

# ASSESSMENT OF READINESS OF MOZAMBIQUE'S CONSERVATION AREAS FOR TOURISM INVESTMENT

*Mozambique Tourism Scoping Final Draft Report*

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## INTRODUCTION

The Government of Mozambique and the World Bank are at present designing the 'Mozambique Conservation Areas for Biodiversity and Sustainable Development Project (MOZBio)'. The MOZBio project will sequence the earlier World Bank supported Transfrontier Conservation Area and Tourism Development Programs but will not focus exclusively on Transfrontier Areas but on Conservation Areas in general. The Program also aims to integrate multiple donors and discussions with ADF, KfW and others are ongoing.

The Government of Mozambique has requested IFC, a member of the World Bank Group, to advise on opportunities for potential private sector participation in Mozambique's Conservation Areas. The request follows an earlier IFC supported program in the tourism sector in Mozambique (The Tourism Anchor Investment Program) where IFC supported investment facilitation in the Maputo Special Reserve in southern Mozambique. In response, IFC agreed to undertake a preliminary scoping to identify conservation areas with high potential for tourism investment as well as to ascertain private sector demand in tourism investment in conservation areas in Mozambique.

The scoping information and findings may be used as an input for the design of the MOZBio program tourism development activities. Furthermore, the scoping will serve to inform IFC in its decision on whether to engage in possible investment facilitation activities in Mozambique conservation areas.

## BACKGROUND

### ABOUT THE TFCA PROGRAM

Initially designed in 1996, the TFCA Program is a 3-phase program with the long-term objectives of conserving biodiversity and natural ecosystems, and to promote economic growth and development based on the sustainable use of natural resources by local communities, with a particular emphasis on tourism. In phase I, the TFCA program supported the establishment and management of conservation areas on the Mozambique side of three areas with significant transfrontier biodiversity linkages. In Phase II the project led the creation of five conservation areas and supported the development of the legal and institutional framework to scale up conservation area management and tourism nationally. With the third phase in sight, the GoM decided to broaden the scope of the program, from supporting areas that were strictly on the frontiers, to developing and improving sustainability of all conservation areas of Mozambique.

The TFCA project is aligned and supports the implementation of the National Tourism Policy and Implementation Strategy (2003), the Strategic Plan for Tourism Development in Mozambique (2004 - 2013) and the Conservation Policy (2009).

### ABOUT THE MOZBIO PROGRAM

Currently, the overarching objective of the MOZBio program has been defined as 'to sustainably improve the contribution of conservation areas to biodiversity protection and to the diversification of community development opportunities'.

Although there has been significant progress over the last years, a number of threats still affect the country's conservation areas, and subsequently, its tourism potential and development. Some of the

key threats include illegal mining and logging, agriculture encroachment, commercial poaching and overfishing. Furthermore, most terrestrial conservation areas do not yet have sufficiently attractive products (i.e. wildlife) or public infrastructure (i.e. access) to meaningfully scale up tourism activities. With low or insufficient financial and human resources, most of these conservation areas lack the effective management regime and much needed infrastructure investments for tourism development.

In this context, the proposed project contributes to GoM's long term program to strengthen its tourism sector through enhancement of nature based tourism and diversification of products.

There are 5 envisioned components to the program:

**Component 1:** Building institutions and developing human resources to strengthen the conservation areas system

**Component 2:** Strengthening commercial utilization of conservation areas

**Component 3:** Conservation areas management

**Component 4:** Strengthening economic opportunities for local communities in buffer zones

**Component 5:** Project management and monitoring

The Program is at present at design stage. A Project Preparation Facility (PPF) has been prepared and approved by the Ministry of Planning and Development and a list of 18 studies deemed necessary for final program design were agreed with the World Bank. The timeframe to finalize program design is approximately one year (expected conclusion date June 2014).

The IFC, through the WBG IC Advisory Services, has been requested to support the design of Component 2 that seeks to improve the financial sustainability of conservation areas in terms of funds available for recurrent expenditures.

#### THE MOZAMBIQUE TOURISM ANCHOR INVESTMENT PROGRAM

The Maputo Elephant Reserve was one of four sites promoted under the Mozambique Tourism Anchor Investment Program (2007-2011), a pilot investment generation program implemented by the World Bank Group's Investment Climate Services in partnership with the Government of Mozambique. The Program aimed to improve the investment climate in the tourism sector by facilitating strategic investments in select protected and coastal areas as well as through focused reforms of the regulatory environment. In the Maputo Elephant Reserve the program supported the realization of Mozambique's first community private sector partnership for an eco-lodge investment in a protected area. The 3 million USD eco-tourism investment is a joint venture between a community association Ahi Zamene Chemucane representing local residents of the Reserve and a South African investor. The lodge is envisioned to create 50 jobs and contribute towards sustainable income for Park Management to fund conservation management. The program also designed templates and procedures for tenders in protected areas.

## MOZAMBIQUE'S CONSERVATION AREAS

### ROLE OF CONSERVATION AREAS IN MOZAMBIQUE

Mozambique recognizes that conservation is a valuable and compatible form of land use, that when properly managed will provide sustainable socio-economic goods and services for the wellbeing of communities, contributing to the alleviation of poverty. Conservation areas are an important pillar in Mozambique's tourism strategy. Here the purpose of the conservation areas system is explained as two-fold: to conserve ecosystems, wild habitats, biological diversity and natural resources for the benefit of present and future generations, and secondly, to contribute to the development and the social-economic well-being of its citizens through domestic and international tourism and availability of wildlife products and other natural resources for local consumption.<sup>1</sup>

### NETWORK OF CONSERVATION AREAS

Mozambique's conservation areas are still developing and being restocked with wildlife. At present approximately 12% of the national territory is a National Park or National Reserve. A further 5% is declared a Hunting Block (Coutada) and a substantial 16% is Private Game Farm land. Furthermore, according to DNAC there are 6 Community Projects outside of national parks and reserves with a conservation focus constituting community managed conservation land.

Characteristics of Major Conservation Areas in Mozambique				
Description	Number	Area (km <sup>2</sup> )	% (total 799.380 km <sup>2</sup> )	Management
National Parks	6	37.470	5%	State
National Reserves	7	55.078	7%	State
Hunting Blocks	12	42.017	5%	Private
Game Farms	13	125.342	16%	Private
Community Projects	6	ND		State
Total	44	259.907	33%	

Source: DNAC, 2013 (note: partial protected area might not be included here)

Conservation areas are financed by the state supplemented with a substantial amount of donor/NGO funding. Since 2008, Mozambique has been the recipient of an average funding of over US\$18 million annually towards conservation areas development. A 2012 study<sup>2</sup> estimates that 89% of the total conservation areas budget support comes from donors. In addition, conservation areas generate a small amount of revenue. According to DNAC in 2012 this was just under 1 million US\$.

<sup>1</sup> From Strategic Plan for the Development of Tourism in Mozambique 2003-2013

<sup>2</sup> Tourism Concessions in Protected Areas, Rita Casimiro and Anna Spenceley. They quote a WWF study

At present, income from conservation areas comes from hunting blocks (about 1/3 of total income) and from entry fees and passes for parks and reserves (about 2/3 of total income). Only 5 parks generate revenues; these are the two 'large' revenue generators (Bazaruto and Limpopo) and three 'medium' income generators (Maputo Special Reserve, Gorongosa and Quirimbas). Other conservation areas do not generate revenues of any significance.

Revenues Generated in CAs in Mozambique				
Area	Income Meticais		Income US\$	%
Hunting Blocks (total)	MZM	9 017 465.00	\$ 310 947.07	33.4%
PN Limpopo	MZM	7 399 131.00	\$ 255 142.45	27.4%
PN Bazaruto	MZM	5 557 447.00	\$ 191 636.10	20.6%
RE Maputo	MZM	2 085 815.00	\$ 71 924.66	7.7%
PN Quirimbas	MZM	1 699 468.00	\$ 58 602.34	6.3%
PN Gorongosa	MZM	1 100 345.00	\$ 37 942.93	4.1%
Other	MZM	131 082.00	\$ 4 520.07	0.5%
TOTAL	MZM	26 990 753.00	\$ 930 715.62	100%

Source: Adapted from DNAC, 2012

## LEGAL FRAMEWORK

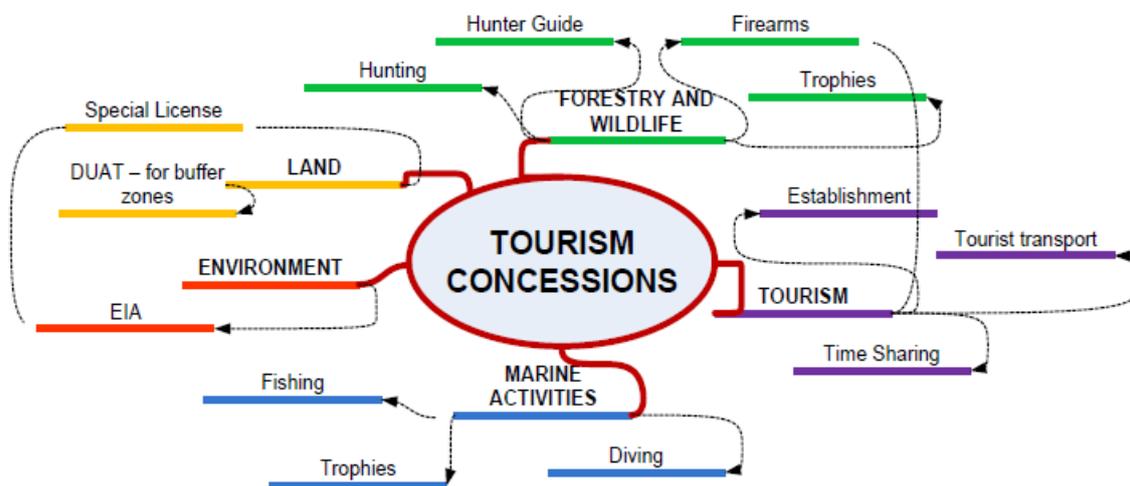
Conservation areas are governed by a comprehensive legal framework:

- The present classification of conservation areas is primarily regulated by three legal instruments: **the Land Law (19/1997) and Forests and Wildlife Law (10/1999)** for terrestrial areas; and the **General Regulation for Maritime Fishing** for the marine areas (Decree 43/2003).
- The **Conservation Policy and Implementation Strategy (Resolution 63/2009)** proposes that all conservation areas (public and private land) are to be reclassified to better align with the International Union for the Conservation of Nature (IUCN) classification scheme for conservation areas. The following 9 categories are proposed in the Conservation Policy: Total Reserve (IUCN I); National Park (IUCN II); Monument (IUCN III); Special Reserve (national or provincial) (IUCN IV); Protected Landscape (IUCN V); Biosphere, and Transfrontier Conservation Area (IUCN VI); Private Reserve (IUCN II-V).
- The **Tourism Policy and Strategy** (Resolution 14/2003), qualifies conservation areas as key assets for tourism development. **Tourism Law 4/2004**, and **Marketing Strategy** approved by Resolution 45/2006, respectively, develop regulations applicable to activities allowed in conservation areas and principles such as sustainable tourism development, and establish priority tourism development areas, where conservation areas are included, as well as tourism routes.
- **Tourism establishments and activities Licensing Regime** (Decree 18/2007), restrict activities that may be undertaken in conservation areas to ecotourism, hunting, photography, filming, and contemplation with recreational or commercial purposes, recreational diving and other as indicated in the respective management plan; it further establishes the requirement for local communities to be consulted and formally give their opinion to the development of tourism projects in conservation areas. According to

the **Periodic Habitation Regulations** (Decree 39/2007), fractional ownership and time share is legally possible inside conservation areas and subject to the presentation of a special license.

- The **Environmental Law** (Law 20/1997) and **Environmental Impact Assessment (EIA) Regulation**, approved by Decree 45/2004 (amended) subject the licensing (and operations) of all tourism projects in conservation areas to the preparation and approval of a full EIA and management plan (resettlement included).
- In Mozambique, international principles and norms become enforceable upon ratification and publication. Mozambique has ratified and published, amongst others, the **Convention on Biological Diversity (CBD)** (Resolution 2/1994); on **Trade in Endangered Species of Wild Fauna and Flora** (Resolution 30/1981) and on **Wetlands** (Resolution 45/2003), **UN Law of the Sea** (Resolution 21/1996) and **Straddling Fish Stocks and Highly Migratory Fish Stocks Convention** (Resolution 19/2008).

The following diagram visually presents the legal framework applicable to tourism concessions:



Source: Tourism concessions in protected areas in Mozambique, Manual for operators and concessionaires, Anna Spenceley and Rita Casimiro, 2012

For a comprehensive overview of all legislation applicable to tourism investments in conservation areas please refer to a recent study and manual commissioned by the USAID supported SPEED Program on Tourism Concessions in Protected Areas in Mozambique <sup>3</sup> or visit [www.tourisminvest.org/Mozambique](http://www.tourisminvest.org/Mozambique) (last update late 2010).

