Towards Sustainable Ecotourism through Stakeholders' Collaboration Strategies

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Abstract

This paper aims to assess the stakeholders' strategies towards sustainable ecotourism, with specific focus on networks and public private partnership strategies. A survey involving tourism stakeholders (n=250) was conducted in the eastern and northern tourist circuits of Tanzania. Through binary logit modeling, relationship between various variables was analyzed by looking at the attributes associated with identified strategies. The study results show that despite the number of the stakeholder's networks available, the level of their involvement in the management of ecotourism is still low. There is also statistical evidence showing that the extent of public private partnership in ecotourism activities is not so much clear and formalized. This leads to inadequate seriousness and sense of ownership among stakeholders especially community members and jeopardizes the development of ecotourism in the country. It is therefore authors' opinion that there is greater potential of sustaining ecotourism in Tanzania if all stakeholders will be represented and collaborated via networks and public private partnerships.

Key words: *Stakeholder Collaboration, Strategy, Sustainable Ecotourism.*

Introduction

Despite the general consensus that, tourism can be successfully used as a powerful tool for economic development worldwide, there is still a gap on developing specific strategies on the sustainability principles that could make tourists better-off without leaving the destination communities worse-off. In view of that, the world is facing a global crisis due to man-made disasters and other natural phenomena affecting the quality of life on different sides of the globe. Unfortunately, the remaining question that goes unanswered till today is how to make tourism more environmental friendly and at the same time preserve it as an interesting vacationing experience for the tourists, especially in developing economies that embrace tourism as the panacea to their economic woes. The answer usually is found in ecotourism which primary focuses on experiencing natural areas, which fosters environmental and cultural understanding, appreciation and conservation. By definition ecotourism is the traveling to relatively undisturbed or uncontaminated natural areas with the specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations found in these areas (Anderson, 2009; Fennel 2001; Ceballas-Lascurain 1983). According to Anderson (2009), in order for attraction to be regarded as ecotourism-oriented it should primarily involve the natural environment, with associated cultural elements constituting secondary components; also the interaction between the tourists and the environment attraction should be based on education, learning and appreciating; ecotourism should be environmentally, social-culturally and economically sustainable.

Tanzania is not unique in this, as most of its visitors come for ecotourism attractions. It is estimated that at least 90% of tourists visiting Tanzania follow nature-based tourism (Anderson, 2010). Various reports reveal that Tanzania has more competitive advantage than other countries when comes to ecotourism. Tanzania Tourist Board (2009) revealed that the key reason to Tanzania's competitive advantage is the country's location, natural resources, cities and broad cultural heritage. Moreover, it has been reported that Tanzania is the only country in the world which has allocated more than twenty five percent of its total area to wildlife national parks and

protected area compared to the world average of 4% only (Anderson & Amiri, 2011). According to Anderson (2010) and Honey (2008), Tanzania ranks second in the world for its natural resources; is a home to approximately fourteen national parks, thirty three game reserves, forty four game controlled area, one conservation area and two marine parks. That is equally saying that, most of tourism activities in the country depend on ecotourism's attractions.

The economic contribution of ecotourism in Tanzania's economy is significant. Carlson (2009) and SNV (2010) show that tourism is one of the primary national foreign exchange earners in Tanzania, contributing to 17.2 per cent of the gross domestic product and producing over 400,000 jobs, nearly one job for every additional tourist. In an effort to increase the country's ecotourism achievement the Ministry of Natural Resources and Tourism (2005) stipulated that Tanzania focuses on developing a sustainable tourism quality which is friendly to the conservation and restoration of environment and its people's culture as well as seek to maximizing benefits to be shared by the indigenous community for poverty alleviation. These initiatives among others featured in National Tourism Policy 1999 and being incorporated in the country's Integrated Tourism Master Plan 2002 (MNRT, 1999; 2002).

It has been revealed in Murphy (1997) that as the world is changing and experiencing shifts in social values that affect the way people act as individual, business and government, countries recognize more impact of those changes on environment. This brought more attention to the issue of sustainable ecotourism which is assumed to play a vital role in ensuring economic, ecological and cultural sustainability of the ecotourism destinations and country's development at large. In lieu of that, various principles of sustainable ecotourism were presented for instance, Mwamwaja (2006) argued that sustainable ecotourism involves using resources sustainable; reducing over-consumption and waste; maintaining diversity; integrating tourism into national/local planning; supporting and involving local communities; consulting stakeholders; skills development, training and marketing tourism responsibly. Anderson (2009) shows that network theory has been used in different settings when exploring the roles of networks in promoting ecotourism in the Balearic Islands. The study concludes that network theory provides a prescriptive approach for facilitating community-based tourism planning using stakeholder involvement and proposes five steps for a successful collaboration process: a high degree of interdependence, the recognition of mutual benefits that decisions arrived at will be implemented and therefore legitimised, that all stakeholder groups need to be involved, and the introduction of a formal strategic planning process.

Although there are numerous principles of sustainable ecotourism in the ecotourism literature, there is still a gap to be filled on developing specific strategies on each of the presented principles, particularly in emerging destinations like Tanzania. This study therefore focuses on principles of local community involvement and stakeholders' consultation by assessing the role of stakeholders' collaboration strategies towards sustainable ecotourism in Tanzania concretely focusing on stakeholders' networks and public private partnerships. The assumptions underlying the study's objective recline on the argument that in order for any project to be successfully implemented, community has to be involved. In line with that assumption, Vernon *et al.,* (2005) depicted that successful implementation of sustainable tourism requires cooperation by a wide range of different stakeholders (the public sector, accommodation businesses, transport operators, attractions, restaurants, food suppliers, utility companies, host communities and tourists.

The study findings are expected to be useful to ecotourism stakeholders since it increases public awareness on various stakeholders' collaboration strategies for sustainable ecotourism. The study also contributes towards fulfilment of ecotourism strategies presented in Tanzania Tourism Policy of 1999 on the aspects of community participation, human resources and skills development. In addition to that, the findings contribute substantially towards development and strengthening of stakeholders' networks and various partnerships between public and private players which in turn will ensure the incorporation of many stakeholders' interests and enhance smooth operation of ecotourism activities as argued by Pierce (1997) that control of tourism facilities through ownership by community groups as well as substantial community representation and committees may limit the negative social impacts. Vernon *et al.,* (2005) depicted that successful implementation of sustainable tourism requires cooperation by a wide range of different stakeholders (the public sector, accommodation businesses, transport operators, attractions, restaurants, food suppliers, utility companies, host communities and tourists). Finally it contributes to the general knowledge on ecotourism and sustainable development strategies, which is lacking in tourism emerging destinations like Tanzania.

Literature Review

Ecotourism is the fastest growing sub sector of the tourism which emphasizes on protection of the environment and natural habitats. It originates from ethics of conservation and sustainable development (Miller, 2007). According to Anderson (2009), ecotourism is the part of sustainable tourism which is made up of cultural, rural and natural tourism aimed to conserve biodiversity, sustain the well-being of local people, includes learning experience, involves responsible actions on the tourism industry, requires lowest possible consumption on non-renewable resources and stresses. Byrd (2007) argued that for sustainable tourism development to be successful stakeholders must be involved in the process.

