are introduced to the management through training and a data base is established and communication with stakeholders is strengthened.	Targeted training on Monitoring and evaluation is given to management and the secretariat and the data base to store information as it relates to projects implementation etc is in place. Furthermore communication with all stakeholders is improved and trust restored.
Step 10	ERETO Project ready to exit transferring all the activities to the new CBOs.	The new CBOs are capable of facilitating development processes with full powers and mandate in their hands. Furthermore, communities and all user groups have confidence with the CBOs as they move ahead to exploring ways to deepen implementation and empowerment of people into fully engage in their own development.

13.0 THE ROLE OF THE CONSULTANT

The main function of the consultant is to facilitate the whole process towards the formation and formal registration of the peoples CBOs. He or she will strengthen dialogue and ensure coordination of all user groups i.e. EWOLOTO and GEHAPTA, Water Associations, Livestock development, women economic groups etc are fully involved in the process of formation of the CBOs. The consultant will also ensure that in addition to the local people, NCAA, Government authorities, Pastoral Council (PC), the traditional leaders, NGOs which are operational in the area (i.e. Oxfam, PWC, CRT etc), and some religious organizations are all involved in the processes that will lead to formation of the CBOs.

Apart from facilitating stakeholder’s dialogue sessions, the consultant will ensure people decide in an informed way the vision, mission, strategy, purpose and objectives of their CBOs. The consultant will further guide and ensure stakeholders decide on all structural and systemic issues related to their CBOs. The consultant will also ensure that stakeholders spent sufficient time to develop in a participative manner the short and long term strategy which will address aspirations of the people of Ngorongoro. In designing the process it is absolutely crucial that the consultant take into consideration the sensitivities around issues of conservation, tourism and pastoralism as well as the interest of the local communities. This necessitate a need to design a comprehensive multi-stakeholder consultation process which will help the community identify their vision of the future of Ngorongoro as well as a plan of action to implement it.