<sup>3</sup> Anna Spenceley and Rita Casimiro. Available for download at: <http://www.speed-program.com/our-work/by-sector/tourism>

## INSTITUTIONAL STRUCTURES FOR CONSERVATION AREAS

The main institutional body responsible for the award and oversight of tourism investment in conservation areas is the Ministry of Tourism (MITUR).

Many institutions are involved in the coordination and governance of activities in conservation areas. Tourism is a commercial activity and all 'normal' procedures for company registration, environmental impact assessment, health and safety, commercial operations, etc, apply and are governed by other relevant regulatory bodies. The following lists key institutional entities for tourism development and operation in conservation areas:

**Ministry of Tourism (MITUR):** Responsible for tourism and conservation areas oversight at the national level. MITUR is legally responsible for managing these areas for conservation and tourism purposes, including representing government on granting contractual concessions, and approving management plans.

**Ministry for the Coordination of Environmental Affairs (MICOA):** Has the overall responsibility for coordinating all environment related issues in Mozambique and reports on the national implementation of the CBD.

**National Administration of Conservation Areas (ANAC):** This Agency has been recently created by Government (Decree 11/2011) to manage all conservation areas and has tourism concessioning powers. It became operational in 2013 (reportedly it is active as from July 2013).

**DNAC:** DNAC as per June 2013 has ceased to exist and its responsibilities have been taken over by ANAC. DNAC was responsible for the technical establishment and management of National Parks, National Reserves and Coutadas, and also to issue special licenses for tourism projects and activities in conservation areas.

**DINATUR:** DINATUR, the National Tourism Directorate, is responsible for generally licensing tourism projects and activities.

**TFCA Unit (Transfrontier Conservation Areas Unit):** a special purpose unit in MITUR that has been set-up at the start of the TFCA Program to specifically support implementation of the program.

**Promotion Investment Centre (CPI):** CPI is responsible for managing the application and approval of investment projects' fiscal incentives and benefits, and depending on the project value, it may also have authorization powers.

**Tourism National Institute (INATUR):** Is a broad institute responsible for tourism destination marketing, tourism investment promotion, asset management (as INATUR holds various properties and land titles), training and special projects such as the establishment of a local chain of mid-range hotels (Projecto Capulana).

**Mozaico do Indigo (Mdi):** Was incorporated in 2009 as a special purpose limited liability company by tINATUR and the Institute for Managing State Participation (IGEPE). Its purpose is primarily to advance tourism investment in the Country's newly created Tourism Interest Zones (ZITs). Mdi has been awarded the Milibanaglala and Dobela concessions in the Maputo Special Reserve (by Council of Ministers Resolutions 52 and 53/2009).

Some current institutional challenges include:

- **Time of transition and new leadership:** The exit of DNAC and entry of ANAC is accompanied by some institutional uncertainty. Also the originally intended independence of ANAC has been challenged by the Council of Ministers and the new statutes leave less autonomy to the Agency. Furthermore MITUR is undergoing a period of change in structure and leadership and not all vacant positions have been filled at present.
- **Roles and responsibilities for investment promotion in conservation areas:** There is some lack of clarity between the roles of various institutes, e.g. investment promotion sits under INATUR and CPI as well as directly in the Ministry. It is unclear which entity will take the lead for promoting tourism investment in conservation areas.
- **Lack of strong entities for 'two-tiered' concession structures:** MITUR has experimented with various concession models. In the case of the Maputo Special Reserve, the political preference was the award of concession to 'local entities' and in response the Government has created Mdl and supported the creation of the community association 'A hi Zameni Chemucane'. However, in the case of Mdl the experience so far has not been very encouraging since the company has not been able to attract private sector investment nor finance for its concessions. Most stakeholders believe that the Mdl model has not much ground for replication in other conservation areas.
- **Lack of support structure for local communities' participation:** Community Concessions or other community involvement in tourism in conservation areas has advanced much in neighbouring countries and it is a main objective in Mozambique Tourism Strategy and Law. Mozambique has seen under IFC's Anchor Program the establishment of the country's first community-private partnership within a conservation area. This process has been supported by many entities (IFC, WB, PPF, TNS, MITUR and other). Experience in other Southern African countries has shown that a dedicated support structure is needed to mobilize and support communities. At present Mozambique is lacking such an organization and available resources are ad hoc and limited.
- **No tourism concessioning unit:** Other countries often have under their Park Management Bodies a dedicated Concession Unit responsible i.e. for policy setting, tourism investment, tender management and concession supervision. Mozambique lacks such a unit and the limited experience so far gained has not been properly 'captured' (turnover of staff, lack of knowledge and management systems, etc). This is expected to be addressed under ANAC.
- **Role of INATUR in conservation areas:** INATUR holds some DUATs and properties in land within conservation areas (eg a DUAT on Epidendron and Casuarina islands that have recently been declared a conservation area). It is unclear how INATUR sits within the overall conservation areas management structure and if and how potential revenues will be channelled back to the conservation areas system.
- **Financial management and sustainability of conservation areas:** At present conservation areas generate very limited revenue. Also existing revenues are not directly channelled to the conservation areas as some revenue goes back to the state budget. In theory 20% of all conservation areas revenues should be channelled to local communities. Management and oversight of these funds is challenging with the current system. A thorough review of income to conservation areas and its distribution for the conservation area management, communities and different levels of Government is needed.

## DONOR INVOLVEMENT IN CONSERVATION AREAS

**AFD** –Traditionally supported a number of parks in Mozambique. These include the Limpopo NP, Quirimbas NP and Gile NR (through IGF). AFD will continue support to these parks and is also interested to provide specific institutional support to ANAC.

**USAID** –Expressed interest in support the Government in the following fields: (i) continue providing technical assistance for investments in tourism and in particular within conservation areas (ii) support in conducting a review and improving the the current business plan developed by Ernst & Young (iii) support ANAC in establishment of a robust anti-poaching system. USAID has provided significant support to Tourism Development in the past. Support included: 1. development of a concession manual (through the SPEED Program, 2012), 2. support to Gorongosa National Park, 3. overall support program to Tourism Sector with focus on Northern Mozambique (Arco Norte, ended 2011).

**KfW** – Is a long term donor to the Limpopo NP. They specifically provide support to NGO Peace Parks Foundation (PPF), support to infrastructure provision and support to the resettlement process.

**PPF** – Has provided in-park support for Limpopo and Maputo Special Reserve, mainly funded by KfW and using own funds. It anticipates that it will continue to support these two parks in the next few years.

**WWF** – Has supported Quirimbas NP, Ilhas Primairas NP, Bazaruto NP and the setting-up of the Lake Niassa NP. It envisions continuing working in northern Mozambique, with focus on Quirimbas and Ilhas Primeiras.

**IGF** – Is a French NGO that provides park management support to Gile NR. This support is comprehensive and is expected to continue over the next few years.

**TechnoServe** –Has supported the establishment of community associations and community-private sector partnerships in the Maputo Special Reserve, Limpopo NP and Bahnine NP.

Other NGOs are active in specific regions in the country and support communities living in and around protected areas with on-going livelihood support programs. These NGOs include Lupa, LVIA, Aga Khan Foundation and others.

## PRIVATE SECTOR INVESTMENT IN CONSERVATION AREAS

Developing sustainable tourism concession models in and around Mozambique’s key conservation areas is one way for the Government to get the private sector engaged, to enable communities to benefit from tourism development, to increase job creation, and to help Mozambique’s tourism industry grow. When designed and implemented correctly, tourism concessions can greatly benefit a wide range of stakeholders, while ensuring the environmental protection of critical assets.

### STRUCTURES FOR PRIVATE SECTOR INVESTMENT IN TOURISM IN CAS

In Mozambique, tourism development is already taking place in many conservation areas. A variety of models have been implemented, including:

<b>Structures for Private Sector involvement in Conservation Areas in Mozambique</b>		
<b>Type of ‘concession’ or Private Sector participation model</b>	<b>Example where implemented</b>	<b>Explanation</b>
Direct Concessions to Private Sector for specific areas or sites within a conservation area	Limpopo	Concession granted in the form of a large ‘exclusive use’ area.
‘Two-tiered concessions’ awarded by Government to a community association or a special purpose vehicle that can then enter into partnerships with Private Sector	Maputo Special Reserve	This model assigns a concession area by means of a Council of Ministers Resolution. The concessionaire can enter into a partnership with Private Sector for a certain period of time upon approval by the Government (Ministry of Tourism).
Special licenses, for the private sector to have a license to operate inside a conservation area	Bazaruto, Limpopo, Quirimbas	This model is based on the Land Law. The ‘Special License’ replaces the DUAT (Land Use Right) in conservation areas and is required to legalize land-use for commercial activities taking place within conservation areas. Typically the ‘Special License’ is granted for a smaller area than a ‘concession’ and would only include the ‘foot-print’ area needed for a Lodge or Tourism enterprise.
DUATs (Direito de Uso e Aprovação de Terra) or the Land-Use-Rights	Ilhas Primeiras	The DUAT is an instrument that allocated land for economic development outside of conservation areas. Some of the newer parks and reserves still had DUATs dating from the period before the area was declared a Conservation Area. Theoretically these DUATs have to be replaced by ‘Special Licenses’ or

		cancelled (in case of no progress), but this has not been fully executed in all conservation areas.
Concessions granted via a conservation area management model	Niassa NR	The Niassa NR was managed by a private company (SGDRN – Society for the Management of the Niassa Reserve, representing a public-private partnership with the Government of Mozambique and a private company) for an extended period. As such the SGDRN was responsible to attract and enter, grant and management tourism concessions in the Niassa NR.

Current policy framework does not favour one approach above the other and Mozambique has gained some experience over the years with the different models. The following reflects on some pros and cons for each model:

Analysis of models for Private Sector involvement in Conservation Areas		
Direct Concessions to Private Sector	Positives	<ul style="list-style-type: none"> <li>• Concessions are a common way for Private Sector involvement in the region and many tourism operators have a preference for this model.</li> <li>• Perceived security of tenure is high once a direct concession is obtained as terms and conditions for usage, size, fees, etc, are normally clearly defined for an extended period of time.</li> </ul>
	Negatives	<ul style="list-style-type: none"> <li>• Experience has shown that especially large concessions in conservation areas require high Government approval (Council of Ministers). This might result in lengthy processes and political involvement on issues like maximum size and duration of concessions.</li> <li>• Processes to obtain direct concessions can be cumbersome and lengthy. No clear procedures and processes exist and implementing agencies have little experience, resulting in potentially long and not so well defined processes.</li> </ul>
'Two-tiered concessions'	Positives	<p>Community as concessionaire:</p> <ul style="list-style-type: none"> <li>• The community holds the 'social license to operate' in the area and once the arrangement is properly structured this might be a favourable agreement.</li> </ul>

		<ul style="list-style-type: none"> <li>• Donor and grant funding is more likely to be channelled through a community structure then directly to Private Sector.</li> <li>• No competitive procurement processes required. Concessions are ‘awarded’ to communities that can ‘claim’ usage rights based on historical rights and they are free to enter into/negotiate partnerships with Private Sector without mandatory tender processes.</li> </ul> <p>State-owned company as concessionaire:</p> <ul style="list-style-type: none"> <li>• A two-tiered concession structure will allow for international private sector parties to enter with a local party into a concession agreement and hence get access to prime concessions.</li> <li>• Private Sector can enter into/negotiate partnerships with the concessionaire without mandatory competitive procurement processes (such as tenders).</li> </ul>
	Negatives	<p>Community as concessionaire:</p> <ul style="list-style-type: none"> <li>• Community partnerships can take long time to negotiate and regional experience has shown that communities typically need external support and are volatile.</li> <li>• In Mozambique experience with community-private sector joint ventures in tourism is limited and no accepted models and standard terms exist yet.</li> <li>• Land use fee is likely to be more expensive than the mandatory minimum land use fees (2000 MTN per year/ha), communities expect additional rental fees or percentage of revenue.</li> </ul> <p>State-owned company as concessionaire:</p> <ul style="list-style-type: none"> <li>• This model is new to Mozambique and no entity has yet experience in this role. The entity created by INATUR and IGEPE (Mozaiko de Indigo) for this purpose has not yet managed to successfully deliver on this model.</li> <li>• Payable fees are likely to be higher than the mandatory minimum land use fees (2000 MTN per year/ha), as the Private Sector entity may be</li> </ul>

		expected to pay additional rental fees or percentage of revenue.
Special licenses	Positives	<ul style="list-style-type: none"> <li>• Relatively easy to obtain, entity can ‘apply’ for the Special License with MITUR. No mandatory competitive procurement processes.</li> <li>• Fees for Special Licenses in conservation areas are defined in the legislation (Diploma Ministerial 204/2012) and are set at 2000 MTN per ha per year.</li> </ul>
	Negatives	<ul style="list-style-type: none"> <li>• Special Licenses, when they are needed and how to apply for them are not easily understood due to the lack of proper regulations governing the licensing attribution in conservation areas.</li> </ul>
DUATs	Positives	<ul style="list-style-type: none"> <li>• DUATs are the common land use scheme outside of conservation areas and many Private Sector operators are familiar with procedures.</li> </ul>
	Negatives	<ul style="list-style-type: none"> <li>• DUATs cannot officially be attributed in Conservation Areas and those still operating on a DUAT should request DUAT to be traded in for a Special License .</li> </ul>

## CONSTRAINTS TO PRIVATE SECTOR INVESTMENT IN PROTECTED AREAS

Overall, investment in conservation areas is still limited. The following main constraints to private sector investment have been identified:

- **Access/Infrastructure:** Most conservation areas have difficult access and even fewer have a maintained road network within the area. Provision of infrastructure and services (electricity, water) within most conservation areas is weak (100% of respondents in recent survey, see results in Annex, cite this as a major or significant constraint).
- **Cost of flights and black-listed status of national operators:** Tourism Operators cite difficulties in selling Mozambique with the prolonged (over 2 years now) black-listing of all Mozambique based airlines. (100% of respondents in recent survey, see results in Annex, cite this as a major or significant constraint).
- **Lack of consistent framework for awarding commercial concessions:** As outlined above, various models exist to secure private sector investment in eco-tourism facilities in Mozambique’s conservation areas. Furthermore institutional capacity to design and implement concession processes is weak and little experience has been ‘captured’ (eg no concessioning unit formed, no documentation database properly maintained).

