



A TENT WITH A VIEW, SAADANI NATIONAL PARK, SABLE MOUNTAIN LODGE, SELOUS GAME RESERVE ENVIRONMENTAL & COMMUNITY POLICY

A STRATEGY FOR POSITIVE IMPACT

INTRODUCTION

1. THE COMMUNITY

- a) Selous and the Jukumu
- b) Working with Kisaki
- c) A Tent With A View, Sable Mountain Lodge and the surrounding villages.

2. THE ENVIRONMENT

1) Sable Mountain Lodge

- a) Energy
- b) Waste
- c) Protecting the bush

2) A Tent With A View

- a) Energy
- b) Waste
- c) Protecting the bush

INTRODUCTION

Our Company, A Tent With A View Safaris has been around for some 14 years now. Throughout that time, our operation has been significantly involved with the human population so often ignored, or even scorned by the safari industry. Whether it be through the nurturing of a new park, such as Saadani, or the development of a brand new concept in community based conservation (CBC), as in Selous, our company has shared its life with the rural people of Tanzania. The experience this has afforded us, and the expertise we have developed, gives us the potential to be at the forefront of CBC. This document is our first attempt to formalise what we must do to achieve this.

Whilst it is essential to look after the community around us, we must also

not lose track of the main reason we are here – the beautiful environment which makes Tanzania so special. We must learn to protect the wilderness around us, both its fauna and flora, through best practice in the way we manage our camps, and by encouraging the community to support us in this. This may involve wholesale changes in lifestyle for some, away from skilled hunting practices passed down through generations. The alternatives may look like no alternative at all without significant support in the pursuit of new skills. We must be part of this.

We require all of our senior staff to familiarise themselves with our environmental and community policy, to nurture that policy, train the junior staff to implement it in their own particular areas of involvement, and to develop improvements in it wherever the opportunity arises.

The Community

a) Selous and the JUKUMU society

Sable Mountain Lodge is in the Selous Game Reserve buffer zone, in an area controlled by the JUKUMU society on behalf of 22 villages, around the North-West border, whose land is affected by the movement of the reserve's animals.

We have a lease agreement with the society which has provided in excess of \$120,000 for the community. The figure is considerably more than that provided by any other lodge inside or out of Selous and probably represents the largest contribution by any small safari lodge in Tanzania.

Our aim is to make sure that this money is used to the genuine benefit of the community. This means we must become involved in the workings of JUKUMU, and help them to understand their role with the villages. To this end, we have had lengthy discussions with the Chairman, and the District Commissioner, and have designed a plan of operation which ensures a robust JUKUMU, working to increase investment in the area, and provide substantially for the community.

David Guthrie & Masoud Kilanga (managing director of A Tent With A View) will play a major role in the preparation of an annual investor forum, including courting potential investors from around the world.

Please find the proposed plan as appendix 1.

b) Working with Kisaki Village, Selous

Although our workings with JUKUMU dominate our interaction with the village, it is very important we continue to concentrate our efforts on helping specific projects in the village. We must encourage our clients to interact where possible, and offer them the chance to see how life is in rural Tanzania. To this end, the continued interaction with Saita (Masai) and his family is very important because the proud Maasai way of life gives a positive picture of the country, and helps clients look beyond the

desperate images of Africa which are so prevalent in the West. At the same time the Kisaki school visits highlight just how little children have to work with and leave many guests wanting to help. We must formalise, with the teachers, a plan of what is most required, and offer the guests a wish list from which they may contribute.

As yet we have found little in the way of local crafts to sell. At the moment, the only potential gifts available to guests are Maasai bracelets. We must encourage some of the local craftsmen to turn their hand to producing gift items. For this, we need to produce a list of potential goods for them to try and make. We should also look at selling the very beautiful Ifakara ladies blankets.

