

STRATEGIES AND CHALLENGES IN THE MANAGEMENT OF COMMON PROPERTY RESOURCES IN TANZANIA IN THE ERA OF GLOBALISATION¹

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Introduction

This paper aim at discussing the current strategies employed in the management of common property resources in Tanzania. This includes the existing challenges and the need for change in order to bring about sustainable resources management under the global village concept. In this paper, special reference has been made to the Mount Kilimanjaro ecosystem.

Tanzania is richly endowed with natural resources. It has about 33.5 million hectares of forests and woodlands with approximately 13 million hectares of these forests are protected under the forests reserve regime. In addition it boasts of having famous wildlife parks, game reserves² and minerals. There are also various lakes that form part of its international borders.

Effective management of these resources has been critical. Various mechanisms have been employed in safeguarding the resources. However these mechanisms have been changing with time due to general weaknesses and development of new innovations. Although there is an overall challenge in the management of natural resources in the country it has been noted that, common resources have stirred severe challenge. Methods employed in the management of these resources have proved watertightless. There is still un-controlled utilization of the resources and the steps taken / being taken are neither vigorous nor robust.

¹ In this paper, globalisation has been referred as an economic phenomenon involving the increasing interaction, or integration, of national economic systems through growth of international trade, investment and capital flows. This also includes rapid increase in cross-border social, cultural and technological transfer.

² Tanzania's protected areas cover about 25% of the total land. See Shauri V and Mniwasa E, *Review of Decentralisation Process and its Impacts on Environmental and Natural Resources in Tanzania* (2001) at 5.

In some cases, areas that form single ecosystem are managed under different policies and legislation. This is the case in Kilimanjaro. In this area there is the Kilimanjaro Forest Reserve managed under the Forest Ordinance³ and the Kilimanjaro Mountain managed under the National Parks Ordinance.⁴ As it will be noted, this has in itself exacerbated the problem of managing the area.

Given the level of country's economic development, the majority of the people dwell in rural areas where they depend on the surrounding resources for their daily survival. This makes it difficult for any approach that does not involve such communities to be effective. This has been the trend during the colonial era and after independence. The period after independence could be divided into two phases. Period before 1990 and after where various changes were undertaken to salvage the situation. These include policy documents, action plans and legislative amendments. In the following section, the paper highlights some of the mechanisms which were employed in pre-colonial Tanzania (then Tanganyika) in the management of common resources.

Pre-colonial Strategies in the Management of Common Resources.

The general structure of land holding before the colonialists was based traditional law and culture of family clan or tribe. A member of a family, clan or tribe acquired right of use in the land he could clear. In many of these areas there was communal land for grazing and forestland for cutting firewood. During this time communities had mechanisms which enabled them to regulate the utilization of these resources. In most cases, the community members bound by moral obligation due to their loyalty to the society. In this instance it was regarded immoral to contravene the spirit of the society.

³ Cap 389.

⁴ Cap 412

On the other hand there were customs and beliefs⁵ which made people avoid doing certain things. For instance, some trees and animal species were regarded as sacred. People were not allowed to cut such trees. These were left to die naturally. Likewise animal species that were regarded as sacred could not be killed or consumed at all. Therefore although people had access to the resource areas, certain species were protected. Although there has been arguments that, pre-colonial societies were utilizing certain resources un-sustainably⁶, it needs to be reckoned that these societies were living communal life. Everything was shared among the members of the community. This implies that whoever hunted he did it for the sake of the whole community and not for his own sake. Therefore people were mainly not hunting for recreation. They were doing it for the survival of the whole community. Whether to go for hunting or not depended on the amount of food left.