- **Weak legal framework for tourism investment in conservation areas:** Many of the instruments used to assess and award tourism investment in conservation areas lack legal status or procedures are not yet clearly defined in regulations or procedures manuals.
- **Perception of weakness of Government in management of tender/concession processes:** There is limited capacity in MITUR to design and implement tender/concession processes due to the lack of a dedicated 'concessions' unit.
- **Lack of conservation areas management plans that further 'frame' the investments:** Few conservation areas have proper management plans that make provision for areas designated for tourism development, required/allowed number of beds, number of investment sites, airstrips, roads, etc. For those that do have plans, implementation is often challenged and/or not adhered to.
- **Lack of 'destination status' of the conservation areas:** Many of Mozambique's conservation areas have not established themselves yet as 'destinations'. Few people even know their names and richness/potential of many of the areas is completely unknown.
- **'Available' sites and their legal status:** For many areas it is not easily known of specific sites available for tourism investment or the current 'legal' status of existent concessions. Some conservation areas experience cases of 'non-compliance' with set specifications under MoUs or concessions contracts or 'no progress' with DUATs and Special Licenses granted.
- **Concession fees not adequately set:** At present there is flat fee of 2000 MTN per ha per year for all 'commercial' usage of land in a conservation area (reference). This fee is uniformly applied for all conservation areas. This has been a point of debate as it is not considered by many experts the right approach. Under the current system high-value land in e.g. coastal and island conservation areas (such as Bazaruto) where investors are typically looking for a very small 'foot-print' area for development are severely under-priced, whereas in the lower value terrestrial conservation areas, where investors will be seeking larger areas, the cost for use of land area is generally over-priced. It is recommended to use a variable fee depending on attractiveness of the location.
- **High building and operational costs for tourism investments in remote locations in Mozambique:** Most conservation areas are located in remote areas with little available inputs both for construction and operations. This means that transport costs will be high as well as operations costs.

## ASSESSMENT OF CONSERVATION AREAS FOR PRIVATE SECTOR INVESTMENT

### AREAS PROPOSED FOR CONSIDERATION

A total of 12 conservation areas - parks and reserves - have been considered in this technical assessment. The following table presents a brief description of the area as well as some initial feedback, sourced from interviews, literature reviews and earlier IFC experience.

Park	Description	Comments/concerns:
<p>Limpopo NP</p> <p>Gaza Province</p> <p>Area: 10,000 km<sup>2</sup></p> <p>Year: 2002</p>	<p>The Limpopo National Park (LNP) is situated west of Gaza Province, near the South Africa border and south of Zimbabwe border. This park's terrain is well preserved with 10 distinct landscapes. Visitors can gaze at almost 100% of the Southern African species of wildlife, including the Big Five. The Massingir Dam, the zone of river Shingwedzi and Mapai are attracting zones in terms of fauna, and culture.</p> <p>The LNP has two campsites with accommodation facilities: Machapane Trails Camp has luxury tents available on a three-day packages basis, Águia Pesqueira campsite (tourists are urged to bring along their own tents and supplies). Additionally, there are campsites available (Pafuri-Massingir) Tambotie, Mamba Pan and Machamba.</p> <p>The LNP can be accessed via beaten road through Giryondo Border Post leaving from Kruger Park and the Pafuri Border Post (natural road). From inland Mozambique it is possible to access the park by road leaving from Massingir and Mapai.</p> <p>Website:  <a href="http://www.limpopopn.gov.mz/">http://www.limpopopn.gov.mz/</a></p>	<ul style="list-style-type: none"> <li>• Revenue generating park. However majority of visitor use park for 'transit' purposes as the Park provides shortest route from Limpopo/Mpumalanga area to Gaza (used as a corridor for seasonal mine workers from Mozambique in SA as well as a transit for tourists to Gaza/Inhambane beaches).</li> <li>• Resettlement program for 1,200 + families still ongoing.</li> <li>• Prior to declaration of National Park in 2002 the area was a Coutada (hunting area). The original Coutada concession holder, Gaza Safari's holds the rights to 70,000 ha within the park boundaries. No tourism development has yet taken place while the situation also prevents award to third parties.</li> <li>• Previous studies have indicated that large concessions areas (approx. 10 to 13,000 ha for the high value concessions of Bonsweni and Madonse) are necessary to attract credible PS to the area. Sizeable concessions have been difficult from a political perspective.</li> <li>• Poaching of rhino and elephant is escalating in Mozambique and in the region at large. Cases have been documented in the Limpopo NP while facilitating the entry of poachers into the Kruger NP in the South African side.</li> </ul>
<p>Maputo Special Reserve (MSR)</p> <p>Maputo Province</p> <p>Area: 700 km<sup>2</sup></p>	<p>70,000 ha National Reserve in southernmost tip of Maputo Province. The Reserve has exceptional scenic beauty and is made up of riverine forests, wetland, freshwater lakes, grasslands, dunes and sandy beachfront.</p>	<ul style="list-style-type: none"> <li>• Medium category revenue generating Park.</li> <li>• Supported under IFC's Tourism Anchor Investment Program.</li> <li>• Chemucane Community Concession: Under the Anchor Program a private</li> </ul>

<p>Year: 1960</p>	<p>Marine and coastal resources include pristine corals, manta rays, whale sharks, turtles. Inland wildlife is recovering but includes approx. 400 elephants and small game.</p>	<p>sector partner was secured for a 3 million US\$ lodge and preparations for the construction of the lodge are ongoing.</p> <ul style="list-style-type: none"> <li>• The other two concessions (Milibangalala and Dobela) have been awarded to Mozaico do Indigo.</li> <li>• Milibangalala: An MoU has been signed for a large development (700 beds) with a well-known investor. So far little progress has been achieved and the MoU is expected to expire in July 2013. However, Mdl report that the project is still going and likely to advance. PPF and MITUR have expressed concerns about the envisioned size of the development as this is over the carrying capacity established in the MSR Management Plan.</li> <li>• Dobela: also an MoU has been signed with an investor for this site. So far the investor has not progressed and Mdl is considering cancelling the agreement.</li> <li>• A full package of tender documents and procedures has been developed for all 3 sites in the MSR. Should MITUR/Mdl want to re-launch one of the sites all support materials are available and can be easily adapted to new tenders.</li> </ul>
<p>Banhine National Park (BNP) Gaza Province Area: 7000 km2 Year: 1973</p>	<p>Banhine Park in northern Gaza Province is home to extensive wetlands and is a key source of water for the arid lands surrounding it. It still supports healthy populations of ostrich, kudu, impala, reedbuck, duiker, steenbok, porcupine, warthog, and the increasingly rare oribi.</p> <p>It forms part of the Great Limpopo Transfrontier Conservation and includes the most humid area in inland Mozambique, ecologically regulated by trends related to cyclical rainfall fluctuations and draughts.</p>	<ul style="list-style-type: none"> <li>• Remote park, virtually no infrastructure yet.</li> <li>• Does not generate revenues at present.</li> <li>• Access by road from Inhambane or Gaza Province (roads in precarious conditions).</li> <li>• There is no tourist development in the BNP. Accommodation under the form of camping can be arranged through the BNP administration in the main campsite.</li> </ul>
<p>Zinave National Park</p>	<p>The Zinave National Park (ZNP) is part of</p>	<ul style="list-style-type: none"> <li>• Remote park, virtually no</li> </ul>

<p>(ZNP)</p> <p>Inhambane Province</p> <p>Area: 6000 km<sup>2</sup></p> <p>Year: 1973</p>	<p>the Great Limpopo Transfrontier Conservation Area. It is situated along Save River in the far north-west of Inhambane Province. The ZNP has a diversity of landscapes namely: miombo forests, bushes, riverine vegetation. The ZNP has also lagoons. Fauna includes lions, leopards, cheetah, spotted hyenas, kudus, nyalas, reedbuck, steenbuck, both grey and red duiker, bushbucks, hippos, impalas, reedbucks, and crocodiles.</p>	<p>infrastructure yet.</p> <ul style="list-style-type: none"> <li>• Does not generate revenues at present.</li> <li>• Accommodation, mainly in the form of camping, can be arranged through the local administration in the main campsite.</li> <li>• Tourism accommodation facilities have been developed with the support of an Italian NGO, LIVIA, for local community based venture with a private sector operator. MITUR is supporting the securing of a private sector partner for the community.</li> <li>• Access by road from Inhambane city and Gaza or other points of the province, being advisable to travel in 4x4 vehicles due to the conditions of the road (precarious roads).</li> </ul>
<p>Chimanimani National Reserve (CNR)</p> <p>Manica Province</p> <p>Area: 7500 km<sup>2</sup></p> <p>Year: 2000</p>	<p>The Chimanimani National Reserve (CNR) is situated in the Sussundenga district, Manica Province. The CNR has an intact ecosystem (rich in biodiversity especially in the mountainous areas), dramatic landscapes, archaeological tools, rock paintings, intact beliefs and traditional structures. It has a great diversity of species of plants and endemic birds, reptiles and butterflies.</p> <p>The CNR protects a series of ecosystems of great value, including prairies and high mountain vegetation. It has favourable conditions for the practice of various activities: mountaineering, safaris, canoeing, equitation and cultural tourism. The CNR is part of the Chimanimani Transfrontier Conservation Area.</p>	<ul style="list-style-type: none"> <li>• Access reasonable but not on a current circuit. Expectations are that tourism will pick-up only once Zimbabwe re-establishes itself as a tourism destination.</li> <li>• Access to CNR is possible by road, either from Chimoio city or via road, from the airports of the cities of Tete, Chimoio and Beira. It is advisable to travel in a 4x4 due to the state of the roads.</li> <li>• Basic campsites are available in Chikukwa and Mahate.</li> <li>• History of Community Projects with support from various donors (all small scale).</li> <li>• Does not generate revenues at present</li> </ul>
<p>Pomene National Reserve (PNR)</p> <p>Inhambane Province</p> <p>Area: 200 km<sup>2</sup></p> <p>Year: 1964</p>	<p>The Pomene reserve is the smallest conservation area in the country. Proclaimed by Decree 2496 of 4th of July 1964, it is situated in the district of Massinga in Inhambane province and covers an area of 200 km<sup>2</sup>.</p> <p><a href="http://www.visitmozambique.net/uk/Fl">http://www.visitmozambique.net/uk/Fl</a></p>	<ul style="list-style-type: none"> <li>• Small Reserve that some experts cite as one of the greatest opportunities for tourism investment in Mozambique. However, it was reported that a lot of residential 'tourism' development has already taken place in the coastal area.</li> <li>• The nearby old colonial hotel (not in the Reserve) has been recently</li> </ul>