We are already taking a significant amount of our food supplies from Kisaki but have recently proposed to local businessmen a plan to grow a wide range of fruit and vegetables in an area irrigated by the Mgeta River which would supply the camps and lodges of Selous Game Reserve. This could be a very significant and profitable undertaking and one where JUKUMU could become involved in helping to find external investment and expertise.

There are also key ways in which we can help with healthcare, especially with the near annual outbreak of cholera during the rainy season. We must continue to stock the lodge with the correct drips so that we can administer them in an emergency and save lives. We are confident that the new regime for JUKUMU will also quickly allow us to begin our original hospital project, and make Kisaki a real centre for medical care.

c) A Tent With A View and The Surrounding Villages

Our camp in Saadani National Park has had far less formal involvement with the local community than Sable Mountain. As with most hotels, lodges, and camps in Tanzania which are outside the parks, it simply pays a bed/night fee to the district authority, and helps the people of the area as we see the need. Even under this informal arrangement, our role has been far more proactive than any other facility in the North-East of the country. We have built two separate sets of toilet blocks to help prevent the cholera problems suffered in Mkwaja, the local village. These were expensive undertakings because of the difficulty of building in sandy soil, and since we finished them three years ago, there has not been an outbreak of cholera. We are now looking at building a further toilet block for the school, and are discussing with the village chairman a scheme by which individuals can receive funding to build toilets for their own houses. This will involve such individuals showing financial commitment by starting the work themselves, before receiving help to finish it. We will need NGO support for this, and further education programmes' support to improve the understanding about links between random ablution, water collection and cholera.

We have so far provided 100 bags of cement, enough for two classrooms, towards the proposed secondary school in Mkwaja. This has proved a waste of money, with most of the bags perishing before use. This has pushed us to

demand a far stronger, hands on role, if the school is to go ahead. [At present, we have switched out attentions to the small village of Buyuni, where a primary school is to be built. We are organising and paying for the entire construction of the school. Progress will be monitored closely, according to a calendar of works designed by Masoud. Each section will have to be completed before funds are made available for the next. If we succeed to minimize wastage, the same model will be implemented for Mkwaja secondary school, but we will have to get funding support from government and other sources.

Economically, we are already heavily involved with Mkwaja. Seafood features heavily on the menu at the camp, and all supplies come from the village. We also rent several properties for, particularly refrigerated, storage. Many of the uniforms worn by the staff are made by ladies from the local community. There is room for a shop to be built in the area under the restaurant, and we must now prepare a potential stock list to sell from the shop. An expanded range of the clothes being made locally should be a significant part of this stock, and we need to sit down and identify new ranges the ladies can make.

We are now interacting much more with TANAPA in Saadani. Together, it is our duty to find alternative employment for those individuals whose lives have always revolved around the poaching of game meat. We must identify ways in which the poachers' skills can be utilised in a positive way, i.e., helping as guides and trackers in the camps, or with the rangers. We must also identify new ways to generate income and support in building the skills required to undertake them. We must first build good relations with this section of society which is naturally extremely suspicious of rangers and safari camps. The best way to achieve this is through a community liaison officer.

The Environment

1) SABLE MOUNTAIN LODGE

a) Energy

Energy is an area where we are already a shining, (yet low wattage of course), light. The entire camp is run on solar generated electricity, which includes an enormous investment in bespoke fridges and freezers imported from South Africa. This means that all lighting, all water heating, and all refrigeration is achieved from solar power, with all the positive implications that has for carbon emissions and noise pollution. The system is DC, 12volt, and so does not allow for sockets in the bandas, but we now have a dedicated system in the reception for charging camera batteries. This has become essential in light of the digital takeover of photography. There is still room for us to improve the capacity so that we can provide reading lamps in all bandas. We are working on wind power generation facilities for both lodges and will be introducing them

through 2010.

In the kitchen, we are using a mixture of gas rings, and bio brick charcoal ovens. Bio bricks have recently become available in Dar es Salaam, and seem to be working well. The general verdict on solar ovens, is that they are too unreliable for commercial operations, and, of course, no good in the evening.