A stakeholder in the tourism concept is identified by Freeman (1994) as any group of individual who effect or is affected by tourism development in an area; hence their participation is very crucial. Arnstein (1969),Cohen and Uphoff (1980) argued that stakeholders' participation can be grouped into three categories of non-participation (stakeholders who has no input); degree of tokenism (stakeholders voice their interest but can't influence the decision making) and degree of citizen power (stakeholders voice their interest and influence decision making). Stakeholders' collaboration is important in the community as it empowers community members, generate new ideas to the community, reduce conflicts, increase sharing of responsibilities and leads to an informed community (Carmin et al., 2003). Generally, stakeholder collaboration is regarded as a process of ensuring that there is interaction of various stakeholders with common or related goals during planning, learning, decision making and empowerment mainly for the sake of enabling smooth management, collectively decision and innovation when tackling challenges, opportunities and plans for current and future well-being of a particular society.

The current study is determined to examine efficient ways of collaborating stakeholders such as networks and public private partnership. Anderson (2009) defined network as a mechanisms for the pooling of resources among two or more stakeholders to solve a problem or create an opportunity that neither can address individually. Moreover, Dredge (2006) cited in Anderson (2009) interprets the sense of network theory as relationships between government, business and

civil society in such that those relationships shape issue identification, communication, resource sharing and collective actions among stakeholders.

Various theories on stakeholders' collaboration exist worldwide. For example Donaldson and Preston (1995) state that every legitimate person or group participating in the activities of a firm do so to obtain benefits and that the priority of the interests of all legitimate stakeholders is not self-evident. The theory is composed of three interrelated but different aspects known as: descriptive/ empirical aspect (describes some characteristics and behavior of an organization or development); the instrumental aspect (identifies the connection or misconnection between stakeholder management and the organization achievement or development goals) and the normative aspect (interpret function of moral or philosophical corporation whether is right thing to do or due to certain interest). The stakeholders' theory is relevant to this study as it help the understanding of stakeholders and their interest or motives in the tourism industry as well as the consequences of connections of various organizations in tourism industry.

In addition to stakeholders' theories, some authors presented various models on stakeholders' collaboration. Rowley (1997), for instance, integrated stakeholder theory and social network analysis to construct a theory of stakeholders influence with an argument that stakeholder relationship do not occur in vacuum or dynastic ties but are influenced by a network among stakeholders. Due to its relevance on stakeholders' collaboration aspect, the stakeholders' model is applicable in the present study with some modification so as to include local communities, service providers, community and nongovernmental organizations, academician and researchers as well as government officials. These were regarded as primary stakeholder group with an argument that without their continuing participation, the ecotourism will not be sustainable as evidenced to their importance in ecotourism's development. Carkson (1995) argued that if a primary stakeholder group became unsatisfied and withdraw from the corporation system in the whole or in part the corporate will be seriously damaged or unable to continue as gain concern.

On the same views, Bramwell and Sharman (1999) presented collaboration analytical framework to assess the extent to which a local arrangement is inclusive, has collective learning and consensus-building, and provides a mechanism for evaluating the power relations between stakeholders. In this framework, three sets of issues were proposed to measure the collaboration process encompassing the scope of the collaboration, intensity of the collaboration, and the degree to which consensus emerges among actors. Besides that, Harisson *et al.,* (2003) conducted a study on sustainable ecotourism development in the Caribbean with main focus on practical challenges. A key challenge towards sustainable ecotourism identified by Harisson and collegue is the exclusive nature of tourism which inhibits participation of local people in development of tourism. For sustaining tourism in Caribbean, their study recommend establishing more dialogue and collaboration between industry practitioners, government policy makers, academicians, researchers and students; emphasizing on policy oriented and actionable research as well as providing stakeholders with access to information that are found within academic institutions. Moreover, their study is relevant as it discusses various important principles of sustainable tourism and in view of that, the present research worked upon the study's recommendations on stakeholders' collaboration by examining further on how best various stakeholders can collaborate to sustain ecotourism.

Moreover, Byrd (2007) held a study on stakeholders in sustainable tourism development and their roles to investigate the roots of stakeholders' involvement and public participation and how they have been applied in the tourism. The findings show that in the process of sustaining tourism development four groups of stakeholders are supposed to involved, including the actual and future visitors, as well as the present and future host community. The study also depicted that the extent of stakeholder involvement in sustainable development process depend much on time, available resources and leadership of that particular society. The current study acknowledged the four groups of stakeholders presented and work further on involvement of various players in the group of present host community in Tanzanian context particularly on various ways to enhance their collaboration. Above all, the current study acted upon study's recommendation on identifying methods and strategies which will enhance not only god community participation but also widening community knowledge and empowerment.

Anderson (2009)'s study on promoting ecotourism through networks in the Balearics takes us a mile further to understand the nature and context of various actor networks and the way they are utilized to promote ecotourism (see Figure 1). The study reveals that as Balearic Archipelago was experiencing pressure from tourism activities on its resources, different stakeholders recognized the power of networking and came up with three networks, namely Alcudia Network (which offers environmental education and training programmes); Sustainable Hotels Network (that promotes green environments in the hotel establishments) and Calvia Network (which mainly focuses on individual development through ensuring active participation of hosts, control of tourism quality and sustainable use of resources). The study is pertinent as it provides in-depth discussion of stakeholders' networks and give five vital characteristics to networking process which are interdependence; joint ownership of decision; stakeholders' assumption of collective responsibility for the future direction of the domain; and network as an emerging process.

Based on literatures the present study conceptualizes stakeholders' collaboration, Strategies influence sustainable ecotourism in Tanzania as revealed in the null hypothesis that "Stakeholder networks and public private partnership have significant impact on sustainable ecotourism in Tanzania". The assumption underlying the hypothesis lies on the fact that stakeholders in partnerships and networks are more likely to promote sustainable ecotourism than otherwise. The argument is widely supported in Anderson (2009) and Ladkin and Bertramini (2002) that stakeholder collaboration acts as a tool to enhance stakeholders' understanding of common goals and to help these stakeholders solve problems in the sector development processes. The conceptual framework which guides the study in formulating and assessing the strategies on how best ecotourism stakeholders can collaborate for ensuring that there will be sustainable ecotourism is given in Figure 2; where the study methods are described in the next section.

Data and Methodology

This paper aims to assess the stakeholders' collaboration strategies towards sustainable ecotourism in Tanzania through stakeholders' networks and public private partnerships. The study adapted the quantitative methodology as it involves gathering of factual data and assessment of the existing relationships between dependent (in this case sustainable ecotourism) and independent variables (in this case networks and public private partnerships). The study population comprised of Tanzania's tourism stakeholders within the main tourist circuits of Tanzania in the east (Dar es Salaam, Pwani, Morogoro, Tanga and Zanzibar) and north

(Kilimanjaro, Arusha and Manyara). It is estimated that about 700 tourism businesses were registered in 2008; 66% of them in the northern tourist circuits (Anderson, 2010: 107).

Through simple random sampling, 250 respondents were selected to form a sample population and distributed at the ratio of 2: 3 for eastern and northern circuit respectively as most of ecotourism activities take place in the northern circuit as compared to the eastern circuit. The study adopted a survey approach to collect data where preliminary version of questionnaire was pre tested to few respondents for its validity, relevancy and clarity. The relevant secondary data mainly on strategies, challenges, opportunities and performance of tourism industry was collected from Tanzania Tourist Board and research institutions in order to analyze previous and current trend of ecotourism and tourism industry in general.