	<a href="#">ora-Fauna/Reserves/Pomene-Reserve</a>	awarded to an investor.
<p>Bazaruto Archipelago National Park (BANP)</p> <p>Inhambane Province</p> <p>Area: 1600 km<sup>2</sup></p> <p>Year: 1971</p>	<p><i>The Bazaruto Archipelago</i> is a group of six islands near the mainland between Vilankulo and Inhassoro and is a proclaimed marine national park. It comprises the islands of Bazaruto, Benguerra, Magaruque, Banque, Santa Carolina (also known as Paradise Island) and Shell. Tourist attractions include sandy beaches, coral reefs, and opportunities for diving, snorkelling, surfing and fishing. Humpback whales, marine turtles, spinner, humpback and bottlenose dolphins, marlins and barracudas, devil rays and the Dugong are regularly seen. The BANP is a popular tourist destination. As of 2011 the park had five hotels promoting high-value, low-impact programs.</p>	<ul style="list-style-type: none"> <li>• Cluster of high-end accommodation exists on the islands.</li> <li>• The management plan does not allow for further investment.</li> <li>• New developments by RANI underway (within the framework of the existing management plan).</li> <li>• Sasol drilling for gas might have visual impacts (drilling stations) and can be a threat to the park</li> </ul>
<p>Gile National Reserve (GNR)</p> <p>Zambezia Province</p> <p>Area: 2100 km<sup>2</sup></p> <p>Year: 1960</p>	<p>The Gilé National Park was first proclaimed as a partial hunting reserve in 1932.</p> <p>It is situated in the districts of Pebane and Gilé in the Zambézia province and covers an area of 2.100 km<sup>2</sup>.</p> <p>The reserve offers an exceptional biodiversity and hosts various critically endangered species.</p>	<ul style="list-style-type: none"> <li>• Supported under IFC's Tourism Anchor Investment Program. Packaged for investment promotion as a 'bush &amp; beach' together with 2 islands in the Primeiras and Segundas Archipelago. No investment was generated.</li> <li>• Heavily damaged during the civil war period, the reserve now faces growing pressures on its natural resources.</li> <li>• Only Reserve/PA in Mozambique with no communities residing within its boundaries.</li> <li>• Very remote and difficult to access.</li> <li>• Results from IGF support are good, and possibly the Park will recover on the medium term and be able to attract tourism investment on the longer term</li> </ul>
<p>Primeiras and Segundas Islands Marine Protected Area</p> <p>Nampula and Zambezia Provinces</p> <p>Area: 10,409 km<sup>2</sup></p>	<p>Largest marine protected area in Africa. Made up of ten islands off the coast of northern Mozambique, the coastal marine reserve in the Primeiras and Segundas Archipelago covers more than 4020 square miles and contains abundant coral and turtle species.</p> <p>It is rich in mangroves, marine life, deep underwater canyons and large seagrass</p>	<ul style="list-style-type: none"> <li>• Recently declared a PA.</li> <li>• Supported under IFC's Tourism Anchor Investment Program before its proclamation as PA. Two islands, Casuarina and epidendron, were packaged for investment promotion as a 'bush &amp; beach' together with the Gile Reserve.</li> <li>• INATUR became the holder of DUATs on the islands and launched a tender</li> </ul>

Year: 2012	beds. Due to cold nutrient-rich upwellings, the Archipelago is spared coral bleaching, a common problem in other coral-rich areas, making these some of the most globally productive and important reefs on the planet.	that resulted in a \$ 30 million investment deal. Due to the lack of development by the investor, INATUR has recently cancelled the agreement and re-launched a tender. Location/access particularly difficult, even more challenging than eg Quirimbas where there is some critical mass of operators established.
Quirimbas National Park  Cabo Delgado Province  Area: 7500 km2  Year: 2002	The Quirimbas National Park, stretching along the northeast coast of Mozambique, protects 750,639 hectares of coastal forest and mangroves, rich coral reefs and abundant marine life, including sea turtles, dugongs and hundreds of fish species. The park was established in 2002 to protect the region's natural resources.	<ul style="list-style-type: none"> <li>• Close to Pemba and Mocimboa de Praia, new development centres (due to gas resources).</li> <li>• These centres might attract significant amount of skilled workers that could constitute a new 'source' market for Quirimbas.</li> <li>• Has been 'run' on the islands and coastal areas and a lot of speculation has occurred. Not clear if land is available for new tourism investment. A land due diligence study may be conducted to assess available land for investment and review terms and conditions of existing arrangement. As a result potential sites might be identified for investment promotion.</li> </ul>
Tchuma Tchato Community Conservation Area  Tete Province  Area:2000 km2  Year: No formal conservation area	Tchuma Tchato is one of the first community-based natural resource management (CBNRM) programmes.  Established in Mozambique. It started in 1994 in a remote area of about 200 000 ha on the right-hand side of the Zambeze River in Tete Province, close to the borders of Zimbabwe and Zambia. Tourism income from hunting operations is shared between communities, local and central government. Area proposed to become a National Park due to engaged wildlife and unique petrified forest in the area.  <a href="http://tchumatchato.org/">http://tchumatchato.org/</a>	<ul style="list-style-type: none"> <li>• Area very remote and with difficult access (even from Tete, with a sizeable expatriate/middle-class national market, is many hours).</li> <li>• Traditional area for hunting and reasonably successful as a hunting destination. Not sure how well hunting will combine with possible eco-tourism activities.</li> <li>• One of earliest CBNRM projects in Mozambique with positive results</li> <li>• 'Captive' high income market in Tete is at present mainly from Brazil and Australia, none are traditional hunting source markets.</li> <li>• Area has no formal conservation status yet.</li> </ul>
Malhazine National Reserve	Malhazine Ecological Park or EcoParque on the outskirts of Maputo is Mozambique's most recent and smallest	<ul style="list-style-type: none"> <li>• Perhaps interesting opportunity for local concessionaire to run a restaurant and the eco-park facilities.</li> </ul>

<p>Maputo Cidade</p> <p>Area: 568 ha (5.7 km<sup>2</sup>)</p> <p>Year: 2012</p>	<p>National Reserve. Declared a Park in 2012, the area is the former Malhazine military munitions depot, where an explosion in 2007 killed 107 people and injured another 515. The Park is planned to have research, veterinary and leisure facilities including green areas that will be home to Mozambican wildlife.</p>	<ul style="list-style-type: none"> <li>• Unlikely that accommodation facilities will be included given location and proximity of other accommodation facilities.</li> <li>• Very small area/concession with strong heritage/memorial characteristics.</li> </ul>
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## ASSESSMENT OF CONSERVATION AREAS ATTRACTIVENESS FOR PRIVATE SECTOR INVESTMENT

This scoping assesses Mozambique conservation areas on their attractiveness for tourism investment.

### CRITERIA USED FOR ASSESSMENT

Each of the 12 conservation areas is ranked against a set of 12 criteria related to 'Location/Destination', 'Park Management', and 'Quality of Product'. Criteria and scoring were discussed with MITUR officials in a group meeting in July which resulted in some adjustments made to the final conservation areas assessment and scoring.

#### Location/Destination (4 criteria):

1. Fit on existing tourism circuits and/or proximity to established tourism attractions (not on one - 0, integrated - 5)
2. Degree to which the Protected Area is already established as a tourism destination (not known - 0, well-known - 5)
3. Proximity of markets (close by urban centres and/or other potential markets) and access (not in close proximity - 0, within close proximity - 5)
4. Presence of existing tourism product (accommodation facilities) in park or close by (no presence of very basic standards - 0, presence of facilities and of higher quality facilities - 5)

#### Park Management (4 criteria):

1. Existence of support from TFCA project and/or other donors/NGOs (no support - 0, high support - 5)
2. Strength of Park Management (little resources available - 0, many human resources and facilities available - 5)
3. Existence of basic infrastructure, such as roads, access to electricity and basic park managed facilities such as campsites (no infrastructure - 0, good infrastructure - 5)
4. Reputation risk with resettlement or other issues (high - 0, none - 5)

#### Quality of the Product (4 criteria):

1. Attractiveness of product (not significant (low biodiversity, low differentiation from other products and/or small park) - 0, high biodiversity and/or presence of charismatic/interesting wildlife, and/or exceptional large/interesting area - 5)
2. Presence of cultural tourism attractions (eg declared a UNESCO heritage site, or strong cultural attractions in proximity) (none - 0, presence of 'high-value' cultural sites' - 5)
3. Presence of wildlife (little and of 'low' value - 0, high concentration and/or of high value (eg presence of big five - 5)
4. Presence and quality of marine product (0 no marine/water product, 5 presence in easy reach and of high quality (eg many species and of high variety)

## SCORING RESULTS

Below a summary of scores (the full scoring table is included in the Annex):

### **Parks with high scores (>30 points):**

- Maputo Special Reserve (44 points)
- Bazaruto National Park (44 points)
- Quirimbas National Park (41 points)
- Limpopo National Park (36 points)

### **Parks with medium scores (21-30 points):**

- Pomene NR (29 points)
- Chimanimani NR (25 points)
- Malhazine NR (24 points)
- Zinave NP (23 points)
- Bahnine NP (23 points)

### **Parks with low scores (20 or lower):**

- Ilhas Primeiras MPA (20 points)
- Gile NR (19 points)
- Tchuma Tchatu CCA (18 points)

## ASSESSMENT OF PRIVATE SECTOR DEMAND

As part of the scoping a survey among tourism investors/operators and tourism experts has been conducted. Please note that the below reports on the results of a formal 'survey', in addition open interviews with private sector entities have been done. Information gathered during these open interviews have been used in the compilation of the overall report and not specifically in this section.

### **SURVEY ON INVESTORS' APPETITE IN MOZAMBIQUE'S CONSERVATION AREAS**

A 10 questionnaire survey was designed to get feedback on investment appetite and attractiveness of various conservation areas for tourism investment. A request to complete the survey was sent to approximately 25 private sector operators working in the eco-tourism sector in the region, 25 tourism experts/donor/NGO officials working in the tourism sector in Mozambique and in addition some Government officials with a good knowledge of the various conservation areas.

A total of 28 respondents have replied of which 23 could be used for analysis. The following presents main findings from the survey.

### **SURVEY SUMMARY FINDINGS**

The full survey report 'Private Sector Perspectives on Tourism Investment in Conservation Areas – Mozambique' is enclosed on the Annex.

Below a summary of main findings:

- **Most 'attractive' investment sub-sectors:** Most 'attractive' investment options are 'Eco-lodges/small scale leisure hotels in Coastal Areas', followed by 'Business Hotels in Maputo', and 'Business Hotels in other capital/major cities. Fewer respondents considered Eco-lodges/small-scale leisure hotels in conservation areas as attractive while the least attractive option is 'larger scale hotels/resorts in Coastal areas.
- **Provinces with highest investment potential:** Biggest opportunities are seen in Business Hotels and in Eco-Lodges. For Business Hotels Maputo Cidade (70%), Tete (74%), Cabo Delgado (65%) and Nampula (61%) are considered most attractive. Eco-Lodges are considered for Maputo Province (47%), Gaza (53%), Inhambane (57%), Niassa (78%) and Cabo Delgado (45%).
- **Highest rated conservation areas:** Conservation areas were rated by 20 respondents. Parks receiving very high scores (over 30) are Gorongosa (38), Maputo Special Reserve (38), Bazaruto (34), and Quirimbas National Park (34). High scores (over 20) were given to Limpopo (27), Lake Niassa Reserve (26) and Niassa Reserve (24). Low scores (20-10) are attributed to Chimanimani (19), Ilhas Primeiras and Segundas (18), and Pomene (14). Very low scores (<10) are attributed to Zinave (8), Gile Reserve (7), Marromeu (4), Tchuma Tchato (4) and Banhine (0 points).
- **Constraints to tourism investment:** By far the main constraint is 'air access' considered by 95% a 'big constraint' and by the remaining respondent a 'medium constraint'. Also 'poor infrastructure' is considered by all respondents a 'big' (86%) or 'medium' (14%) constraint. 'High operating costs' is identified as the #3 concern. Of least concern are 'Image of the country' and 'legislation for labour'. Comments/explanations of the 'three biggest concerns' confirm the findings in the table.
- **Drivers for investment in conservation areas:** 'Quantity of wildlife' (40 points) is considered by far the most important factor. On second and third place respectively are 'strong park management' (36 points) and 'scenic landscape' (33 points). Of least concern are the 'presence of other private sector operators' (14 points) and 'presence of additional support' (16 points).
- **Biggest constraints for tourism investment specifically in conservation areas:** Quality and quantity of wildlife (13 comments), weak park management capacity (5 comments), poor access/infrastructure (4 comments), high occurrence of poaching (4 comments) and difficult/lengthy investment procedures (4 comments).
- **Willingness to invest in Mozambique's conservation areas:** 14 respondents consider themselves 'investors'. Of these, three will not consider investing, 10 in the medium to long term and only one says to consider investing in the short term. Most respondents are positive towards community partnerships and indicate they are willing to consider partnering with local communities.