Apart from those communities which solely depended on meat as main source of food i.e. the Maasai, other society used meat as a supplement to agricultural products. The major challenge during this era was the mechanisms employed. To a greater extent they used bows and arrows, and pitfalls.⁷ For the latter fire and other sounding devices/noises were used to threaten the animal towards the direction of the pitfall. As for such other resources such as trees not protected by specific taboos and customs, people were free to cut them for construction of huts and houses and firewood. However this depended mainly on the demand and there was no specific criteria to govern the process. Likewise those communities which dwelt near water bodies obtained their livelihood from such bodies i.e. fish. Also there was no specific criteria to regulate the harvesting of such resources. The major limitation remained to be demand satisfaction. Change in this *status*

⁵ Suliman M (ed) *Sustainable Development in Alternative Development Strategies for Africa Vol.2; Environment and women*, London Institute for Africa Alternatives (IFM) (1991) at 5. Notes that, 'pre-colonial traditional societies had for centuries maintained a balance between the daily needs of the people and the natural environment upon which they depended for survival. They were moreover sensitive to their natural ecosystem through taboos and controls in this process which assisted them to maintain balance between man and the environment'

⁶ See Kaponen J, *People and Production in late Pre-colonial Tanzania, History and Structures* (1998) at 367.

⁷ Kjekshus H (ed) *Ecology Control and Economic Development in East African History: The case of Tanganyika 1850-1950* (1996) at 71.

quo took place with the coming of the colonialists. This will be dealt with in the foregoing section.

Period During the Colonial Era

Tanzania (then Tanganyika) was colonized by two different super States namely Germany and the British. The impacts from these States on the common property resources were substantially the same. With the coming of the colonialists concepts such as deemed and granted right of occupancy were first introduced. This limited the freedom of the communities to deal with land and the associated resources as it used to be.

In 1895 the German Imperial government issued regulations a series of Decrees. The 1895 German Imperial Ordinance declared all the land in Tanzania (then Tanganyika) un-owned crown land vesting ownership to the Reich.⁸ The only exceptions to this are claims of ownership to real rights in land which could be proved by private persons and other specified persons. Under this Ordinance, the security of local communities that were living communally regarding everything around them as communal property was watered-down. Each individual had to prove that he had lawful ownership of the land being claimed. As a result even their access to what was regarded as common property during the pre-colonial era was curtailed. In addition to this, the German also introduced some legislative pieces which had direct impact on wildlife.⁹ During the British era, various laws were enacted. One of such laws which had tremendous repercussion on the management of common property resources was the Land

Tenure Ordinance.¹⁰ Section 3 of the Ordinance declared the whole land of Tanzania whether occupied or unoccupied from 26th January 1923 to be 'public land'. Although it appeared to be a means to safeguard common property resources, its impacts were difficult to realize. Instead of people regarding it positively they consider it as a colonial device to subdue and bar them from taking what was once a free resource. People continued taking resources from such areas illegally without due care. Provided all land

⁸ Section 7 of the Ordinance.

⁹ These include the 1891 hunting regulations, the Wildlife Decree of 1896 and the 1907 Decree aimed at regulating hunting in the Ngorongoro-Serengeti Area. Generally all these were aimed at regulating hunting of certain wild animal species.

was regarded as public land the immediate interpretation was that the resources belonged to the state and the people were mere occupiers of the land.¹¹ This led to rampant cases of resource depletion. Apart from this law, the British like the German enacted the game Preservation Ordinance of 1921 and the Game Ordinance of 1940¹² to regulate hunting.

During Independence and After.

During independence there was no substantial change on the natural resources laws. This includes retention of the 'public lands' concept.¹³ Land was just there for cultivation and was in no sense a chattel. The general right over the land was merely usufructuary, occupational and heritable.

The various natural resource laws¹⁴ did not cater adequately for the protection of common property resources. They only provided for strict measures to protect natural resources in general. Protected areas were regarded as sanctuaries to safeguard natural resources. This approach disregarded the surrounding communities. They were seen as destroyers of natural resources who could not be involved in the conservation of the resources.¹⁵ The role of traditional institutions in communal resource management decisions was marginalized as a result of centralization process. This perpetuated the creation of dual authoritative structures.¹⁶

With time, the traditional modality of resource conservation was seen as a deadlock in resource conservation.¹⁷ Communities were not rendering the kind of support expected. They regarded the resources as common property. Everyone was 'struggling' to benefit

¹⁰ Cap 113.