The influence of respondent's characteristics (gender, age, residency, education level and role) on their perception towards issues of sustainability of ecotourism in Tanzania was analyzed on each of the stakeholders' collaboration strategies by specifying and estimating binary logit models. The used questionnaire comprised of two general questions intended to assess the respondent's opinion on importance of stakeholders' networks in management of ecotourism together with the need for allowing private players to manage ecotourism. Respondents were asked 'How do you agree or disagree with the contribution of the 23 stakeholders collaboration strategies towards sustainability of ecotourism in Tanzania?, the mentioned 23 statements (see Box 1) were grouped into two groups of stakeholders network and public private partnership (PPP).The responses to these questions were coded so that the lower values indicated stronger response, as follows: ''totally agree" 1, "agree" 2, ''neither agree nor disagree" 3, "disagree" 4 and ''totally disagree" 5. Furthermore, those response options were grouped into two groups of either 'agree' (option 1 and 2) and 'disagree' for option 3, 4 and 5 and hence qualify for the binary discrete choice model. The analysis was aided by Statistical Package for Social Science (SPSS), when estimating the degree of agreement on the influence of various variables (such as networking and public-private partnerships strategies) on sustainable ecotourism. The estimated binary logit model was as follows:

$$P(AGREE=i) = \exp(xi\beta) / 1+ \exp(xi\beta)$$

Where: $$xi\beta = \beta_0 + \beta_1 net + \beta_2 ppp + \sum_j \beta j\, zij$$

Hence $AGREE_I$ denotes the ith individual agree ($AGREE_i$=1) or not agree ($AGREE_i$=0) with the stakeholders collaboration strategies, z_{ij} denotes the dummy variables, β_1 and β_2 denotes the regression coefficients. For the purpose of interpreting the model, the reference group related to the following variables was defined: a male respondents aged between 36 and 35, residence of Kilimanjaro, educated at the level of college certificate and local community members.

Results

Respondent's Characteristics

The sample population comprised of 65.2 and 34.8 percent for male and females respectively. When comparing the gender variation from the two sampled tourism circuits, the percentage of males was 62.6 and 37.4 for northern and eastern circuit respectively while those of female was 55.2 and 44.8 percentage for northern and eastern circuit respectively. With regard to age, the majority of respondents fall between 36 and 46 years old, this group comprised of the 30.8

percent of the total respondents. Other respondents' age were distributed as follows: between 26 and 36 years 28.8 percent; between 46 and 55 years 24.0 percent; less than 25 years 9.6 percent and above 55 years 7.2 percent. The result implied that approximately 60 percent of all respondents were aged between 26 and 46 years old probably because this age group forms the majority of work force in Tanzania. The findings also revealed that 60 percent of total respondents were found in the northern circuit and 40 percent were found in the eastern circuit of tourism. This is due to the sampling layout that the respondent's ratio between the two circuits to be 2:1as many of ecotourism's activities take place in the northern as compared to eastern circuit MNRT (2009). Moreover, it was disclosed that respondents have different level of education ranging from primary to Ph.D whereby 34.4 percent of total respondents reached at least advanced level of secondary education.

The majority of respondents (51.2 percent) possess the undergraduate qualifications at different levels of certificate, diploma and first degree while those with post graduate qualification (Masters and Ph.D.) comprised of 14.2 percent of the total respondents. Respondents play different roles in the society as far as ecotourism is concerned. The majority group (23.4 percent) comprised of stakeholders from government organizations while local community members and players from private sector and nongovernmental organizations form 20.4 and 20.0 percent respectively. On other side researcher and academicians from various institutions forms 15.2 percent and service providers' group (comprised of tour operators, transporters, hotel and restaurants) form 20.8 percent of total respondents. The selected respondents' roles represented the major group of ecotourism stakeholders in the community as evidenced in Navruzov (2000) with an argument that the word of community is widely used with varying meanings, within these, five factors are perhaps more important for clarification are individuals, social groups, nongovernmental organizations, community sector and local population. The detailed respondents' characteristics reflecting gender, age, location, education level and their roles in ecotourism is presented in Table 1.

Degree of agreement with usefulness of stakeholders' networks in ecotourism management

In Tanzania, the tourism networks comprised of several groups of stakeholders situated in various ecotourism attraction sites. Among the key networks accordingly are the following:

i. *The Tourism Confederation of Tanzania (*TCT) is the union of Tanzania's tourism associations and networks representing various private business sectors in the travel and tourism sector. The ten main registered members are Tanzania Association of Tour Operators (TATO), Hotel Association of Tanzania (HAT), Tanzania Hunting Operators Association (TAHOA) and Tanzania Society of Travel Agents (TASOTA), Tanzania Air Operators Association (TAOA), Intra-Africa Tourism & Travel Association (ITTA), Tanzania Professional Hunters Association (TPHA) and Zanzibar Tourism Investors Association (ZATI), Tanzania Tour Guides Association (TTGA) and Tourism & Hotel Professionals Association of Tanzania (THPAT).By this nature and mixture of members TCT is considered as the apex body in travel and tourism in the country. The main roles of the confederation have been designed to ensure that, through national representation, appropriate macro policies and strategies are adopted for developing and maintaining an environment for protecting natural and cultural heritage for the sake of both domestic and international as well as for growth and development of the country at large. In ensuring that, the confederation achieves its goals, efforts are undertaken to improve competitiveness,

expand investment in tourism and address operational challenges, mainly in the areas of hospitality, quality and infrastructure.

ii. *Tanzania Association of Tour Operators* (TATO) was established in 1983 to represent the licensed tour operators in Tanzania. The mission of TATO is uniting, promoting and providing tools to local and international individual tour operators as well as placing the country in the world map, as most unique place for tourist destinations, globally. With about 256 members from both Tanzania Mainland and Zanzibar, TATO endeavours to carry out advocacy for and on behalf of its members, provide a comprehensive position in its relations with the Government and its institutions in matters pertaining to the formulation of tourism policy, plans and programmes. TATO maintains high quality and standards amongst its members. This network also plays a major role in linking its members with the government in the view of PPP in order to create enabling working environment and promotion of tourism in Tanzania. Furthermore, the association undertakes feasibility studies, research, appraisal, managing and executing programs and projects in areas where tourism activities are carried out. On top of that disseminates information to its members and relevant institutions and offers capacity building programs to its members.