## CONCLUSION AND RECOMMENDATIONS

### CONCLUSIONS

1. **Four conservation areas are considered ‘attractive’ for tourism investment:** Of the 12 CAs analysed, only four are considered strong areas from a tourism investment perspective. These are Bazaruto National Park, Maputo Special Reserve, Limpopo National Park and Quirimbas National Park. This is confirmed both by a technical assessment (based on 12 criteria) and by a private sector demand survey.
2. **No specific sites have been identified as available for immediate investment in these four conservation areas:** Discussions with stakeholders and analysis of Management Plans confirm that at present no sites are available for immediate investment within these parks. A more detailed assessment, including a legal review of current licenses and concessions granted, might identify sites for investment.
3. **Need for sensible concession models and clearly defined investment procedures:** No standard concession models exist in Mozambique and so far different models have been experimented with. Possible structures for private sector involvement include direct private sector concessions, community partnerships (with head-concession to the community), and partnerships with intermediate structures (with head-concessions to intermediate structures such as Mozaiko de Indico). The last two following the Maputo Special Reserve Model. Many tourism operators prefer the direct concessioning model as security of tenure is perceived as high. Irrespective of the adopted model for a particular area, it is important that the government discloses information and promotes transparency about model and procurement process from the start to build understanding and interest from the private sector. Third party facilitation (such as provided by IFC under the ‘Anchor Program’ for the Maputo Special Reserve’) will increase confidence and so will high level government approval of selected structures and procedures.

## RECOMMENDATIONS

### RECOMMENDATIONS FOR SPECIFIC CONSERVATION AREAS:

1. **Quirimbas National Park:** With potential for tourism investment but not immediately as specific sites need to be identified.

Quirimbas represents an attractive conservation area for investment facilitation support. Whereas previously the Quirimbas were dependent on long-haul upmarket segments, nowadays a new 'resident' market is emerging with the establishment of the gas industry in Pemba and surroundings. However, the management plan does not present sites that are ready to be marketed and feedback from interviews indicate that possibly sites are available but a legal review of land availability is needed. Quirimbas might particularly present an attractive option for the facilitation of a community-private sector partnership(s). The Park has a large resident population, limited options for local livelihoods and a large number of active NGOs. Furthermore it is expected that funding can be sourced from multi-nationals currently engaged in feasibility studies along the Cabo Delgado coast.

**Recommendation:** Detailed study to identify available land and assess status existing land arrangements. Study to assess potential for Community Partnerships (assess NGO's, presence/willingness/capability to support Community tourism ventures, existence of community associations and their willingness/ability to enter into private sector partnerships).

2. **Limpopo National Park:** With potential for tourism investment after community resettlement process is completed and land issues with Gaza Safaris are sorted.

Tourism investment in the Park is currently held back the present uncertainty surrounding the Gaza concession as exact sizes and location for Gaza Safari need to be negotiated in order to 'free' areas for concessions. Furthermore, it is advisable that the community resettlement is fully concluded before sites are brought to the market.

**Recommendation:** MITUR to conclude arrangements with Gaza Safari and community resettle process and launch sites once 'cleared'.

3. **Maputo Elephant Reserve:** With potential for tourism investment considering a re-launch of the Dobela and Milibangalala Sites.

The Maputo Elephant Reserve obtains highest scores of all Parks in both the investor survey and in the conservation areas assessment. Three sites have been identified and approved by Council of Ministers for tourism investment. One of these sites (Chemucane) has been awarded to a Community Association and has secured a Private Sector Partner. Progress of the Investment process is well on track for this site. The other two (Milibangalala and Dobela) have been awarded to Mdl and MoUs have been signed with Private Sector for tourism development. However, so far, no development has taken place at both sites.

**Recommendations:** Consider re-launching the sites. GoM possesses a full set of tender documents and contracts for both sites.

Whilst Bazaruto NP is considered one of Mozambique's most attractive areas for tourism investment, feedback from the scoping indicates that no sites are available at present for further investment. Given this, the area is not considered for investment facilitation.

#### INSTITUTIONAL CAPACITATION AND INVESTMENT CLIMATE RECOMMENDATIONS:

Generic institutional support is necessary to promote greater financial sustainability of conservation areas. Related to tourism planning and management capacity, institutional capacitation entails:

1. **Design and operationalization of a Concession unit:** At present MITUR does not have a dedicated Concession Unit. As a result experience with previous Concession Processes is often not properly recorded and no central database with tender documentation exists. There is the need for the creation of a dedicated Concession Unit within MITUR's institutional structure (possible within ANAC). This unit will then be responsible for design of conservation areas specific concession models, design and implementation of procurement procedures, contract allocation and supervision. This unit could also play a role in addressing investment climate issues earlier identified (financial sustainability of conservation areas, review of concession fees, procedures for the elaboration and compliance to management plans, process to obtain licenses to operate tourism businesses in conservation areas, etc.).
2. **Design of a Tourism Concessions Management System:** Following on the recommendation above, for tourism development in conservation areas to meaningfully start contributing towards the financial sustainability of conservation areas a first step is the carrying out of a thorough assessment of tourism income generated by conservation areas and its subsequent distribution (i.e for conservation management, local communities and different levels of Government). Based on the assessment findings, government may subsequently develop an efficient tourism planning/concessioning management system. An ICT-based solution allows the generation of vital information about tourism concessions (i.e. location, hectares, contract duration, fees payable, etc) as well as information on actual and potential tourism revenues in conservation areas.
3. **Detailed design and operationalization of a Community Support Structure:** Community-Private Sector Partnerships are a favourable structure to secure private sector investment in conservation areas. Private Sector also confirmed an interest in the Survey in such partnerships. However, the design and implementation of such partnerships is a very resource intensive process. Until today a handful of such partnerships have been realized and various NGOs (PPF, TechnoServe, African Safari Lodge Foundation, Lupa, etc) have been involved. At present Mozambique has no central structure/unit for support to communities. This could possibly be initiated as a Unit from ANAC and later develop into an independent Association of Community Support Organizations (eg following Namibia's NACSO, Namibia's Association for Community Support Organizations model<sup>4</sup>).

The above are reforms that directly relate to the institutional set-up of conservation areas. Investment climate reforms needed include a review of concession fees and the standardization

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<sup>4</sup> See <http://www.nacso.org.na>

of concession structures by means of formally approved regulations and clear procedures for promoting, assessing, approving and monitoring tourism investment in conservation areas.

Furthermore, difficult air-access to Mozambique is quoted as the biggest constraint to tourism investment in Mozambique. Although outside of the direct influence of conservation areas support structures, MITUR could also consider reviewing in greater detail if there are investment climate and/or institutional issues related to the continued blacklisting of LAM that could possibly be addressed by the Government of Mozambique.

## Annex 1 – Overview Tourism Sector in Mozambique

Tourism in Mozambique has grown significantly over recent years. However, growth has been mainly in the business and visiting friends and family segment and Mozambique has never realized its vision for 2020<sup>5</sup> of being ‘Africa’s most vibrant, dynamic and exotic tourism destination, famous for its outstanding beaches and coastal attractions, exciting eco-tourism products and intriguing culture, welcoming over 4 million tourists a year’. Tourism remains dominated by travellers from neighbouring countries (major part coming for business and VFRs) while the relatively small leisure segment is also dominated by regional (mainly from South Africa) visitors. Investments have been in business hotels in Maputo and in recent years also in other provincial cities while leisure tourism investment remained concentrated in the ‘traditional’ south. In recent years the Country’s economic outlook has swiftened significantly with the recent discovery of large reserves of natural gas, coal and other minerals. Growth poles have emerged in Tete (coal) and Cabo Delgado (natural gas) and infrastructure development and planning is now largely geared towards these sectors. At the same time, the instance of poverty has not substantially improved (on the contrary, health and education experts as well as international indexes such as UNDP’s Human Development Index argue that the Country is actually deteriorating) whereas overall donor funding is decreasing (due to decreasing budgets donors). This means that limited government budgets are increasingly pressured by development needs (health and education) and infrastructure needs to support its growth sectors and even less is available for targeted tourism development. However, the arrival of many expatriates in the natural resource sector is expected to positively impact on demand for internal travel and tourism services and may provide for the required economies of scale for improved air access, roads and domestic tourism facilities.

Underlying facts:

- Tourism has grown significantly over the last few years in Mozambique. At present the Country has approximately 2 million arrivals (that is up from 470,000 in 2004 and from 1.4 million in 2008). Approximately 80% of arrivals stem from Africa, 12% from Europe and 5.6% from the Americas.<sup>6</sup>
- Mozambique has a low share of leisure tourists. While official reliable statistics are difficult to obtain, recent studies suggests that 70% are motivated by personal (visiting friends/family) or business with approximately only 30% coming for holiday purposes<sup>7</sup>. The same study argues that Mozambique attracts 6 times fewer inter-continental travellers than the rest of Africa (total foreign arrivals in Mozambique is 10% versus approximately 60% for the rest of Africa)
- Tourism accounts for approx. 3.1% of total GDP and 7.5% when taking into consideration indirect contributions (also referred to as the ‘multiplier effect’)<sup>8</sup>. Note that while these numbers are below the African average of 4% versus 8.7%, Mozambique has picked up significantly over recent years, about 10 years ago tourism contribution to GDP was only about 1%.

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<sup>5</sup> Strategic Plan for the Development of Tourism in Mozambique 2003-2013

<sup>6</sup> Data: INE/Migration

<sup>7</sup> Spenceley and Bates, 2011

<sup>8</sup> World Travel and Tourism Council, 2013: Travel and Economic Impact 2013, Mozambique

- Economic context: Patterns of investment and economic opportunity have shifted in Mozambique over recent years. The natural resource sector (mainly coal and natural gas) is now the Country's largest investment sector.
- It is expected that tourism's contribution to GDP will decrease over recent years (due to expansions natural resource sector).
- Poverty: Tourism is not specifically mentioned in the Country's Poverty Reduction Action Plan (PARP 2011-2014). However, the job creating ability of tourism as well as its catalyst effects for small business development as well as its ability to spread benefits and jobs to remote areas with little opportunity for other sectors, would certainly contribute to the its core objectives of 'combating poverty and promoting a culture of work, with a view to achieving inclusive economic growth and reducing poverty and vulnerability in the country'.
- Markets and products: Approximately 80% of all visitors come from Africa, 12% from Europe, 5.6% from the Americas and remaining from Australasia, Asia and other<sup>9</sup>
- About 18% of total tourism beds are in 4 to 5 star segment, another 18% in the 3 star segment, 25% in the 2 star segment and almost 40% in the 'other' segment (meaning guesthouses, pensions and self-catering)<sup>10</sup>
- Investment in the sector the country is difficult to track as statistics provided by CPI only provide information on 'approved' investments and difficult to track 'realized' investments. Last 6 years (2006-2012) saw 325 tourism projects approved totalling US\$ million 550. Main provinces are still the 'traditional' tourism provinces of Maputo, Gaza and Inhambane (accounting for 70% of approved investments), with Sofala, Tete and Cabo Delgado on second place jointly attracting a further 24%.<sup>11</sup>
- No number of beds per province are available but occupation rates indicate 'high' occupancy rates for Maputo City, Sofala and Tete, 'medium' occupancy rates for Niassa, Cabo Delgado, Nampula, and 'low' for Zambezia, Manica, Inhambane, Gaza and Maputo Province<sup>12</sup>

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<sup>9</sup> INE/migration (INDEST 2010)

<sup>10</sup> Data from DINATUR, 2009

<sup>11</sup> Tourism Investment Statistics provided by CPI, 2013

<sup>12</sup> INE provided by MITUR. Note: from consultants experience and reported in other reports, it is known that occupancy data are not reliable in Mozambique. There is a large degree of 'underreporting'. Statistics are however indicative to estimate relative spread of bednights across the country.