¹¹ In the case of *Mtoro Bin Mwamba v.A.G Civil App. No. 29 of 1952*, it was noted that natives had mere usufructuary right whereas the final title remained with the state.

¹² This was later repealed and replaced by the Fauna Conservation Ordinance of 1951.

¹³ The whole of the lands in Tanzania whether occupied or unoccupied are declared to be public lands section 3 of Cap 113 now repealed and replaced by the Land Act, Act No. 4 of 1999 and the Village Land Act, Act No. 5 of 1999 where the concept has been reiterated in section 4 of the Acts.

¹⁴ Those which were formulated during the Colonial era and the laws immediately after independence. It needs to be noted that some of the colonial pieces of legislation were adopted with or without changes.

¹⁵ This was the trend in the Forest Ordinance Cap. 389, the National Parks Ordinance cap 412, the wildlife Conservation Act, Act No. 12 of 1974.

¹⁶ Namely traditional systems and state administered systems.

¹⁷ The command and control approach. The various natural resource laws did not acknowledge the role of communities in conservation of resources Local community's user rights were render illegal in most cases.

from the resources while the conservation role was seen as a government profile.¹⁸ The impact of this perception was that most resource bases were turned to 'common property' resources¹⁹. Water bodies, forest ecosystems and resources on unreserved lands faced serious challenge²⁰.

This led to the development of 'new' management strategies. Various policies have been formulated²¹ to enhance the management of natural resources. The general feature of these policies is the acknowledgement of the role of local communities in the management of common property resources.²² Crucial impetus emanates from the National Environmental Policy²³ which among other things note that, land ownership and access to resources has a serious impact on the management of the environment.²⁴

Despite these policies, the legal framework has continued to be ineffective. Most legislation retains the archaic stick model. The Wildlife Conservation Act 1974 for instance is overwhelmed with strict prohibitory provisions. Nothing can be done without permission from the Director of Wildlife.²⁵ The National Parks Ordinance Cap 412, which came into force in 1959, empowers the president to declare any area of land to be a national park via proclamation in the gazette. The impact of such proclamation is the extinction of all rights operational before the proclamation.²⁶ People affected can only file their claims ten weeks effectively from the day of proclamation.²⁷ Like its sister conservation laws, the Forest Ordinance²⁸ did not cater adequately for the conservation of

¹⁸ Regulatory measures were there but implementation was difficult due to lack of concern over the resources from the local people and poor facilities, lack of motivation to the law enforcement agencies etc.

¹⁹ Exploitation was illegal but at a high rate.

²⁰ For instance it has been noted in the National Forest Policy 1998 that, though Tanzania has rich ecosystems, these are threatened by a variety of human activities such as livestock grazing, wild fires over-exploitation of wood resources and heavy pressure for agricultural expansion. See P. 11 of the Policy document.

²¹ In late 1990s different Environmental Policies were articulated.

²² This is acknowledged in the various policies such as the National Forest Policy 1998, the National Wildlife Policy 1998, the National Beekeeping Policy 1998, the Mineral Policy 1997 the National Fisheries Policy 1998 and the National Tourism Policy 1999 to name a few.

²³ See the Tanzanian National Environmental Management Policy 1997.

²⁴ *Ibid* Para 26.

²⁵ See Section 7, 10 and 11 of the Wildlife Conservation Act, Act No. 12 of 1974 respectively.

²⁶ See section 3 of the National parks Ordinance cap 412 of 1959.

²⁷ *Ibid* Section 7.

²⁸ Cap 389.

common resources. This was left to conservation minded people from a moral obligation but not legal obligation. The following section looks at the Mount Kilimanjaro ecosystem in view of the common property perspective.

The Mount Kilimanjaro Ecosystem and the Common Property Notion.