iii. *Zanzibar Association of Tourism Investors* (ZATI) is a non-governmental, non-religious, and non-political organization established in 2003 to represent the interests of all tourism investors in Zanzibar. The main aim of its operations is to ensure that, there is a sustainable and professional tourism industry of the highest standard as well as working with all stakeholders including government institutions. The association has about 106 members from various sectors such as hotels (60), tour operators (10), suppliers (8), water space (8), restaurants (5), shops (3), consultant (1) and health (1). One among the key achievements of the association is creating and implementing the PPP for enabling best tourism environment for both investors and tourists. The association also emphasizes excellence in hospitality, management, marketing together with sustainable growth and development of the sector for benefit of majority of stakeholders, mainly the local community

iv. *Hotels Association of Tanzania* (HAT) is a non-profit organization established as a forum to connect society and tourists with the hotel community in Tanzania. The core objectives of HAT include: advocating on behalf of its members to strengthen, promote and protect the industry; provide value-added services that help members deliver on their financial, social, and environmental sustainability goals; and assist members in pursuing world-class services and hospitality standards.The association has about fifty common members and five affiliated ones including Bagamoyo Beach, Hotel Sea Cliff Limited, Kibo Palace, Kipepeo Village, Mafia Island Lodge, Mount Meru Hotel, Saadan River Lodge, Serena Hotels, Zara Adventures, Friends of Serengeti and Acorn Tourism Development Consultants. Despite the fact that, the association links and represents its members, it also strives to ensure quality and best practices among its members by stipulating and monitoring code of conduct for all members in the areas of standards, guest and employee management, promotion, information sharing and accounting.

v. *Tanzania Air Operators Association* (TAOA) was established and became operational in October 10th, 2002 as a platform for positive dialogue between licensed air operators and

other stakeholders in the aviation industry and air transport sector. With approximately 30members, TAOA operates to ensure development and expansion of sustainable Aviation services with much emphasis on safety, efficiency, smooth, regular and economic operations through involvement of all key stakeholders both in private and public sectors. The eight founding members of the TAOA comprised of Air Excel, Air Tanzania Corporation, Coastal Travels Limited, Desert Locust Control East Africa, Flight Link Limited, General Aviation Services, Northern Air and Tanzania Air Services.

vi. *Mkongo-Mloka Development Association*: is the largest Non- Governmental Organization with more than 15,000 members in more than 3000 groups. This organization was officially registered in 1996. It's headquarters are at Kipo village in Rufiji District and secretariat office at Dar es Salaam, Tanzania. The main objectives of this organization among others are: motivating and empowering people to, engage into development activities; poverty alleviation education provision and diseases fighting; agriculture, Fishing development and environmental protection activities and rural tourism promotion and management of natural resources. Mkongo-Mloka Development Association is also managing three sister programs known as: Community based artisan fishing program (CBAFP), Wildlife Management Area under community based conservation (WMA-CBC) and Community forest management Rural program.

Beside those networks, Tanzania Private Sector Foundation under Cluster Competitiveness Program, undertook a study on cluster competitiveness in the country and presented tourism clusters in regions of Dar es Salaam, Tanga, Unguja, Pemba, Mwanza and Arusha. These clusters comprised of networks of stakeholders who offer several support to tourists and service industry and for this reason they benefits from the sector both financially. For instance, Unguja tourism cluster (Plate 20) in Zanzibar is made up of various stakeholders' networks such as hotels, transport, training institutions, government agencies, trade and sectorial associations as well as investors and multilateral donors. From the figure the interconnection of players is clearly shown, which in turn ensures the best environment for tourists who visited a variety of tourist attractions due to availability of various support services such as accommodation, transport, financial, health, information and internet.

In the assessment of the impact of number of factors on the likelihood that, respondents would report that, stakeholders' networks are vital in the management of ecotourism activities in Tanzania, the findings revealed that 70 %of all respondents agreed that, stakeholders' networks are very crucial during management of ecotourism. Moreover, 30 % of the total respondents were of the opinion that, the stakeholders' networks are not important in the management of ecotourism related activities in the country. The overall percentage of correctly classified cases was 69.6 %, implying that, the model classified all cases would not agree with the need of using stakeholder's networks in management of ecotourism

Degree of agreement with private players' participation in ecotourism management

It has been reported by Nkya, (2004) and Ngowi, (2006) that, since 1990's, some countries in Africa, Tanzania being one of them have also started to contract out provision of public goods and services such as sewage, waste water management, hospital services, garbage collection, and financing of infrastructure projects to private partners. Despite the fact that, PPP is common in

the mentioned areas, a range of community-private tourism ventures have emerged in Tanzania, starting in the early 1990s mainly in the northern part of the country, where tour operators have entered into legal contracts with Village Councils. These contracts generally provide for tour operators to be able to access village lands in exchange for set payments by the operator, and villages agreeing to set aside a concession area where they will not farm or settle. Such agreements serve to maintain natural vegetation and prevent land use changes in these ecotourism concessions, while villages maintain full land rights and authority over the areas (TNRF, 2008). Moreover, the same source reported that, both the public and private sectors have increased efforts to promote domestic tourism such as advertisements through the media and participation in local fairs such as "Karibu Travel Fair", "NaneNane" and "Saba Saba". As a way of encouraging residents to visit national parks, museums' and antiquities' entrance fees have remained low. However, there is still no real official policy framework or support from government agencies particularly involved in developing notions as to how a private sector entrepreneur can carry out effective community involvement with ecotourism (Loibooki, 2010).

The study findings reveal that, most of the key people in the management of ecotourism are from the public sector and respondents expressed their need for increasing the participation of stakeholders from the private sector in the management of ecotourism. This has been evidenced by the fact that while 80 percent of all respondents do agree that there is a need for allowing private players to manage ecotourism in Tanzania, 20 percent of them depicted that there is no need for allowing private players in the management of country's ecotourism. These findings resemble the agreement of ecotourism stakeholder in World Ecotourism Summit (2002) about the significance of strengthening small and medium enterprises and particularly micro enterprises to enable them to successfully engage with the tourism industry in Africa.

Discussion and Conclusion

Stakeholder's Collaboration Strategies towards Sustainable Ecotourism

The 23 items representing stakeholders' collaboration strategies (box 1) were grouped into two groups on the basis of stakeholders' network (statement 1-12) and public private partnership (statement 13-23). Each of these two groups contains specific strategies under study whereby respondents were required to agree or disagree on the proposed strategies towards stakeholders' collaboration and sustainable ecotourism. All strategies were compared with five respondent's characteristics namely as gender, age, location, education and role of respondents in ecotourism. The general findings reveal that in Tanzania's northern and eastern ecotourism zones, stakeholder's networks and public private partnerships are not much emphasized and so respondents extend their concern on need for extra efforts to incorporate more stakeholders in various forms such as using their representative groups, associations and networks as well as partnerships with public sector for sake of sustainability of ecotourism as follows:

Stakeholders Networks

The main stakeholders' networks strategy revealed in the study were: forming more advocacy groups in the community, involving local community members (which accounted for 95.6 % of all responses), followed by business and service providers; government agencies; researchers and academician in managing ecotourism (93.4 %), involving stakeholders at local level (92%) and establishing networks for stakeholders' interest(90.4%). The overall responses for ''agree'' and

''disagree'' were skewed percentage-wise with an insignificant number of respondents disagreeing with the strategies ranging from 4.4 to 18.8 % (Table 2.).

In the same context, the results show that, despite the minimum number of the stakeholder's networks, the level of their involvement in the management of ecotourism is also low and hence, in order to ensure better and sustainable ecotourism in Tanzania, all key stakeholders such as local community members; business and service providers; government agencies; researchers and academician in both public and private institutions have to be involved in its management using different roles. The findings are supported by findings by Gunn, (1994) who argued that, one main key to successful implementation of sustainable tourism development in a community is the support of stakeholders such as citizens, entrepreneurs and community leaders. Also, it is assumed that, the increased contributions of communities to locally managed ecotourism create viable economic opportunities and reduce environmental issues associated with poverty and unemployment. Stakeholder's involvement results in generation of new ideas, reduction of conflicts and sharing of responsibilities within an informed community (Carmin*et al.,* (2003).