## Annex 2 – Technical Assessment 12 Conservation Area

#	Criteria	Category	Source	Limpopo NP	Maputo Special Reserve	Banhine NP	Zinave NP	Chimanima ni NR	Pomene NR	Bazaruto NP	Gile NR	Ilhas Primeiras MPA	Quirimbas NP	Tchuma Tchatu CCA	Malhazine NR
	Province			Gaza/Inb	Maputo P	Gaza	Inhambane	Chimoio	Inhambane	Inhambane	Zambezia	Zam/Npl	Pemba	Tete	Maputo C
	Size			10,000 km2	700 km2	7000 km2	6000 km2	7500 km2	200 km2	1600 km2	2100 km2	10,500 km2	7500 km2	2000 km2	5.7 km2
1	Fit on existing tourism circuits and/or proximity to established tourism attractions (not on one 0, integrated 5)	Location/Destination	new	4	4	1	1	2	2	4	0	0	2	0	5
2	Degree to which the Protected Area is already established as a tourism destination (not known 0, well-known 5)	Location/Destination	new	4	3	1	1	1	2	5	0	0	4	0	0
3	Proximity of markets (close by urban centres and/or other potential markets) and access	Location/Destination	new	3	3	0	0	0	1	2	0	0	2	1	5
4	Presence of existing tourism product (accommodation facilities) (in park or closeby)	Location/Destination	new	4	4	1	1	2	3	5	0	0	3	1	5
5	Existence of support from TFCA project and/or other donors/NGOs (no support 0, high support 5)	Park Management	reversed from original	5	4	3	3	2	0	1	3	3	4	2	0
6	Strenght of Park Management (0, little resources available, 5 many human resources and facilities available)	Park Management	new	5	4	3	3	2	1	2	3	1	3	2	0
7	Existence of basic infrastructure (such as roads, access to electricity and basic park managed facilities such as campsites) in Park (0 no infratructure, 5 good infrastructure)	Park Management	TFCA reversed from original	4	3	2	2	3	3	4	0	0	2	0	0
8	Reputation risk with resettlement or other issues (high 0, none 5)	Park Management	TFCA original	0	3	3	3	3	5	5	5	4	2	3	4
9	Attractiveness of product (0 not significant (low biodiversity, low differentiation from other products and/or small park, 5 high biodiversity and/or presence of charasmatic/interesting wildlife, and/or exceptional large/interesting area)	Product	TFCA adapted from original	2	4	3	3	3	2	5	2	4	5	3	0
10	Presence of cultural tourism attractions (eg declared a UNESCO heritage site, or strong cultural attractions in proximity)	Product	new	2	3	2	2	3	3	4	2	2	5	2	4
11	Presence of wildlife (0, little and of 'low' value, 5 high concentration and/or of high value (eg presence of big five)	Product	new	3	4	3	3	4	3	2	2	1	4	4	0
12	Presence and quality of marine product (0 no marine/water product, 5 presence in easy reach and of high quality (eg many species)	Product	new	0	5	1	1	0	4	5	2	5	5	0	1
	<b>TOTAL</b>			<b>36</b>	<b>44</b>	<b>23</b>	<b>23</b>	<b>25</b>	<b>29</b>	<b>44</b>	<b>19</b>	<b>20</b>	<b>41</b>	<b>18</b>	<b>24</b>

## **Annex 3 – Survey Results ‘Private Sector Perspectives on Tourism Investment in Conservation Areas – Mozambique’**

### **‘Private Sector Perspectives on Tourism Investment in Conservation Areas – Mozambique’**

#### Introduction

A 10 questionnaire survey was designed to get feedback on investment appetite and attractiveness of various Conservation Areas for tourism investment. A request to complete the survey was sent to approximately 25 Private Sector operators working in the eco-tourism sector in the region, 25 tourism experts/donor/NGO officials working in the tourism sector in Mozambique and in addition some Government Officials with a good knowledge of the various Conservation Areas.

Responses: 28, of which 5 were incomplete and did not contain sufficient data for analysis. Analysed number of responses: 23.

#### Survey Structure

**Q1: I am/work with:**

**Q2: If you are a tourism investor/operator, please indicate if you are already present in Mozambique, are active in the region and/or are considering to invest in Mozambique. Note you can tick multiple boxes.**

**Q3: Please rate the attractiveness of various investment opportunities in the tourism accommodation sector in Mozambique. Please explain in the 'comment' box the option you consider most attractive.**

**Q4: In which province(s) do you see the biggest opportunities at present? Please motivate in the comment box your 'top 3'.**

**Q5: How would you compare investment in a Conservation Area (such as a National Park or Reserve) versus investments outside of Conservation Areas in Mozambique?**

**Q6: Please rate how you perceive the attractiveness for tourism investment of the following Parks/Conservation Areas:**

**Q7: Please motivate your highest choices from the above question (parks most attractive for tourism investment)**

**Q8: Previous studies have identified the following factors as 'constraints to tourism investment'. Can you please rate to what extent you perceive these as a constraint?**

**Q9: This question is specifically about Conservation Areas. In your opinion how important are the following factors when considering tourism investment in a Conservation Area.**

**Q10: If investment opportunities within your preferred Conservation Areas would be made available. Would you consider investing?**

A full copy of the survey can be found at: <http://www.surveymonkey.com/s/FM3WK77>

## Analysis Responses

### **Q1: I am/work with:**

Of the 23 analyzed responses, 20 have filled their contact details. Remaining 3 choose to remain anonymous. Almost half of respondents are 'experts' and 40% are private sector. Note that that some of the 'experts' have also tourism investments and/or plans for investments.

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<b>Answer Choices</b>	<b>Responses</b>
Tourism Expert (Individual or with a consultant firm)	47.83% 11
Donor or NGO	26.09% 6
Government official	8.70% 2
Existing Tourism Operator/Investor in Mozambique (Private Sector)	26.09% 6
Tourism Operator/Investor not active (yet) in Mozambique (Private Sector)	13.04% 3
Total Respondents: 23	

**Q2: If you are a tourism investor/operator, please indicate if you are already present in Mozambique, are active in the region and/or are considering to invest in Mozambique. Note you can tick multiple boxes.**

About half of respondents to this question have investments in or outside of Mozambique. Other half is not an operator/investor.

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<b>Answer Choices</b>	<b>Responses</b>
I am not an investor/operator	50% 9
I am already active in Mozambique	38.89% 7
I am considering investing in Mozambique	5.56% 1
I am at present not considering investing in Mozambique	22.22% 4
I have investments in the region (other countries)	16.67% 3
I have investments in conservation areas in the region	22.22% 4
Total Respondents: 18	

**Q3: Please rate the attractiveness of various investment opportunities in the tourism accommodation sector in Mozambique. Please explain in the 'comment' box the option you consider most attractive.**

Most 'attractive' investment options are 'Eco-lodges/small scale leisure hotels in Coastal Areas' (16 consider as highly or slightly attractive), followed by 'Business Hotels in Maputo' (15 consider highly or slightly attractive), and 'Business Hotels in other capital/major cities' (considered by 12 as highly or slightly attractive. At this stage much fewer respondents consider Eco-lodges/small-scale leisure hotels in Conservation Areas as attractive (9). Least attractive option is 'larger scale hotels/resorts in Coastal areas (6).

	Highly attractive	Slightly attractive	Neutral	Not so much attractive	Not attractive at all	Total Respondents
Business Hotels in Maputo	33.33% 7	38.10% 8	14.29% 3	4.76% 1	9.52% 2	21
Business Hotels in other capital/major cities	14.29% 3	42.86% 9	19.05% 4	14.29% 3	9.52% 2	21
Eco-lodges/small scale leisure hotels in Conservation Areas	9.52% 2	33.33% 7	28.57% 6	23.81% 5	4.76% 1	21
Eco-lodges/small scale leisure hotels in Coastal Areas	36.36% 8	36.36% 8	9.09% 2	9.09% 2	9.09% 2	22
Larger scale hotels/resorts in Coastal areas	4.76% 1	23.81% 5	14.29% 3	33.33% 7	23.81% 5	21
Other (please explain in comment box)	50% 1	0% 0	0% 0	0% 0	50% 1	

### Comments:

*Business hotels in other main cities linked to mineral and oil expansion probably provide the best opportunities; Maputo seems somewhat overtraded with recent and planned expansion of hotel capacity there*

*Provinces have more than one potential. I consider the business opportunities such as minerals, the landscape such as coast and the existing infrastructures such as airstrips and roads to make the options*

*For numbers 2 and three above it depends entirely upon the city and on the conservation area. Some are an excellent choice and others are non-starters. Look for proximity to EI and other investments to determine degree of attractiveness. In general conservation areas in the interior are a non-started given the quality/price continuum compared with regional neighbors. Coastal areas by contrast have much higher quality and are better than regional neighbors. Coastal CA's near Maputo, Pemba and Palma are the best bet for lodges. I don't want to demoralise the guys who are working in the interior, but it will be 5-10 more years until they are ready. As far as the "cash cows" for ANAC, they are Maputo elephant reserve, Ponto de Ourro marine reserve, and PNQ. Bazaruto, Pomene, and P and S will all get there within 5 years if managed right. Tofu complex needs to be an MPA.*

*The economic boom generated a shortage of accommodation in the capital and key cities (Tete, Pemba). The coastline is the main attraction in Mozambique but availability of land difficult/decreases investment appetite. Conservation areas along the coastline are also highly attractive but opportunities seem not to be readily available due to land availability issues and carrying capacity.*

*larger hotels in coastal regions are damaging to the industry in the long term and should be avoided. lessons should be learned from problems currently taking shape in Zanzibar. With business in the country growing, business hotels in main hubs such as Maputo and Beira will be good business. Eco lodges are an attractive investment, current political problems and elections coming this and next year are a deterrent for the fragile tourism industry.*

*They do not offer a better value of money due to limited amenities, poor internet and hospitality services – while the staff is friendly, they miss to comply with some basic industry operating standards; some do not offer good beds. Food is great and some hotels offer an excellent atmosphere Eco-lodges are attractive but they fail when it comes to how to get there (too much time consuming and overrated when compared to other Southern African products). The Staff still need in hospitality skills including language – this improves the guest experience.*

*services in other areas of the tourism value chain particularly tour-operation including ground transport and tours n(circuits) organization and marketing hotel and tourism train facilities (scholls) for middle and high level managers for accommodation establishments, travel agencies, guides and ground handlers.*

*Rather than comment in the business hotels which is quite obvious, perhaps a word regarding the eco-lodge investments. I find them in theory attractive but the business framework, infrastructures and other barriers such as visas, makes still leisure tourism a quite risky investment in Moz.*

*Business hotels in Maputo - high prices and limited beds currently - need more diversity Ecolodges in conservation areas - more need (but also need more marketing/promotion/better access etc) Coastal areas - major natural asset - needs more product though*

**Q4: In which province(s) do you see the biggest opportunities at present? Please motivate in the comment box your 'top 3'.**

Biggest opportunities are seen in Business Hotels and in Eco-Lodges. For Business Hotels Maputo Cidade (70%), Tete (74%), Cabo Delgado (65%) and Nampula (61%) are considered most attractive. Eco-Lodges are considered for Maputo Province (47%), Gaza (53%), Inhambane (57%), Niassa (78%) and Cabo Delgado (45%).

	Business Hotel	Small Scale Leisure Hotel	Eco-Lodge	Larger Scale Hotel/Resort	No opportunities	Don't know	Total Respondents
Maputo Cidade	70%	15%	0%	10%	5%	15%	20
Maputo Province	26.32%	31.58%	47.37%	31.58%	5.26%	21.05%	19
Gaza	5.26%	42.11%	52.63%	0%	5.26%	31.58%	19
Inhambane	4.76%	57.14%	57.14%	38.10%	4.76%	23.81%	21
Manica	15.79%	36.84%	31.58%	0%	5.26%	42.11%	19
Sofala	26.32%	15.79%	21.05%	0%	5.26%	42.11%	19
Tete	73.68%	21.05%	10.53%	0%	5.26%	15.79%	19
Zambezia	12.50%	37.50%	31.25%	6.25%	12.50%	37.50%	16
Nampula	61.11%	33.33%	33.33%	16.67%	5.56%	22.22%	18
Niassa	15.79%	47.37%	78.95%	10.53%	5.26%	15.79%	19
Cabo Delgado	65%	45%	45%	45%	5%	10%	19

**Please motivate your top 3 choices:**

*Cabo Delgado - due to the developments related with gas, it is expected to be a Province with high mobility of people, and coupled with the very rich coastal and marine resources there it is bound to become a tourism and development hotspot. Niassa - with the development of the road from Pemba to Lichinga, the growing interest in forestry and agriculture in Niassa Province and the development of Lake Niassa, it offers many opportunities for both business as well as tourism (it is the province with the greatest abundance of wildlife in the country!). Tete - mainly related with the coal development industry, there is opportunity for business and other small scale related tourism that may be interested in exploring Songo District, and few other spots of the Province (e.g. Tchuma-Tchato - which is believed to benefit in the future from investment from MozBio Project).*

*Maputo and Province, and Cabo Delgado are the best in short term. Lake Niassa will come on strong over the next 5 years as Niassa hots up and due to the outstanding quality of the lake as a destination, and also due to the fact that compliance with management regime is high and is getting results fast. As noted in the recent real estate conference by sponsored by Pam Golding, Tete is overbuilt already and with the financial problems of VAle and Rio Tinto I see issues there for the next 5 years.*

The economic boom generated a shortage of accommodation in the capital and key cities (Tete, Pemba). Ec lodges in areas near to potential markets like Maputo Province, Cabo Delgado, Tete and Nampula can draw on emerging market and provide leisure opportunities for growing medium and high-income classes.

Maputo has Ponta d'Ouro, MSR with bush-beach linkages (an road/bridge to come) and the capital for business investment. Inhambane & Gaza have the linkage road Kruger-Vilankulos and potential growth along the way and @ both ends.

While Maputo is and will continue to play a role hub destination and main getaway, the provinces of Tete, Nampula and Cabo Delgado provides better opportunities of business hotels due to growing demand influenced by petro, gas and mining. Nampula (Nacala) presents an opportunity to be the main getaway of northern Mozambique for business and leisure travelers coming from Europe and Asia.

Exploitation of natural resources, conservation areas and beaches/costal areas.