Mount Kilimanjaro remains the highest mountain in Africa. It is one of the few resources located near the equator that contains large expanses of ice and glaciers. However given the nature of the area Mount Kilimanjaro cannot be dealt with in isolation. Talking about Mount Kilimanjaro from a conservation point of view means talking about the existing flora and fauna. It therefore need to be dealt with as an ecosystem and not as a freestanding feature. It has rich and diverse of flora that includes over 1800 species of flowering plants and 700 species of lower plants. Besides the vegetation significant number of mammals, birds, and insects are also found. Some of the mammals include elephants, buffaloes, elands, duickers, leopards, baboons, black and white colobus and blue monkeys.

Surrounding communities have long succeeded in managing the ecosystem and still need it for their physical and cultural survival. The ecosystem therefore offers unique resources that have supported and still support life for over hundreds of years. It is difficult to separate the protection of the ecosystem without paying attention to the fundamental rights of the communities around. Although there has been regulatory measures to protect the ecosystem, the surrounding communities have continued to frequent the resource for their various needs such as fuel wood, fodder fruits and meat. In the exploitation struggle, some people have gone to the extent of encroaching on the resource area for cultivation. This has made the survival of the resource to be jeopardized. Different strategies have been employed in the management of the ecosystem. The following section endeavours to underpin the strategies employed in the management of the ecosystem.

Strategies In the management of the Kilimanjaro ecosystem.

This section looks at the strategies being employed in the management of the ecosystem in the era of globalisation. This includes the strengths and weaknesses of those strategies. Resource management and custodianship needs properly formulated strategies and plans.

Through research conducted in Kilimanjaro, the top-bottom model seem to harness the decision making process in the area. Communities in the proximity of the ecosystem have been regarded as conservation antagonists. This is hinged on the legislative framework where most existing laws were enacted during the colonial epoch.

Education on crucial aspects in natural resource conservation is exceedingly important. This was found to be emphasised in the Kilimanjaro area. People have been educated on the importance of the resource and impacts of its destruction to their livelihood. This is being conducted through mass media, cinema, seminar and workshops. However for the latter, only few people do attend. In most cases it is only the community leaders who attend the workshops and seminars. Some times they do not report the information to the community members. Along side this strategy is the benefit sharing principle. Benefit sharing is in terms of community development projects such as school maintenance, construction of healthy clinics and road maintenance. However given the size of the area surrounded by the ecosystem, this impacts only a small area. This has led to a larger percentage of the communities to continue harvesting the resources.

According to the Kilimanjaro National Park (KINAPA) Chief Warden, communities have been involved in management process through KINAPA Community Conservation Services. Under this initiative meetings are organised and the people are availed the opportunity to air out their concerns regarding the management of the resource. In that case, they can also suggest the possible projects which if funded might be useful to them. Likewise these have been carried out in the area surrounded by the Park only while the area covered by the forest reserve is not equally strategised. This has given room for the people to continue harvesting the resources with impunity.

Legally it is only gazetted officers who can prosecute cases in court. This makes the law enforcement mechanism to be under the jurisdiction of the public prosecutors with the assistance of the forest officers and game wardens only. For quite sometimes this has posed a great challenge in Kilimanjaro in the management of the resources. Failure to involve the surrounding communities to manage the ecosystem has made the task to be

difficult for the officers. The officers are few and they do not have enough facilities to patrol the vast area. However in limited cases, surrounding communities have been offering information that has led to the apprehension of offenders who have been depleting the resources. This was the case in Rv. Ernest Raphael and others.²⁹

It is considered that children are the future generation. Equipping them with the necessary knowledge for resource conservation might lead to sound impacts. It has been noted that competition between schools is being encouraged in Kilimanjaro. However such competition is only focused on tree planting. In this case the winning school is awarded a special prize. The theory behind this strategy is that when the children are grown up they will plant trees in their farms, which might reduce the pressure exerted on the mountain ecosystem. The emphasis on tree and grass planting in residential farms is nevertheless crucial. This might help to arrest the problem of shortage of fuelwood and fodder for livestock. In addition to that, there are incentives for people who can volunteer useful information regarding malicious resource depleting conducts. Award for such people is however at the discretion of the court. The money comes from the fine/ compensation fees charged on the accused person in case convicted.