Likewise, the participation of people with disabilities within the networks is low in such a way that, respondents demanded for their full involvement so as to safeguard their interests. With regard to various functions of stakeholders' networks, for the sake of sustainability of ecotourism and community benefits, networks should always stand for stakeholders' interests and involvement in conflict resolution as well as advocacy. Additionally, formation of the stakeholders' networks should not be forced by laws, but instead, be voluntarily formed and managed at local or grass-root levels. This has also been supported and evidenced by Chanan, (1997) who suggests two types of residents' involvement, which are participation or active citizenship as a general constructive voluntary activity among individuals or social groups, and partnership between community sector and other local actors. So, the differences between these two types of social activity could be clarified in two aspects of participation and partnership. Still, results depicted low level of educated people in most of the society and the issue of stakeholders' consultation is also not very much impressive. In lieu of that, it was proposed that, in addition to having educated society members who can protect the eco attraction sites and use for their own societal benefits, stakeholders involved in ecotourism have to be consulted before authority making huge ecotourism decisions, which have substantial impact on their day to day activities socially, economically and culturally. By so doing, the community will feel as part of these projects, which in turn will lead them to be more responsible and protective over ecotourism attractions and resources and hence, ensure current and future use of ecotourism attractions in their areas.

Public Private Partnerships (PPP)

With regard to PPP, the main collaboration strategies accepted by respondents are involving private players in the capacity building of community (87.6%), increasing private partnerships in the management of projects (85.6%) as well as permitting PPP in infrastructure development, information and communication (84.8%). However, the most unacceptable strategies were: formalization of all PPP (51.6 %) and ensuring that, the public have the majority shares than private partners in the partnership (40.4% of all respondents). The details of the respondents' decisions are summarized in Table 3. Despite the significant value of the coefficient of determination **(R^2)** for most of the proposed strategies, the poor explanation was recorded on

establishing partnership with foreign private partners (16%) and formalization of all PPP (12%) implying that, formalization of all partnerships with foreigners does not fully guarantee stakeholders collaboration and commitment for sustaining ecotourism.

Concerning the extent of influence of predictors, negative influences have been recorded in three of them, which are formalization of all PPP; enhancing more PPP in research and development activities; as well as ensuring that, the public has the majority shares than private partners as reflected in their negative values of regression coefficient (β). Nevertheless, respondents were in dilemma on the structure of the partnerships whether to be formalized or not, majority of them depicted that, for effective and efficiency of PPP in ecotourism, system should allow both formal and informal PPP. The reason to that argument might flexibility purposes which will take into account planned and unplanned changes or effects. The importance of PPP in sustainability of ecotourism has been also supported by World Ecotourism Summit, (2002) with the argument that, PPP should be seen as a key facilitating mechanism, particularly for informing and educating the traveling public about the consequences of their travels as well as their potential for beneficial action. Partnerships could also be used to educate community members and other stakeholders on effective and efficient use of ecotourism resources for the both current and future use. Areas for partnerships and role of each partner are other key areas to be taken care of as far as sustainability of ecotourism is concerned. The findings show that, partnership between private and public should base on six key areas of infrastructure development, namely; capacity building of community, information and communication, research and development activities as well as in the management of projects.

The findings have been supported and clarified further by Eagles, (1995) that the role of the public sector in ecotourism is to provide environmental protection; provide security and enforcement; build infrastructure (such as roads and airports);as well as monitor and control impacts. In another dimension, private sectors' role in ecotourism typically is in providing accommodation and food; provide transportation, such as buses and airlines; information, such as guides and brochures, promoting sites to potential visitors; and providing consumer products, such as souvenirs.

Public-Private Partnership may use various systems and techniques, as mentioned by Ngowi, (2006) as follows:

i. *Contracting Out*: placing of a contract by a public agency to an external private company.
ii. *Franchising/Concession*: A private partnership takes over responsibility for operating a service and collecting fees and possibly be used for funding new investments in the form of fixed assets.
iii. *Affermage*: Public authority controls construction and owns the fixed assets, but contracts out operations, maintenance and collecting service charges.
iv. *Leasing:* Making use of equipment/assets without purchasing, but paying a lease.
v. *Privatization*: Public service is entirely sold to a private partner.
vi. *Management contract*: Private organization takes over responsibility for managing a service to specified standard by using staff, equipment of public authority.
vii. *Build Own and Operate (BOO):* Partnership between public and private sectors whereby, the private firm may build, own and operate the asset/service.
viii. *Build Operate and Transfer (BOT):* Same as BOO, but the asset/service will be transferred to the public sector after a period of time.

ix. *Management Buyout (MBO):* The management of well-run internal functions negotiates the purchase of that function and becomes a private venture.
x. *Co-operatives*: Self-governing voluntary organizations designed to serve the interest of their members, working in partnership with public authorities.

In addition to that, the modality of the partnerships should be open such that, the system allows partnership between public, community sector and other local actors as well as with foreign private partners, whereby local partners have to be given higher priorities during the formation of the partnerships for enhancing and strengthening community involvement Chanan,(1997). With regard to the extent of partnership, even though some of the respondents were of the opinion that, there should be equal shares for public and private, the majority advised that, efforts should be made to ensure the public remains with majority of shares for ensuring sustainability of ecotourism activities. When comparing these findings on ownership mode to previous related studies and actual practice in different areas around the world, literature reveals that while Tuohino and Hynonen (2001) argue that, most forms of ecotourism are owned by foreign investors and corporations that provide few benefits to local communities as majority of profits are put into the pockets of investors instead of reinvestment into the local economy or environmental protection. Likewise, the evidence from Senegal during the World Ecotourism Summit (2002) shows that, the issue of foreign ownership draining many of the benefits at the local level.

Estimating Logit Models

All 23 logit models that deliver the estimated probability of agreement with each of the proposed stakeholders' collaboration strategies towards sustainable ecotourism were estimated to ascertain the attributes related to each strategy. The general findings (Table 4) show that, the probability of agreement with network strategies increases mainly with residency of respondents followed by education level and occupation.

Specifically, the chance of agreement with strategy on 'ensuring that stakeholders are forced by laws to participate in ecotourism management increases with residency of respondents except for respondents residing in Manyara. Besides, staying in the eastern tourism circuits mainly Dar es Salaam, Coast, Morogoro , Zanzibar and Tanga) increases agreement of the need for people establishing networks as a result of common goals and interests. The reasons towards these observations could be due to the argument that, the more the stakeholders are educated and closely living in ecotourism attraction site, the more they see the need and importance of protecting those areas as well as joining effort to safeguard and enjoy the expected benefits.
In spite of that, being a researcher and living in eastern tourism circuit decreases the probability of agreeing with the 'need for involving stakeholders voluntarily in ecotourism management'. The possible reason behind that being majority of the stakeholders discover existing loop holes in tourism governance so as the need for government to set up machinery. The high expectation of stakeholders is reclined on the arguments that the mechanism will clearly stipulate modalities for stakeholders involvement in the ecotourism management rather than the practice of stakeholders forming their associations and decide whether to or not to commit themselves in ecotourism. If left unaddressed, the stakeholders will involve themselves in the areas where they will benefit directly socially or economically hence left other ecotourism areas unattended which in turn might affect their growth and sustainability.