With the exception of fly camps, when a camp fire is seen as an essential part of the ambience, we now avoid the use of wood fires completely.

We should continue to ensure that even in the staff areas, only the bio bricks are used for cooking. We feel there is little else we can do as regards cooking energy needs. However, all new ideas are welcome. We are eager to hear from you.

We have been testing battery-free wind up torches and ultra-efficient LED bulbs, and the latest versions appear to be both hard wearing and easily charged. Both camps are using only wind up torches.

b) Waste

We have always reminded our clients that water is Africa's most precious resource, and this message must only get stronger. Clients are strongly reminded that many people walk miles for water on this continent, and in a gentle way are asked not to be wasteful of water, whilst, of course, remain spring fresh.

Care with water is, and must remain a part of staff training. We are pleased with the staff response to this, and it has been a long time since we had to implement the punishment of filling three 200 litre drums a day as a staff limit, to remind everyone to take care. New managers should please note that this is an effective means to prevent excessive waste.

The fresh water pool has proved a huge success in Sable Mountain, allowing clients to swim in chemical free water, and allowing us to recycle the water completely.

The pool holds 50,000 litres of water, and each day 3,000 is pumped into the bottom, pushing the same amount of surface water through overflow outlets down to an animal waterhole. Under this system, the water manages to stay clean for four months before we must empty the pool. Even this is done at a quiet time when water can be released over several days, and so not over fill the waterholes. It is important for managers to see how the different seasons affect this system, and so maximize its success. It is a real selling point for Sable Mountain, and potentially a model for other camps. We should court opinion from the clients to see how they react to our pool system, the benefits of recycling, and no chemicals, versus the stringent cleanliness rules we impose on them.

The two tiered septic tank system in place at Sable Mountain remains an effective means to collect sewage, but you must remember to throw in a stripped animal carcass at every available opportunity (goats after any staff celebration), to speed up the bio-degrading of the waste.

The recycling of waste works across three areas. All organic waste is buried in pits whilst plastics, tins and paper are separated and sent to Dar es Salaam in sacks whenever the company truck is heading that way.

c) **Protecting the bush**

The programme we have whereby our scouts work with the JUKUMU ranger to protect the bush around Sable Mountain is very important. As a buffer zone area it is used by a significant number of animals, and before our arrival would have been an easy target for poachers. Thankfully, these days there is little or no poaching, but we must remain vigilant, and not forget that we caught ivory poachers only six years ago.

It is also important to keep up the relationship with timber cutters who used to harvest the wood illegally. Not only is it important that we continue to make them buy the correct permit each time they take timber for us, but also to push the authorities to make sure this happens across the board. If anyone finds or hears of loggers without a permit, we should take them off our list.

Sable Mountain was built with barely a single tree being cut. The lower restaurant was built around a live marula tree, and the bar has had to be rebuilt already to allow for the growth of the tree. It is very important to maintain this policy, which is presently most tested by the rapid growth of the trees on the plot. Solar panels are being increasingly cut off from the sun, and views from the bandas are disappearing behind lush foliage. The answer is always to prune, never to chop down the trees.

It is also important that guides show their understanding and respect for the bush to clients. We should continue to ensure that they adhere to the training guidelines, as set down in the programme devised by Steve Foreman, which highlights the need to thoroughly assess each encounter with animals, and not to frighten, or disturb them unnecessarily, just to get a better picture, or to show off to clients. Also, avoid off road driving unless there is a genuine reason for it, and always clear up everything from picnic sites, and fly camps.

Our reforestation programme in the Uluguru Mountains has taken on increased significance with the growing awareness among clients to carbon offset their plane journey from Europe. We planted over 2000 trees around the Kododo plot, many of them hardwoods.