Apart from the strategies highlighted above, various problems were noted to have overwhelmed the conservation campaign. In the list, there is a conflict between the KINAPA Authority, the Kilimanjaro Forest Reserve (KFR) and the District Council. There is no clear demarcation of responsibilities between these organs. This has led to weaknesses in the management campaign. Although the beauty of the Mountain rests on the surrounding forest vegetation, money collected from tourists visiting the Mountain does not trickle down to conserving the forest reserve.³⁰ It ends-up conserving the park and not the entire ecosystem. This poor cooperation has enhanced illegal conducts from the surrounding communities due to the management vacuum created by the management authorities. Their failure to cooperate has led tremendous pressure on a resource

²⁹ Criminal case No. 252 in the District Court of Hai 2000 (Unreported).

³⁰ Note that the Kilimanjaro Forest Reserve is managed by the Forest Department while the Mountain is managed by Kilimanjaro National Park Authority on behalf of the National Parks' Trustees.

surrounded by thousands of people. To some extent this has resulted in a 'tragedy of the commons' syndrome. In addition, although KINAPA authorities are aware of possible consequences of the extinction of the forest to the Mountain itself, they have been collecting fuelwood for tourist purposes without abiding to the law. This has exacerbated the conflict between the two authorities.

Most people in Tanzania are well versed in Swahili which is the national language. However most laws are framed in English which is one of the official languages but not understood by the majority of the people. In this aspect even the law enforcers do not understand fully the contents of the law because of the legal jargons employed. Sometimes the same provision is accorded different interpretation by the law enforcers. This has contributed to ineffectiveness of the strategies employed. In a situation where the law enforcers do not fully comprehend the law, they are implementing it is even worse with the people who are the subject of compliance.

There has been tendency in most developing States to be more advanced in policy than legislation. This has affected the management of common resources in the Tanzania tremendously. While most of the policies have been reformed nothing substantial has been done on the law. Although most policies cater for management of common resources, there are no provisions to effect the policy statements.³¹ In addition most laws do not clarify on the rights and duties of local people in the conservation endeavours. To a larger extent the laws have focused on duties/obligations than rights which has been an incentive for irrational exploitation. Although traditional customs could be employed to enhance management of the ecosystem little efforts have been directed towards incorporating some of the traditional conservation methods in the management endeavours. Under globalisation where competition is the supreme principle a country cannot excuse itself from the rest of the world. It does not matter that the domestic resources are not properly managed because no effective law-policy harmonisation. It needs to be noted that competition at the international level might lead to adverse impacts

³¹ It's only recently that various Bill have been drafted to effect some of the Policies but these still need to undergo long bureaucratic maze before coming into effect.

at the national level and more so at the poor sections of the society. Poor management of resources might therefore lead to poor competition in the market for the detriment of the poor societies.

On the other hand poverty and ignorance has contributed in making the management process difficult to succeed. Some people decline to offer support because they consider the forest as a source of their livelihood. They are worried that fully support will make them fail to exploit the resources any longer. This depicts the impacts globalisation might have on the management of common resources as some poor communities are not capable of competing in the globalisation process. Additionally, while much caution has been directed on impacts of competition from globalisation inter-State, there is no equal concern on those communities which are still struggling between themselves for survival. Failure to address this problem might make them even poor and more marginalised at the expense of the rich competitors. The problem of resource dependent communities is yet to be resolved.

Where the law does not reflect the existing economic situation, it creates incentive for law breaking with impunity. Under the existing laws punishment given are too general and do not match with time and the nature of the crime committed. However there are draft-Bills in process which yet to come into operation.

Corruption and lack of faithfulness from government agencies is serious problem. Law enforcers have sometimes allow offenders to deplete resources because of bribery. This might result from unpleasant package offered which is under-laid by the status of the economy. The salary given does not cater for the needs of the workers although they are entrusted with lucrative resources which can easily be extinguish if there is no effective management. Effective management rests on moral compulsion and allegiance only.