Besides, the findings depicted that, the degree of agreement with 'ensuring stakeholders are forced by laws to participate in ecotourism management' and 'involving stakeholders at local level' decreases with the female gender and age ranging between 46 and 55 of respondents. This might be contributed by the fact that, people with such age groups are considered as mature and in most cases are managers of various issues at family or community level hence, they know the importance of involving players voluntarily at local level through bottom-up models as evidenced by Gunn, (1994).

In the case of female gender, the findings can be linked to the position of women in most African societies, which don't allow them to make decisions, but instead their men decide on their behalf and later on they are supposed to implement whatever has been agreed upon. However, as society views on this matter starts changing, females are now realizing the need for their voluntary involvement in ecotourism and other development matters in the society. Furthermore, the study findings show that, being a female decreases the probability of agreement with the 'establishing networks involved in conflict resolutions', 'grooming educated society on ecotourism issues' and 'involving stakeholders at local level'. It has been established that, in most of local societies it is not common for women to be involved in decision making especially in conflict management and train or lead other members in the society, mainly men.

According to Timoth, 2001 cited in Weiving and Neil (2009), most of women and ethnic minorities in the past have had little voice in policy mattes, particularly in the developing world and most of their work has been relegated to the economic periphery since it is either domestic in nature or undesirable to those in positions of power. The political right of women and their entitlement to participate in tourism planning and decision making are ill-defined in tourism policy practice. When these people particularly in the informal sector are not given opportunities to participate in decision making, their position becomes even more tangential. Likewise, their work becomes progressively marginalized.

Besides, the degree of agreement with strategies on 'incorporating the contribution of people with disabilities', and 'stakeholders' networks formed by people with different goals and interests' increases with occupation of respondents especially for academician in public universities, nongovernment organization, local government officer and researchers Similar effect occurs for strategies on 'grooming educated society on ecotourism issues' and 'consulting stakeholders before making any ecotourism decisions' These groups of stakeholders usually have higher education level and hence their understanding in most of development issues is higher than others hence they know the benefit and impact of consultation, multi-disciplinarily, educated society for sustainable development.

Like in stakeholders' networks, generally, the degree of agreement with public private partnerships with higher number of locals than foreign partners increases more with influence of residency of respondents and occupation in most of the strategies. It is assumed that, community residing within or near the ecotourism attraction sites engage so much in profit-making activities so they have higher chances of experiencing several challenges. Such kind of experience , lead someone to see the need for extra effort to support the sector through PPP with local partners being the majority possibly because for long period of time mostly in African countries,

foreigners benefited more than locals in ecotourism investments as revealed in Tuohino and Hynonem, (2001),

It has also been established from the findings that, being uneducated decreases the probability of agreement with formalization of all partnerships between public and private', 'allowing informal public private partnerships' and 'promoting partnerships in the infrastructure development. The level of awareness on benefits of PPP, sense of responsibility, accountability and consequences between players is believed to be low in this group of people. This is because some of them believe that only the government is mandated to build and support infrastructure. Bhuiyan*etal.,* (2011) indicated that, in order to ensure ecotourism development, governments must focus on ecotourism action plan, building institutional capacity; invest in ecotourism projects, creation of protected areas, image and branding, linkage to other types' tourism, advertising and publication, human resource development and SME operation as well as ensuring participation of the local people. The findings from the current study imply that, all those focus areas will flourish if governments will incorporate private sector in the implementation plan via PPP.

Respondent's age was another influencing factor on the possibility of agreement with 'ensuring equal shares for both public and private in the partnership' since the likelihood of agreement decreases with age below 25, between25-35and above 55. The reason behind is probably because most of the respondents below 25 years are normally not fully engaged in the economic activities due to educational commitments and hence, not seeing the need and consequences of PPP. On the other hand, respondents aged above 55 years are reaching retirement age hence are in better position for self-employment and commit themselves fully in ecotourism related activities. This might make them need more opportunities to be given to private individuals rather than sharing equally with public sector. On the contrary, the findings were not expected for stakeholders between 25 and 35 years to have decreasing possibility of agreement because they were believed to be most active groups with higher chances of engaging themselves in economic activities and partnerships.

Conclusion

This paper assesses the stakeholders' collaboration strategies towards sustainable ecotourism in Tanzania through stakeholders' networks and public private partnerships using 250 ecotourism stakeholders residing in the northern (Kilimanjaro, Arusha and Manyara) and eastern tourism circuits (Dar es Salaa, Pwani, Morogro, Tanga and Zanzibar) . After analysis by binary logistic models, the findings show that 70% of respondents agree and 30 % disagree with usefulness of stakeholders' networks in the management of ecotourism, while 80 % of respondents agree with the need for private players' participation in ecotourism.

Pertaining to specific studies on stakeholders' network, findings revealed that, the main agreed strategies were: forming more ecotourism advocacy groups, involving local community members business and service providers; government agencies; researchers and academicians in managing ecotourism, involving stakeholders at local level and establishing networks for the interest of stakeholders'. Despite the fact that, all the proposed strategies show positive influence on sustainability of ecotourism, some respondents disagree with the strategies ranging from 4.4% to 18.8%.Moreover, with regard to probability estimates, it was established that, the probability of the agreement with stakeholders' network strategies increases so much with residency, education

level and occupation of respondents. Additionally, it was established that, being an academician in a private institution and living within the eastern circuits especially in the regions of Dar es Salaam, Coast, Tanga and Zanzibar decreases the probability of agreement with the need for involving stakeholders voluntarily in ecotourism management. Possibly this is because in most cases stakeholders will involve themselves in the ecotourism areas where they will benefit directly hence other areas might be left unattended. Besides, the degree of agreement with ensuring stakeholders are forced by laws to participate in ecotourism management and involving stakeholders at local level decreases with the female gender and age ranging between 46 and 55.

With regard to public private partnerships, participants expressed the necessity of involving private players in capacity building of community members (87.6%), in the management of projects (85.6%) in the infrastructure development and in the information communication (84.8%).The output also depicts that, formalization of all partnerships will not guarantee fully stakeholders collaboration and commitment for sustaining ecotourism activities and that PPP should base on six key areas of infrastructure development, capacity building of community, information and communication, research and development activities as well as in the management of projects. When ten logistic models of PPP were estimated, the findings show the following: being uneducated decreases the probability of agreement towards formalization of all partnerships between public and promoting partnerships in the infrastructure development; degree of agreement for strategy on ensuring equal shares for both public and private in the partnership decreases with age below 25 , between 25-36 and above 55; and also being female decreases the degree of agreement with need for increasing private partnerships in the management of ecotourism related projects.

The study is hereby recommending that, stakeholders and the general public should organize themselves and establish networks as well as strengthen the existing networks so as to join efforts in safeguarding their interests and aid joint decision-making processes, and hence, ensuring one voice for their stand. They should also invest and participate in development processes pertaining to ecotourism particularly, in the areas of management, infrastructure support, capacity building and conservation of both natural and cultural attractions in local communities.