At the moment the Islands have the most potential and are best suited to top end luxury lodges

The booming of mining and gas sees more and more business travel to Maputo. Cabo Delgado with the development of the gaz exploitation can develop local tourism with newly arrived workers and family. Gaza has got good potential with Limpopo national park to increase its tourism based on nature and small scale infras.

Maputo city an Maputo Province are closer to the main foreign ( SouthAfric) and domestic ( Maputo) source markets and benefit form oportunities arising by being the capital city. Nampula, Tete and Cabo Delgado apart from being the provinces with a vast array of tourist attractions it is benefitting from large scale investments in the mining and agriculture taking place in these provinces and the new international airport in Nacala.

Fast growing areas with limited acomodation offer.

Eco-lodge in Maputo province -as there is a lack of exclusive luxury ecolodges in southern mozambique in close proximity to Maputo. Business hotels in other 2 regions due to the extensive development and mineral deposits in these areas.

**Q5: How would you compare investment in a Conservation Area (such as a National Park or Reserve) versus investments outside of Conservation Areas in Mozambique?**

Conservation Areas are considered by the majority of respondents (58%) the stronger opportunity. Only 3 respondents (or 16%) consider CAs the 'weaker' option. Note that not all respondents filled this question (19 out of 23).

Answer Choices	Responses
Conservation Areas are a stronger opportunity	57.89% 11
Same	26.32% 5
Conservation Areas are a weaker opportunity	15.79% 3
Total Respondents: 19	

**Motivation/comments:**

Conservation Areas are a weaker opportunity: From a large scale development perspective, our experience is that Zimbali (not a true game reserve) has performed better than Legend, a true Conservation destination.

Same . Currently the main attractions are the coastal and marine resources (which exist both inside and outside Conservation Areas). Most Conservation Areas dont yet hold enough wildlife resources to justify the costs

*involved in setting up a tourism initiative and to take a tourist to such remote areas. Furthermore poaching is a growing concern, which can limit tourism activities in the field (i.e. danger of snares, traps, etc).*

*Same. it all depends on the conservation area and the site. A coastal conservation area, with the concession either inside or alongside, in a growth province, is the best choice overall. And don't forget access issues.*

*Conservation Areas are a stronger opportunity. Because Mozambique main tourism attractions are linked to conservation areas (Bazaruto and Quirimbas). Nevertheless there is limited available land in conservation areas representing main tourism attractions that also limit investment opportunities.*

*Conservation Areas are a stronger opportunity*

*Conservation Areas are a stronger opportunity. Most of CA in Mozambique represent the most beautiful remainings of ecosystems and landscape in Mozambique*

*Conservation Areas are a stronger opportunity: Especially coastal conservation areas*

*Conservation Areas are a weaker opportunity: Low animal population and diversity, bad and limited infrastructures, economic crisis, cost of getting there, border issues (trasfrontier areas) policy interpretation and implementation, set the conservation areas of Mozambique in low competitive advantage for investment. If some of the issues are addressed in integrated manner the conservation areas can book a room to compete with areas outside since the leisure's industry goes well with natural protected areas and in the case of Moz with have a privilege to combine bush and beach experiences.*

*Conservation Areas are a stronger opportunity: National parks with private investments are a strong opportunity. Game reserves are also a strong opportunity.*

*Conservation Areas are a stronger opportunity: The conservation areas normally have better presence on the ground ie security .*

*Same. For the time being, the level of development of the Conservation Areas is not enough to make a difference from the outside of the CA in terms of quality of environment... And wildlife numbers are too limited. It will change though hopefully.*

*Same. Mozambique strong appeal as a tourist destination will come from the combination of bush and beach and cultural attractions*

*Conservation Areas are a stronger opportunity: But risky, there is no real commitment is having a conservation success. So far there is much to be done and real political will has to be achieved.*

*Conservation Areas are a stronger opportunity. less possibility for encrachment from other operators/developers, having a concession in a PA gives one more assurance of exclusivity and privacy*

*Conservation Areas are a weaker opportunity. Logistical issues are a real challenge in conservation areas compared to cities*

*Conservation Areas are a stronger opportunity: But for ecolodges, not business hotels, and for small scale developments, not those with a large footprint.*

**Q6: Please rate how you perceive the attractiveness for tourism investment of the following Parks/Conservation Areas:**

Parks were rated by 20 respondents. The table below presents ratings and the column 'points' attributes a score to each park. The score is calculated as follows: 3 points for each 'very high' rating + 2 points for each 'high' rating + 1 point for each 'medium' rating – 1 point for each 'low' rating. Parks receiving very high scores (over 30) are Gorongosa (38), Maputo Special Reserve (38), Bazaruto (34), and Quirimbas National Park (34). High scores (over 20) were given to Limpopo (27), Lake

Niassa Reserve (26) and Niassa Reserve (24). Low scores (<10) are attributed to Zinave (8), Gile Reserve (7), Marrumeu (4), Tchuma Tchato (4) and Bahnine (0 points).

	Very High	High	Medium	Low	Don't know	Total	POINTS
Bahnine National Park	0% 0	5.26% 1	31.58% 6	42.11% 8	21.05% 4	19	0
<b>Bazaruto National Park</b>	<b>38.89%</b> 7	<b>33.33%</b> 6	<b>11.11%</b> 2	<b>5.56%</b> 1	<b>11.11%</b> 2	18	<b>34</b>
Chimanimani National Park	0% 0	31.58% 6	42.11% 8	5.26% 1	21.05% 4	19	19
Gile Reserve	0% 0	15.79% 3	31.58% 6	26.32% 5	26.32% 5	19	7
<b>Gorongosa National Park</b>	<b>33.33%</b> 7	<b>38.10%</b> 8	<b>9.52%</b> 2	<b>4.76%</b> 1	<b>14.29%</b> 3	21	<b>38</b>
Ilhas Primeiras e Segundas	5.26% 1	26.32% 5	31.58% 6	5.26% 1	31.58% 6	19	18
Lake Niassa Reserve	14.29% 3	38.10% 8	19.05% 4	14.29% 3	14.29% 3	21	26
<b>Limpopo National Park</b>	<b>15%</b> 3	<b>35%</b> 7	<b>30%</b> 6	<b>10%</b> 2	<b>10%</b> 2	20	<b>27</b>
<b>Maputo Special Reserve</b>	<b>35%</b> 7	<b>35%</b> 7	<b>20%</b> 4	<b>5%</b> 1	<b>5%</b> 1	20	<b>38</b>
Marrumeu National Reserve	0% 0	25% 5	10% 2	40% 8	25% 5	20	4
Niassa Reserve	4.76% 1	38.10% 8	33.33% 7	9.52% 2	14.29% 3	21	24
Pomene Reserve	5.26% 1	21.05% 4	31.58% 6	15.79% 3	26.32% 5	19	14
<b>Quirimbas National Park</b>	<b>38.10%</b> 8	<b>19.05%</b> 4	<b>19.05%</b> 4	<b>9.52%</b> 2	<b>14.29%</b> 3	21	<b>34</b>
Tchuma Tchato Conservation Area (Tete)	0% 0	5.26% 1	36.84% 7	26.32% 5	31.58% 6	19	4
Zinave National Park	5% 1	20% 4	20% 4	35% 7	20% 4	20	8

**Q7: Please motivate your highest choices from the above question (parks most attractive for tourism investment)**

In this question respondents were prompted to cite their #1, #2 and #3 preferred CA for tourism investment. Answers are tabulated and a score is again calculated. Results are presented in the table below. The same five CAs (Bazaruto, Gorongosa, Limpopo, MSR and Quirimbas) come out highest as in the previous question, but the order of preference is slightly different. Notably Limpopo NP scores higher (shares first place with Maputo Special Reserve) and Bazaruto scores lower.

	#1 Choice	#2 Choice	#3 Choice	POINTS
Bahnine National Park	0	0	0	0
<b>Bazaruto National Park</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>11</b>
Chimanimani National Park	0	0	0	0
Gile Reserve	0	0	0	0
<b>Gorongosa National Park</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>15</b>
Ilhas Primeiras e Segundas	0	0	1	1
Lake Niassa Reserve	0	1	2	4
<b>Limpopo National Park</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>20</b>

	#1 Choice	#2 Choice	#3 Choice	POINTS
<b>Maputo Special Reserve</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>20</b>
Marromeu National Reserve	0	1	0	2
Niassa Reserve	2	0	0	6
Pomene Reserve	0	0	0	0
<b>Quirimbas National Park</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>16</b>
Tchuma Tchatu Conservation Area (Tete)	0	0	0	0
Zinave National Park	0	0	1	1

**Comments:**

**Name your #1 Park and explain why**

*Bazaruto: Unique coastal experience and accessible*

*Limpopo - can leverage Kruger National Park success and clientele*

*Maputo Special Reserve - proximity to Maputo City (which makes costs for running camp much more affordable); the tourism product is the coast and marine resources, and there is a scenic landscape. Proximity to South Africa bordered which also makes access to an existing market much easier to exploit.*

*Quirimbas- growth province, outstanding site, reasonable access*

*Quirimbas National Park - great marine attractions, pristine islands that can be combined with bush & cultural experiences inland*

*Gorongosa, has the highest potential for international tourism. However current unrest is a serious threat. horizon is 5 to 10 years.*

*Maputo Special Reserve because outstanding landscape, biodiversity and proximity to main centres*

*Limpopo National Park since it is close to KNP, an icon of the Region and globally known*

*Maputo SR - bush/beach/road/bridge/close market*

*Niassa Reserve for hunting*

*Quirimbas , coral ,island , beach and wildlife*

*Limpopo for the pool of tourists from Kruger it can divert*

*PN Quirimbas because of the combination of culture, beach and islands as attractions for high end tourism market*

*Limpopo shares a huge area with the successfull Kruger,, why can't Limpopo follow a similar path? Maputo tourists can be an important engine for Limpopo, so South African that have been several times in Kruger, this should be a priority.*

*Maputo Special Reserve: The potential is there for a "Serengeti by the Sea"after game stocking and the control of poaching, the MSR can be very unique african destination.*

*Niassa Reserve, largest National park in an area of future high development*

*LNP - due to proximity to Kruger NP*

**Name your #2 Park and explain why**

*Limpopo: Market access to SA and links with Kruger*

*Bazaruto - sea/beach options are attractive*

*Lake Niassa - about 2 hours from Lichinga City, and just a boat drive away from Malawi. Possibility of tapping to two markets. Tourism product are the freshwater resources and the landscape. Still very pristine and very little offer. It will soon become a tourism hotspot as Lichinga grows and develops.*

*MSR/ Ponto de Ouro- growth province, good product, rapidly improving access; numbers 1 and 2 here are interchangeable*

*Bazaruto National Park - great marine attractions, pristine islands, relative easy access from Maputo and South Africa*

*Marromeu has the intrinsic potential to become very attractive in combination with the beach areas and Gorongosa. However, logistics are a problem at this point*

*Gorongosa NP because the richness of wildlife and scenic value*

*Maputo Special Reserve by the fact that there have been considerable gvt investment in infrastructures and restocking of wildlife and it is close to the harbour of the Africa region (JHB) and it can combine bush and beach*

*Bazaruto - Established market*

*Gorongosa national park game viewing*

*Bazaruto: Island archipelago that is well known , dugongs need help*

*Maputo Special Reserve for its proximity from the capital*

*Gorongosa and Limpopo because of the strong marketing effort done and the association to KNP ( for Limpopo) and the brand established in the case of PNG*

*Gorongosa, the situation and existing marketing strategy*

*Gorongosa - strong management and concessions process*

**Name your #3 Park and explain why**

*Gorongosa: Active improvement and promotion*

*Maputoland - accessibility to RSA market*

*Quirimbas National Park - with the development of Pemba with the gas industry, the nearby destinations will potentially become more and more known and visited. The tourism product is the coast and marine resources, and there are still lots to be discovered and enjoyed.*

*Lake Niassa- totally unique site worldwide, growth province (but early in the growth curve) access improving rapidly. The site is not yet branded or marketed so lots of work to do here. But totally unique.*

*Gorongosa National Park - most developed wildlife area in the country, growing populations of key species, beautiful and varied scenery, strong management team and financial philanthropic support, strong park promotion and communication team*

*Ilhas Primeiras e Segunda because the wildness of the area and great scenic value*

*Zinave National Park given the investment made so far in terms of management infrastructure and restocking*

*Limpopo - Linkage to Kruger & potential for similar product*

*Quirimbas national park hunting and coastal area*

*Lake Niassa Reserve: Water and wildlife always good combination*

Maputo S. Reserve the possibility of combing the beach and bush experience and the proximity to the source markets

Quirimbas, the situation and development in the area

Quirimbas - stunning destination (but need better flight access)

**Q8: Previous studies have identified the following factors as 'constraints to tourism investment'. Can you please rate to what extend you perceive these as a constraint?**

This question asks respondents to rate known constraints to tourism investment. By far the biggest constraint is 'air access' considered by 95% a 'big constraint' and by the remaining respondent a 'medium constraint'. Also 'poor infrastructure' is considered by all respondents a 'big' (86%) or 'medium' (14%) constraint. A score has been attributed again to all factors (calculated with +2 points for each rating as 'big constraint', +1 point for each 'medium constraint', 0 points for each 'neutral' rating and (-1) point for each 'not really a constraint'). This score confirms high concerns for 'poor air access' and 'poor infrastructure' and identifies 'high operating costs' as the #3 concern. Of least concern are 'Image of the country' and 'legislation for labour'. Comments/explanations of the 'three biggest concerns' confirm the findings in the table.