Management of natural resources requires clear coordination between responsible departments. Where the management structure is fragmented it gives room for resource depletion. For instance in the Kilimanjaro Forest Reserve which forms part of the

Kilimanjaro ecosystem is managed by different officers. For instance while catchment officers consider their aim to be absolute protection of the forest from destruction, local forest reserve officers are keen to issue license although both discharge their duties under the same piece of legislation.

There is poor information dissemination about the ecosystem generally. Management authorities have continued to monopolize substantial information. Local communities do hardly receive updates on the status of the ecosystem. This is coupled with infrequent research on the ecosystem. Although the subject of information sharing has been capitalized in most of the environmental policies nothing has been done on the ground. Information on the revenue collected and allocation of such funds is not disclosed. Substantial emphasis is only vested on the conservation of the Mountain ecosystem.

Involving women in resource management is a pertinent issue. In some patrilineal societies like the Chagga women have the role of collecting fuelwood and fodder. However it was noted that gender is not mainstreamed in the strategies employed. It is only men who are being targeted in the conservation campaign. This has been problematic as women are the one who collects resource from the ecosystem.

Politics poses a great challenge in the management of the ecosystem. Most politicians are mindful of their positions. As a mechanism to please the electorate, they have been using their power to interfere with the executive agencies. In certain instances they have been using the political platforms to justify acts which are otherwise prohibited by law in order to gain popularity (benefit-oriented offences). In certain instances they have ordered release of accused people with serious reprimand to the forest department officers. The point of argument has been that the people cannot be forbidden from obtaining such resources because they cannot be obtained somewhere else. As a result there has been frequent clashes between politicians and conservationists. This has to a larger extent led to sterility of the relevant law. This shows a serious derogation from the doctrine of rule of law. However there has not been a case in court to challenge this behaviour. In this section the paper has endeavoured to highlight some of the strategies being employed in

the management of the Mount Kilimanjaro ecosystem and their accompanying challenges. The following section highlights some of the issues to be re-considered in the management of common property resources.

Issues for re-consideration

Tenure security is an important vehicle in the management of common property resources. It accords exclusive rights and responsibilities. The security of resources that do not belong to any body is not guaranteed. Every individual will strive to have maximum benefit from the resource. At last the resource will be extinguished leading to suffering to the entire dependant community.

As noted, management of the ecosystem is weak. Lack of watertight mechanisms has led to a vacuum which has made the surrounding communities to treat the resources as a common property resource. It is therefore important that management of such resources should begin from the tenure latitude. Tenure rules should guarantee equity and security not only in respect of those resource as physical asserts but more important in terms of long and short term investments within and across generations.

Private persons, Villages, communities should be accorded tenure security to manage those resources which are poorly managed because of lack of firm measures from the management authorities. However this can be possible if the process of accessing land is simple, free from intricacies and gender sensitive. It should also be culturally and ecologically sensitive. In Tanzania there has been customs which have restricted women from owning land. It is only recently where the land Act and the 5th constitutional amendment have stipulated clearly that such discriminatory customs are unconstitutional. This goes hand in hand with the Forest Act Draft Bill which gives villages³² and communities³³ the right to manage forest reserves. Therefore if accessibility to land is free and simple, any individual, group of people or a community can easily apply for a license to manage such mismanaged resources. This can also act as an incentive for holistic natural resource management. In addition it needs to be noted that benefit sharing

³² Refer sections 39 and 45 of the Bill

³³ Refer sections 52 and 49 *ibid*.

has to incorporate other factors which incorporate sense of ownership, heritage and traditional values.

Suffice it to say that outdatedness of laws is one of the major contributing factors in resource depletion. Where the laws are outdated while new developments are mushrooming day and night may pose a serious challenge. Talking about globalisation is talking about multifaceted concept that can have tremendous impacts on States economy. Natural resource laws need to accommodate the various changes taking place within and outside territorial boundaries where there can be substantial impacts.