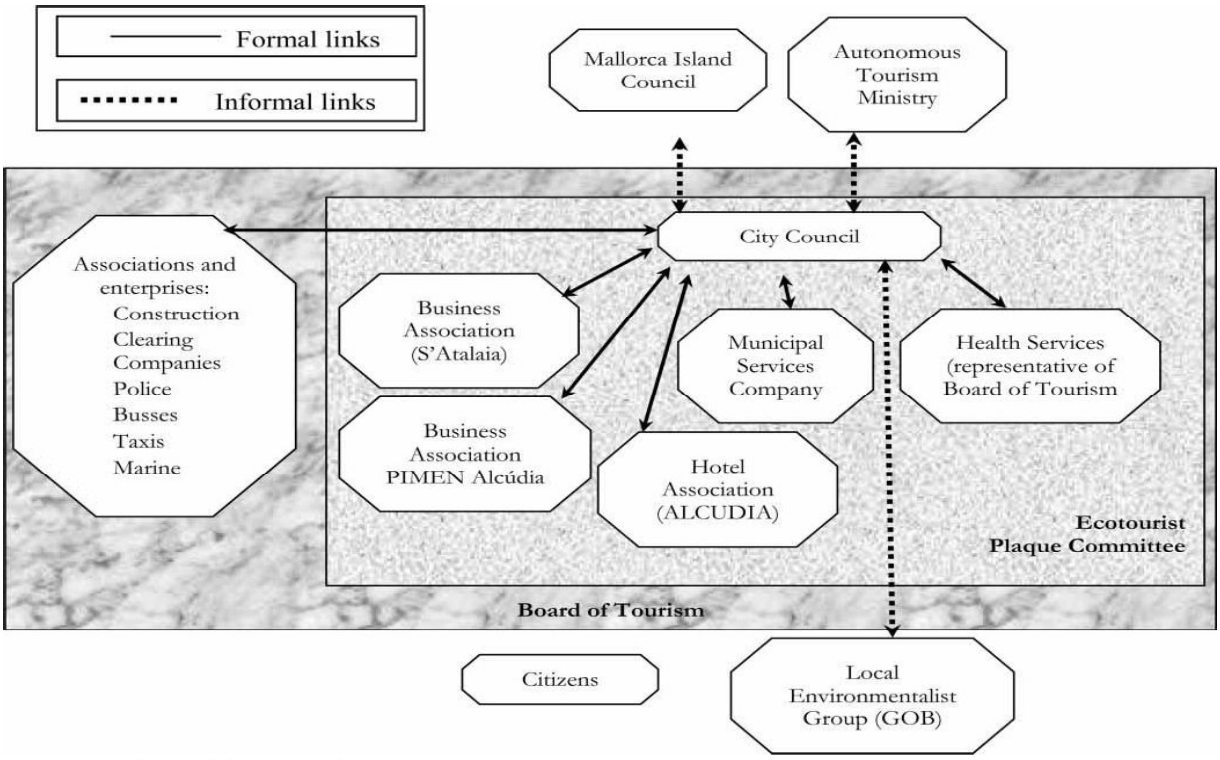
Despite the fact that, the findings from this study will add up to the existing literature and general knowledge on ecotourism and sustainable development around the globe, further research needs to be conducted on structure, composition and extent of involvement of the stakeholders' network and public private partnerships as well as other components of stakeholders collaboration strategies, which might have impact on sustainability of ecotourism. Knowledge of the stakeholders' collaboration strategies cannot be enough and complete, therefore the authors wishes to see future research exploring other factors and areas necessary for sustaining ecotourism from other perspectives. This will enhance joint effort from different angle and perspectives for sustainable ecotourism and development in general.

From the point of view point of policy and management, the findings will be helpful to policymakers and other decision-makers in ensuring that, appropriate decisions and measures are taken for stakeholders' involvement. In view of this, for effective and efficient stakeholders' collaboration, it is hereby recommended for involvement of stakeholders in the form of stakeholders' networks and public private partnerships in all ecotourism programs. Moreover, the

role of the private sector in the partnership with public for the sake of development and sustainable ecotourism must be specific, clear and in line with government rules, regulations and public private partnership policy.

Tables and Figures

Figure 1: Local ecotourism network in Alcudia



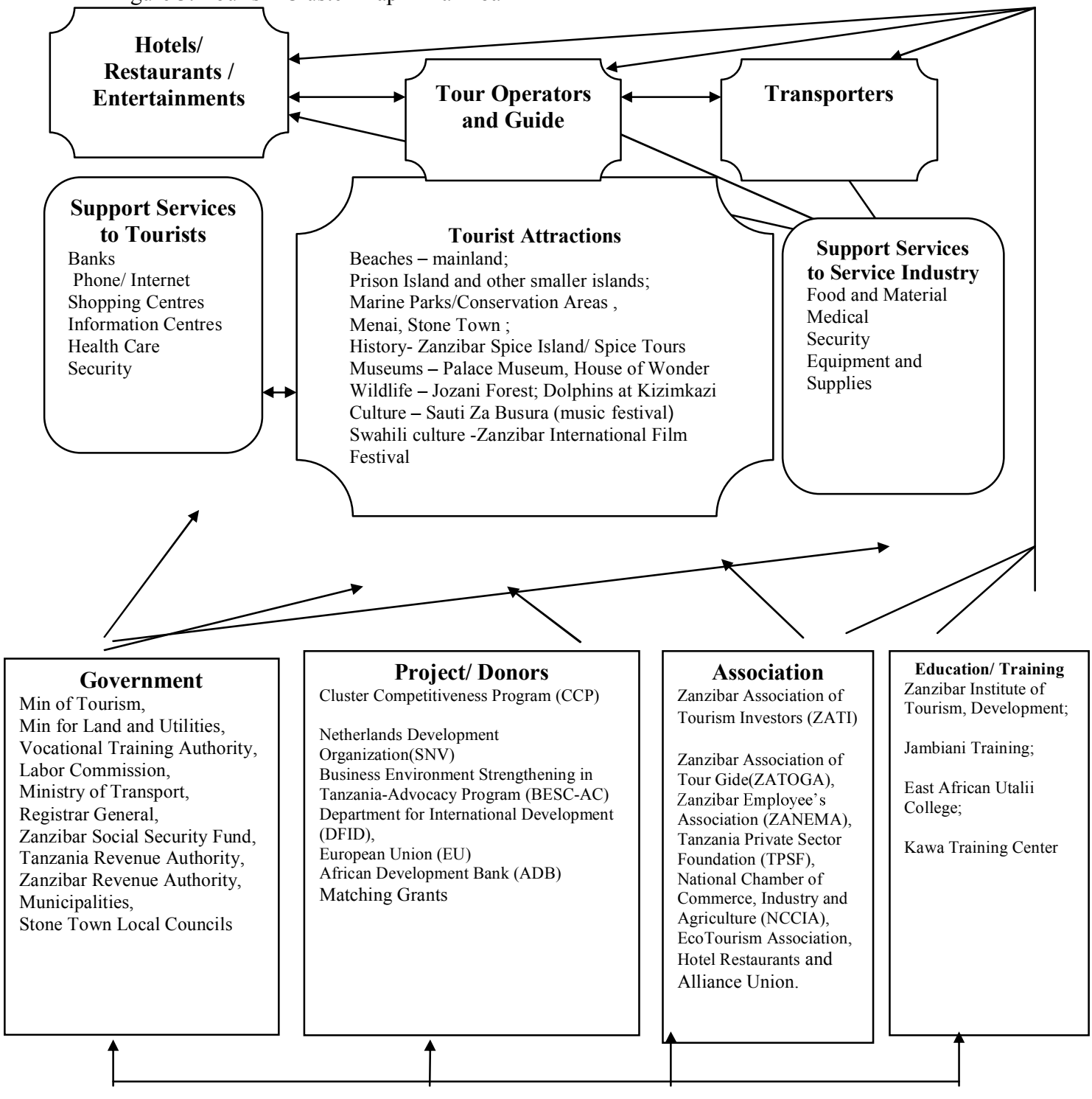
Source: Adopted from Anderson (2009)