2) **A TENT WITH A VIEW** (Saadani National Park)

a) **Energy**

Following in the footsteps of Sable Mountain, A Tent With A View in Saadani converted entirely to solar power in 2006, and has even gone a step further by inverting the system to provide additional capacity in the rooms for charging camera batteries, and the like. Although the system has generally worked well, it is struggling under prolonged periods of a full camp, and so we have now added a wind turbine to the system. It

provides excess capacity, concentrated after sunset, when the usage is greatest. This is because the wind is typically at its strongest between 5pm and 9pm, the time when clients are mostly using their lights, and when cold drinks are most in demand.

The kitchen is again similar to Sable, using gas and bio brick ovens.

b) Waste

The staff policy with regard to saving water is, if anything, even stronger in Saadani, where good water is difficult to find. In 2006, we initiated a rain water collection system which fills an underground tank. The brackish water we draw through the water pump is used in showers and toilets, and collected rainwater is used for drinking and cooking. We have recently discovered an area with potential to become a large dam, approximately 1km from the camp, and after much negotiation, we are finally about to close up the open side of this nature depression and should have a great new, year-round source of water in 2010.

The sewage and waste product policy is the same as at Sable Mountain.

d) Protecting The Bush

Our camp at Saadani is a wonderful example of recycling local materials to great effect.

The furniture is almost exclusively made, by local craftsmen, from dead wood and foliage found in the immediate vicinity of the camp. Two old jahazi sailing boats, found buried in the sand in front of the plot, were dug up to make many of the beds, and tables, whilst most of the rest of the furniture is built from coconut trees felled by elephants, from behind the camp, and the sea, from in front. Behind the restaurant, is an area of thick bush, hiding the remains of a very old community. This is an area we have preserved exactly as we found it, except for a few narrow pathways which allow clients to explore the fascinating undergrowth. This area must be protected at all costs, until the day we introduce the correct archeological team to come and preserve it. We have already found ancient jewelry, old coins and old tools.

Behind the plot is a large area of some 15sqkm which, by a quirk of old contracts between the village and the one time ranch, has been left out of the new national park, by which it is surrounded. It forms an unsafe corridor, through which elephants, buffalo, and the very rare Roosevelt sable antelope often pass. [We are in the process of preparing an agreement with the village to protect this land with our own rangers, at our own expense, with the intention, in the near future, to use it for fly camps and walking safaris.] We will be paying a nightly fee for each client fly camping, and an entry fee for each client walking in the area. The rangers are not only important to protect the large game, but also to discourage timber poachers who are coming regularly by boat from Zanzibar, and chopping down the forests for charcoal. Good relations with the Pangani police are essential to affect arrests when we catch the poachers.

As with Sable Mountain, the guides must be constantly aware of their responsibility to look after the bush in which they operate, and to show this to the clients.

APPENDIX 1

MAKING JUKUMU WORK

The early years of JUKUMU have been difficult, and have resulted in anger and frustration from all sides. The plan around which the society began was a weak one and never properly addressed the needs of the villages JUKUMU were supposed to represent. In the end JUKUMU became the enemy of the village, and the community found itself with no control over a body of people whose job it was to represent them, not to fight them! After ten years in the middle of this constant war (in which Sable Mountain always seems to bear the brunt of the casualties, but our adversaries always get the re-enforcements) we felt it was time to step forward with a plan to make peace and look to the future.

The Plan - RESPONSIBLE TOURISM

The international tourist is changing in the 21st century, and the latest incarnation is as a thinking, caring person who wants to meet and interact with the local community. People are ever more interested in what their tourist dollars go towards, and many will only book a holiday if they know that the communities around where they visit will feel some benefit. This concept of responsible travel is most particularly applicable to Africa, the poorest continent on the planet.

With this in mind, private sector investors in the tourism industry should see community projects as an opportunity, not a burden. Clients increasingly want to take time out (just one morning, perhaps) from the safari itinerary to visit the local community, and once there, they want to know what is being done to help the people. Any investor who can show a serious commitment to such help, will immediately be seen in a positive light by the clients. Furthermore, increasing numbers of clients will choose one company over another based on their commitment to the local people; some simply refuse to use companies if they do not have a community development programme.