As noted, under global village competition is high. There is competition in terms of market, resources, technology, etc. However for the developing countries, most communities are still poor. What is considered as benefit sharing is practically negligible. Where other people are living in modern life at the expense of resources located in a community area, the perception of benefit sharing has to be changed. The general living standard at a given time should be the yardstick and not mere benefit.³⁴ More facilities need to be channeled to such areas. This will also make such communities to assume fully responsibility in managing the park without compulsion. But if what is being drained is far greater than what is being returned / left it can be an incentive for depletion of the resource. So benefit sharing as a means of empowering communities in the 21st C should be reconsidered and looked at from an economic point of view as well.

Decision making in resource management need to be participatory. However, it is high time that participation should be meaningful. Where the communities do not have the chance to review the final report then that should be regarded as partial participation. Also after the consultative process has been finalized, if it is noted that the consultants had a closed mind when carrying out the process it should be regarded as no consultation at all. This will shield communities from political and individual whims. In addition participation will only be real if power sharing between the executive agencies and the

³⁴ In most cases the word 'tangible benefits' has been used in various policy documents but no clear definition of this term or the criteria to be considered.

community is contentious at the time of discussion. This might need adequate representation from the communities. If one side is dominant then the process ineffective. However if decision making will be considered as technical process requiring specialists and only involving those in authority it will be ineffective. Likewise if community participation will be considered as unnecessary means to lengthen the process or if the people will be regarded as ignorant of the subject matter having nothing useful to contribute, whatever kind of strategy employed is bound to fail. The law must nevertheless take the aspect of participation in account if it is to be effective.

As noted, effective management of resources has been hampered by failure of the responsible governments to provide enough support to the neighbouring communities. Most of the revenue collected from the resources are directed to other government confers. It is now crucial that international monetary institutions need to consider the resources as global resources regardless of their location. In that case special fund can be created to assist such communities so as to safeguard the common property resources for the betterment of the entire global community.

On the other hand, common property management strategies must influence both government policy and community leaders towards initiating a more integrated and diversified approach to resource management.

There is a need to have socio-economic analysis of the needs of the various groups in the community concerned rather than having a general assumption. This should go hand in hand with stakeholder analysis for the different resources on the Mountain should be carried out. This can help to determine access, power as well as the appropriate strategies to be employed.

Existing administrative conflicts between departments should be conducted to pinpoint the most appropriate institution or rather to merge the institutions where possible. This will however need to go hand in hand with legislative review to get rid of overlapping of mandates.

The public must have the chance to oversee government decisions. Abuse of power has led to serious resource depletion. People should have the *locus* to challenge arbitrary acts or non-compliance by the government. This will provide checks mechanism. In addition to that it is high time that *mens rea* as an important ingredient in criminal conviction in natural resource-related offences to be ignored.

Where licenses are to be issued there has to be effective monitoring mechanism to ensure compliance with the stipulated conditions. There is also a need to have flexibility in the license conditions. This might help to counter new economic or technological conditions which were not considered in the existing licenses.

With globalisation it is important to protect special values of the local people as a result of increased flow of tourists in the area. Certain values are the identity of some societies. Where the influx of people with varied cultures is high, it may also erode some of the traditional values. It is therefore crucial that mechanisms must be laid to protect good values which forms the identity of some communities.

Population growth, poverty, maladministration and greed have virtually destroyed the world's natural resources. In area like Kilimanjaro forests which could act as carbon sinks are being destroyed at an alarming rate. With globalisation it is expected that there will be increased number of vehicles to cater for tourist demands. This might eventually lead to increased noxious gases in the atmosphere. This will result in accumulation of greenhouse gases in the atmosphere which are significant for global warming. In addition, the increased tourists might lead to proliferation of roads, parking facilities and trails. As a result there will be increased erosion, more human contact with wild animals and greater trampling of the fragile vegetation. Consequently the opportunities for wilderness experience will be hard to search. Therefore management of natural resources needs to take into account various factors. Strategies need to change with time and the over all social-economic policies and plans to assess their effectiveness in the era of globalisation. Where the situation necessitates changes must be made to make them

compatible with the overriding situation. Although the paper has touched on various issues it is not exhaustive. It intended to stir more discussion. Also States need to review their laws, on the management of common property resources.

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