Figure 2: Conceptual Framework



Source: Designed in this study

Figure 3: Tourism Cluster Map in Zanzibar



Source: Adopted from Tanzania Private Sector Foundation, (2011)

Box 1:
1) Involving local community members; business and service providers; government agencies; researchers and academician in managing ecotourism.
2) Incorporating the contribution from people with disabilities.
3) Stakeholders' networks formed by people with common goals and interests.
4) Stakeholders' networks formed by people with different goals and interests.
5) Establishing networks for stakeholders' interest.
6) Establishing networks involved in conflict resolutions
7) Forming more advocacy groups in the community.
8) Grooming educated society on ecotourism issues.
9) Involving stakeholders voluntarily in ecotourism management.
10) Ensuring stakeholders are forced by laws to participate in ecotourism management.
11) Involving stakeholders at local level.
12) Consulting stakeholders before making any ecotourism decisions.
13) Formalization of all partnerships between public and private.
14) Allowing informal public private partnerships.
15) Promoting partnerships in the infrastructure development.
16) Involving private players to be involved in capacity building of local community.
17) Permitting public and private partnerships in information and communication.
18) Enhancing more public and private partnerships in research and development activities.
19) Increasing private partnerships in the management of ecotourism related projects.
20) Allowing partnership between public and local private partners.
21) Establishing partnership with foreign private partners.
22) Ensuring that public have the majority shares and say than private partners in the partnership.
23) Ensuring equal shares for both public and private in the partnership.

Table 1: Respondent's Characteristics (obtained from this study)

Variable	**N=250 (Percent)**
Gender	
1) Male	65.2
2) Female	34.8
Age	
1) <25 years	9.6
2) between 26-35	28.4
3) between 36- 45	30.8
4) between 46-55	24.0
5) >55 years	7.
Residency	
1) Dar es Salaam	8
2) Pwani	8
3) Morogoro	8
4) Zanzibar	8

5) Tanga	8
6) Kilimanjaro	20
7) Arusha	20
8) Manyara	20
Education	
1) un educated	0.8
2) primary education	8
3) form four	15.6
4) form six	10.8
5) college certificate	20.4
6) college diploma	15.2
7) first degree	15.6
8) masters	10
9) PhD	3.6
Occupation	
1) local community member	10.8
2) central government officer	8.4
3) local government officer	10.4
4) community based organization member	8
5) nongovernmental organization member	12
6) governmental organization member	4.8
7) researcher	7.2
8) academician in private institution	3.2
9) academician in public institution	4.8
10) tour operator	8
11) hotel and restaurants	8
12) transporter	4.8

Source: Obtained from this study

Table 2: Stakeholders' Network Strategies for Stakeholders Collaboration

Stakeholders Networks Strategies	**N=250 (%)**			
	Agree	**Dis Agree**	**R^2 %**	**β**
1) Involving local community members; business and service providers; government agencies; researchers and academician in managing ecotourism.	93.6	6.4	87	0.8
2) Incorporating the contribution from people with disabilities.	81.2	18.8	29	1.4
3) Stakeholders' networks formed by people with common goals and interests.	85.2	14.8	46	1.0
4) Stakeholders' networks formed by people with different goals and interests.	72	18	56	0.7
5) Establishing networks for stakeholders' interest.	90.4	9.6	71	1.4
6) Establishing networks involved in conflict resolutions	84.8	15.2	33	2.4

7) Forming more advocacy groups in the community.	95.6	4.4	42	2.7
8) Grooming educated society on ecotourism issues.	88.8	11.2	61	1.7
9) Involving stakeholders voluntarily in ecotourism management.	82.4	17.6	23	1.3
10) Ensuring stakeholders are forced by laws to participate in ecotourism management.	87.2	12.8	121	1.0
11) Involving stakeholders at local level.	92	8	67	1.5
12) Consulting stakeholders before making any ecotourism decisions.	82.4	17.6	47	0.5

Source: Obtained from this study

Table 3: PPP Strategies for Stakeholders Collaboration

Public Private Partnership Strategies	**N=250 (%)**			
	Agee	**Dis Agree**	**R^2 %**	**β**
1) Formalization of all public and private partnerships	48.4	51.6	12	-0.12
2) Allowing informal public private partnerships.	84.4	15.6	31	1.0
3) Promoting partnerships in the infrastructure development.	84.8	15.2	43	1.8
4) Involving private players in capacity building of community.	87.6	12.4	25	1.9
5) Permitting public and private partnerships in information and communication sector.	84.8	15.2	33	1.0
6) Eenhancing more public and private partnerships in research and development activities.	76	24	119	-0.1
7) Increasing private partnerships in the management of projects.	85.6	14.4	67	1.0
8) Allowing partnership between public and local private partners.	60	40	66	0.04
9) Establishing partnership with foreign private partners.	61.2	38.8	16	0.3
10) Ensuring that public have the majority shares than private partners in the partnership.	59.6	40.4	41	-0.2
11) Ensuring equal shares for both public and private in the partnership.	70	30	61	0.7

Source: Obtained from this study)

Table 4 Summary of the 23 Logit Models on Stakeholders Collaboration

	Stakeholder's Network												**Public private Partnership**										
Gender	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**	**21**	**22**	**2**
Female						-		-			-							+	-				-
Age																							
<25 years																							-

Between 26-35																							-
Between 46- 55										-	-												
>55 years																							-
Residency																							
Dar es Salaam	+		+	-	+	+		+	-	+													+
Pwani	+				+				-	+													+
Morogoro			+		+			+		+													
Zanzibar					+				-	+													+
Tanga									-	+													+
Arusha	+		+																				
Manyara										+													+
Education																							
Un educated						+																	
Primary Education						+								+	+								
Form Four										+				+									
Form Six		+												+									
College Diploma											+				+								
First Degree											+		+	+									
Masters Degree			+								+			+									
PhD														+	+								
Occupation																							
CGO																			+				
LGO								+															
CBO																							
NGO				+																			
Governmental Organization																							
Researcher									-			+											
Academician in Private Institution																							
Academician in Public Institution		+												+									
Tour Operator																							
Hotel and Restaurant																			-		+		
Transporter											-												

Notes:

(+) denotes increasing probability of AGREEMENT with stakeholders' collaboration strategy

(-) denotes decreasing probability of AGREEMENT with stakeholders' collaboration strategy

CGO represent Central Government Officer

LGO represent Local Government Officer

CBO represent Cmmunity Based Organization
NGO represent Non Government Officer

Source: obtained from this study)

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