A Tent With A View & Sable Mountain has always been committed to community development, but has continually found itself corralled into contracts which simply ensure that the large revenues it generates for helping the villages is squandered by poorly managed organisations.

EMPOWERMENT

Supporting poor, rural communities so that they may support themselves, is a powerful idea, and one which is central to many programmes now in place in Tanzania. Such programmes are devised by experienced professionals, often from overseas where conditions and culture are vastly different, and they are comprehensive, bureaucratic and quite simply, impossible to understand for the people supposed to implement them.

Simply asking uneducated people to collect money and organise themselves to help their own community, will usually end up with them just helping themselves.

Sable Mountain is the perfect illustration of how well meaning organisations, in this case formerly GTZ and now the WWF, who are determined to “empower the people”, force parties into poorly thought out agreements which show little or no understanding of community dynamics. In consequence, such projects are doomed to fail.

Before our company was made aware of the existence of JUKUMU, it had agreed a plan with Kisaki village. This plan, namely to build a hospital and run it, would have cemented an excellent relationship between the village and the company. The idea was to not only build the hospital, but also to pay for the staff, and encourage relationships with international university hospitals, which would provide junior doctors during their elective period. These young doctors would supplement the local doctors, and the relationship created between their own teaching hospital back in Europe, and ours in Kisaki would ensure support with medicines and equipment. Sable Mountain Lodge was willing to house the young doctors in the lodge, providing the kind of environment which would attract many to apply. Such an initiative remains perfect for the needs of the village, and the company. Unfortunately, the land around Sable Mountain had already been placed in the hands of the JUKUMU trust and so both ourselves and Kisaki were forced to agree to the new arrangement. We all described our frustrations to GTZ when the contracts were signed, and the directors of our company made it clear that they believed this new society would not provide for the village in the way the company would.

The reality of the situation has, in fact, been far worse than was expected. JUKUMU was given no agenda for community development, no plan to seek further investors, and as such simply found its own way to spend the money. Subsequently, no single project has even been discussed with any village.

This situation was completely predictable, and has meant the waste of huge sums of money which should have gone into projects.

It is time for the public sector to give the private sector a chance to show just what it can do. For too long it has been assumed that investors are only interested in taking out what they can from the community, and putting as little as possible back. The reality is that most realise the need to help the community and have some good, practical ideas to make

projects work. Unfortunately, it appears that it is, in fact, the members of the community empowered to help their fellow citizens, who too often abuse their position, and squander revenues collected. This is, perhaps, inevitable without professional support with decision-making. It is time to set up a system which easily exposes the misuse of funds, whilst pushing the body in charge of community development to work, and get results.

A NEW WAY FORWARD FOR JUKUMU

If societies such as JUKUMU are to have a future then they must evolve into some kind of effect force which has a clear role to perform, one which everyone understands, and one which provides the society's funds based on its own results. Without a clear role, it is very hard to judge the performance of the society, and without an incentive to perform that role well, it is unlikely that the members will do so.

Furthermore, for the villagers to trust and appreciate any society which has been entrusted with funds for community development, they need to see results. As such, there needs to be clear plans for projects, and timetables to perform them. If the village people see that something has been proposed, and then see it start to happen, they will begin to believe that the society is working for them.

Once an investor is found for land donated by a village, most of the money generated from that investor should go back to the village whose land they are on. This money must then be used for projects which have already been identified by the village people as most urgent, but are within the budget range of what will be paid by the investor. There still remains one large problem with this. If you cannot trust the JUKUMU people to spend the revenue wisely, and for the genuine benefit of the village community, how can you trust the village council, which is drawn from exactly the same group of under-educated people?

There are two ways which will make the council more accountable. One is the process described above, whereby projects are identified ahead of time by the village as a whole, and so once the money is given, everybody is aware of what it is for. The second is where the investor steps in, and is given a chance to show commitment to the community.

From the revenues raised through the investor, 60% should go directly into projects for the village concerned, and the responsibility for applying these funds should be split equally between the investor and the village council. In other words, they will be responsible for 30% each, and given tasks of equal size. This way, if one underperforms, it will be exposed by the success of the other. Companies such as ours will be very keen to show how much it can do with the money it is responsible for, and will make sure its portion is used carefully. This would force the village to do likewise, or it would be obvious that their money had been mishandled. For instance, if each side was responsible for building a classroom for the school, it would be obvious if one was finished and the

other still just a foundation!

Competition is the key to making things happen. If one side fails to perform, it is much harder to hide, and it is much easier for district level officials to see who is producing and who is not.

With 60% of revenue given directly back to the village, there remains 40% for the administration of JUKUMU. Half of this money should go directly to run the JUKUMU rangers, who have a role to play protecting all villages from rogue animals. They could also be hired out to lodges in Selous as a security force to guard against the increasing number of thieves. This would allow them to be paid a reasonable salary, and it would keep them motivated. The Tsh22,000/ month which they earn at the moment is three times below the minimum wage!

The final 20% of revenue generated should go towards the administration of JUKUMU. It must include, at least one investor forum per year, where the society, aided by the villagers, can showcase the land available for investor usage. As investors are found for different villages inside the society, priority for seeking new investors should be given to those villages whose land remains unused. This way eventually all villages will have investors on their land and will earn good revenue to help the people.

Looking at the example of Kisasi in Selous, it is crucial that each village whose land is used sees a significant income, because otherwise they simply want to leave the society, and deal directly with the investor. Those villages with no investor still benefit by having rangers to protect them, paid by JUKUMU, and by having an organisation which is marketing their land to find them a new investor.

JUKUMU needs to find some expert help in preparing investor forums, and have at least one person highly skilled in this area, working for it. It is highly likely that this person can be funded from outside help, although there are no guarantees of this.

SCHEDULE OF HOW THE PLAN WOULD WORK

1) EACH VILLAGE MUST HOLD A MEETING TO DECIDE WHAT ITS PROPER NEEDS ARE. THIS LIST OF NEEDS MUST THEN BE GIVEN TO THE JUKUMU TRUST.

2) THE JUKUMU TRUST MUST WRITE A STRATEGY FOR THE DEVELOPMENT OF VILLAGE LAND INSIDE ITS JURISDICTION

3) JUKUMU MUST ORGANISE AN INVESTOR FORUM TO SHOWCASE THE LANDS AVAILABLE.

4) ONCE AN INVESTOR IS FOUND, A CONTRACT SHOULD BE SIGNED BETWEEN THE INVESTOR, THE VILLAGE, AND JUKUMU.

5) THE CONTRACT SHOULD SHOW HOW MUCH THE INVESTOR WILL PAY EACH YEAR, AND HOW THE MONEY WILL BE PAID. 30% OF THE PAYMENT SHOULD BE GIVEN TO THE VILLAGE COUNCIL TOWARDS A PROJECT IDENTIFIED IN No1.

30% SHOULD ALSO BE HELD BY THE INVESTOR FOR USE IN A PROJECT IDENTIFIED IN No1. 20% SHOULD BE SET ASIDE FOR THE JUKUMU RANGERS, AND 20% SHOULD BE PAID FOR JUKUMU ADMINISTRATION.

6) THE DISTRICT COMMISSIONER (DC) SHOULD BE PRESENT FOR THE SIGNING OF THE CONTRACT.

7) JUKUMU SHOULD HOLD AN ANNUAL MEETING WITH THE D.C. TO SHOW HOW SUCCESSFUL THE PLAN HAS BEEN.

8) INVESTOR FORUMS CAN BE ORGANISED MORE THAN ONCE A YEAR IF FUNDS ARE AVAILABLE.