	Big constraint	Medium constraint	Neutral	Not really a constraint	Don't know	Total	Points
<b>Poor Air access</b>	95.45% 21	4.55% 1	0% 0	0% 0	0% 0	22	43
<b>Poor infrastructure (roads/electricity/water etc.)</b>	86.36% 19	13.64% 3	0% 0	0% 0	0% 0	22	41
Lack of investment Incentives	22.73% 5	50% 11	18.18% 4	4.55% 1	4.55% 1	22	20
Image of the Country (from a marketing perspective)	13.64% 3	40.91% 9	36.36% 8	9.09% 2	0% 0	22	13
<b>High operating costs</b>	68.18% 15	9.09% 2	22.73% 5	0% 0	0% 0	22	32
Legislation for Labour	27.27% 6	31.82% 7	27.27% 6	9.09% 2	4.55% 1	22	17
Difficult access to land	54.55% 12	22.73% 5	9.09% 2	13.64% 3	0% 0	22	26
High incidence of Corruption	40.91% 9	36.36% 8	18.18% 4	4.55% 1	0% 0	22	25
Lack of clear investment procedures/regulatory framework	36.36% 8	40.91% 9	18.18% 4	4.55% 1	0% 0	22	24

**Please explain what are at present the 3 biggest constraints to tourism investment and why?**

*Difficulty of getting tourists there - air access limited and very expensive High operating costs due to lack of services and poor supply lines affects costs and profit levels Access to land often unclear under the duat system*

*FDI into large scale tourism/residential development in Mozambique is dependant on good air accessibility (especially for conferencing), incentives and good infrastructure.*

*Infrastructures are poor. The process of getting land is too long with no system to support investors*

*Air access - it is still very unreliable, with few options and extremely expensive. Poor infrastructure - makes transport of goods and of running any hotel or camp much more difficult and costly.*

*Investment procedures- "you cannot invest here unless you live here" I have heard this a million times. That is how complicated it is. Access to land. Land is total chaos. Takes forever and you need to know people.*

Government control over land transactions breeds corruption. High incidence of corruption. Needs no explanation.

1. Difficult access to land - as per info on previous boxes 2. Accessibility - air access is limited and represents a competitive disadvantage for Mozambique due to extremely expensive flights from the capital and main markets overseas. Road access is also a problem due to long distances, poor conditions (specially in rainy season) and security issues in some parts of the country. 3. High operating costs - The above translates in high operating costs to existing investors that have to source all supplies from outside the area as well as their tourists. Another factor of high operating costs is the extremely low local/national capacity.

Difficulty of operating a business in Mozambique, getting decisions and approvals.

Air access as well as visa restrictions are incredibly destructive to international tourism. Most destructive however is the instability and recurrent violence in the Sofala province. 1 incident involving a western citizen can set the whole country back 3 years in tourism development.

High costs of construction and logistics determine high investment level and running costs Poor and expensive air connections Poor road networks

Operating costs by the fact that the main commodities to the industry are imported and the labour productivity is low. Difficult access to land is by far the most impediment since no investor can tell for sure how long it will take to get land, if he/she gets. Corruption spoils every effort and does not stimulate the right investors.

Access road and lack of incentive, especially for doing business in conservation areas where the legal aspect & procedure to obtain/keep lease/contract is uncertain

Lack of good Air access make the destinations high time consuming and expensive Poor infrastructure result in high operating costs which makes the Moz tourism product overrated and less attractive from value of money point of view

Air access, poor infrastructure, lack of investments incentives

The main negative, for top end luxury tourists, remains the frightening border entry experience procedures, nothing in English and very few people in uniform to help you, Hundreds of people shouting and offering help that you don't know if you need or not, You feel totally helpless and ripped off unless you travel with someone who knows the system.

High incidence of Corruption, compounded by unclear regulatory framework, you are never totally sure that someone else can pay someone to get you removed even if you have followed the procedure to the letter. Investment security in its broad sense.

It is nearly impossible for an investor to come in and develop in Mozambique and still enjoy life, one's investment and one's future potential

Accessibility Infrastructure Safety of investments.

Air access, Poor infrastructure and High operating costs The long haul market and the high income travellers would be better served by air transport Poor infrastructure contribute to the high operating costs that make the destination less competitive compared to similar destinations in the region and elsewhere.

Air access to the MSR is a big restraint due to the poor road infrastructure, it is almost impossible to bring guests in by road as they are in a poor state of repair. The cost of labour has increased significantly and annual increases are large and difficult to absorb in a budget. Lack of clear investment procedures is an issue as one is sent from one govt department to another to get approvals, they work in silos and don't seem to communicate with one another and refuse to approve anything without the previous dept's approval, there are long delays and the submission gets lost? Corruption is an issue, we have experienced it, but refused to entertain it.

Poor infrastructure, high operating costs, labour legislation. This is more specifically from an operational point of view. From a future investment view the constraints ladder are slightly different

All the 'big constraints' need at least a page! (but they are well documented)

**Q9: This question is specifically about Conservation Areas. In your opinion how important are the following factors when considering tourism investment in a Conservation Area.**

This question asks respondents to identify drivers for investment in conservation areas. 'Quantity of wildlife' is considered by far the most important factor (40 points, using same scale as in above question). On second and third place respectively are 'strong park management' (36 points) and 'scenic landscape' (33 points). Of least concern are the 'presence of other private sector operators' (14 points) and 'presence of additional support' (16 points). Lastly this question asks respondents to prompt their three biggest constraints for tourism investment specifically in Conservation Areas. Most open comments relate to quality and quantity of wildlife (13 comments), weak park management capacity (5 comments), poor access/infrastructure (4 comments), high occurrence of poaching (4 comments) and difficult/lengthy investment procedures (4 comments).

	Very important	Important	Neutral	Not so important	Don't know	Total Respondents	Points
Quantity of wildlife	77.27% 17	27.27% 6	0% 0	0% 0	0% 0	22	40
Presence of 'big five'	27.27% 6	59.09% 13	9.09% 2	4.55% 1	0% 0	22	24
Scenic landscape	54.55% 12	40.91% 9	4.55% 1	0% 0	0% 0	22	33
Presence of coastal experience (or marine park)	27.27% 6	31.82% 7	40.91% 9	0% 0	0% 0	22	19
Strong park management	59.09% 13	45.45% 10	0% 0	0% 0	0% 0	22	36
Presence of additional support (NGO, donor) to Conservation Area	22.73% 5	40.91% 9	27.27% 6	13.64% 3	0% 0	22	16
Presence of other Private Sector operators in park	18.18% 4	36.36% 8	31.82% 7	9.09% 2	4.55% 1	22	14
Low-population density inside and directly outside of park	36.36% 8	36.36% 8	22.73% 5	4.55% 1	0% 0	22	23

**And what are the top 3 constraints for tourism investment in Conservation Areas in Mozambique at present:**

*Lack of a high quality wildlife experience in most areas Market isolation (limited air and road access to key markets, no cluster of operators to leverage economies of scale, etc.) Limited strategic and entrepreneurial management of parks*

*Primarily lack of support from visitors/tourists, then accessibility*

*Quantity of Wildlife and Management of the Park. These two are key*

*The product that is being offered (i.e. wildlife, landscape and/or coastal experience), a good management capacity of the park and the availability of alternative tourism options.*

*Bureaucracy, bureaucracy, and access in-country (roads and the cost of in country airfares).*

*1. Quantity of wildlife 2. Presence of 'big five' 3. Scenic landscape*

*decision making processes*

*SAFETY!!! no safety no tourists Strong park management is the way to the future in conservation and as such also for tourism to these areas. Most NGO's are inefficient in conservation, so many partners generally does not*

lead to better results. Preferably 1 conservation organization with a big mandate and sufficient funding is ideal, this would have the same result as a good park manager, that can attract funds.

Regulation not clear and not favorable to investors Low wildlife Human unsustainable activities within CA Lack of infrastructures, especially roads and air strips

Weak park management; Unclear regulations; low number of wildlife

Access road & road within, lack of procedure for securing site, lack of wildlife in terrestrial areas

Quality of wildlife, poor infrastructure and poor policy interpretation and implementation

Population density, oligarch hunting/poaching and poor investments in infrastructure.

1, Perceptions of high level of corruption. 2. Perception of high levels of poaching and therefore security constraints 3. Perception that wildlife is gone and so no reason to visit the conservation areas

Wildlife presence Capacity of the park teams Lack of private partners ready to invest in the CAs

Low quantity of wildlife in most parks (absence of different species or big five) High population density Park management

Low wildlife numbers, poaching, lack of basic infrastructure

Population, lack of wildlife, poor management

Lengthy time / transaction costs to negotiate with authorities 'Goal posts' changing during course of processes (whole life cycle) Weak capacity of authorities to transact the deals.

**Q10: If investment opportunities within your preferred Conservation Areas would be made available. Would you consider investing?**

The last question asks respondents to indicate whether they will be willing to invest in Mozambique's CAs should the right opportunity become available. Of 21 respondents, 14 consider themselves 'investors'. Of these, three will not consider investing, 10 in the medium to long term and only one says to consider investing in the in the short term. Most respondents are positive towards community partnerships and indicate they are willing to consider partnering with local communities (note: it was deemed not appropriate/possible to go into details here and no feedback on specific structures has been obtained).

Answer Choices	Responses
Yes, in the next 0-6 months	4.76% 1
Yes, in the next 6-18 months	19.05% 4
Yes, but only after +18 months	28.57% 6
No, not likely I/my company will consider investments	14.29% 3
Not applicable (not an investor)	33.33% 7

Total Respondents: 21

**Would you consider a Community Partnership or Partnership with a Government institute/entity (such as e.g. INATUR or IGEPE)? Please explain.**

<SOUTHERN AFRICAN TOURISM OPERATOR/INVESTOR> Yes, but only after +18 months Yes we would as part of an incentive package.

<GOVERNMENT OFFICIAL> Yes, in the next 6-18 months. Preferably a business of my own, to avoid conflict and vulnerability, and then establish specific partnership programs with a community association as well as with schools and university.

<EXPERT/LOCAL OPERATOR> Yes, in the next 0-6 months. I am already moving forward with investments. Aside from the investments I mentioned earlier, I am also working on a JV with the community in the P and S archipelago. Duat just awarded to the community last week and I am moving forward. A JV with the community may be the easiest way to get land. My experience is that INATUR, Mozaico, and IGEPE have not fulfilled their investment facilitation mandate. They are actually an impediment. For example, for three months now I have been trying to get information about the Dobela and Milibangalala sites in MSR which have been ceded to Mozaico. They can't even answer my calls and emails. And that is Jerry Manussa, a good friend of mine. As it stands right now my advice to ANAC is to petition the council of ministers to withdraw the concessions based on non-performance and let ANAAC have a try either concessioning to private operators or JV with ANAC/operator. But INATUR, Mozaico, and IGEPE have brought ABSOLUTELY NOTHING in the way of added value. They are a hindrance.

<EAST AFRICAN TOURISM OPERATOR> Yes, but only after +18 months. Yes, but I would prefer to wait until after elections next year, as political landscape will be clearer and Renamo/Frelimo conflict will be resolved or will seriously flare up.

<EXPERT> Yes, in the next 6-18 months. Yes, both opportunities are important, BUT only if conditions are clear. Too many times obligations of local communities and governmental agencies haven't been respected putting private investors in complicated situations. Agreement must be respected by all

<Government Official> Yes, but only after +18 months: I would consider a new conservation area for scientific and educational purpose, in Macomia area. Sem studies already proof that endemism in this area is very high.

<Southern African TOURISM OPERATOR> Yes, but only after +18 months: Yes! we believe firmly that tourism must give benefits to local people and a structure where the local community can own the lodge and the tourism operator leases it and runs it makes that possible. The Government institutions can also be partners but the more partners the less each one gets. Insufficient operational funding and servicing debt are the biggest problems that new tourist destinations face and they often fail early because the upkeep becomes the downfall. You need to consider experienced partners as top end tourism is a very difficult sector to maintain.

<EXPERT> Yes, but only after +18 months. Rather than moving again in to the Community Partnerships and inclusive business, what is really important is to link any tourism operation to the main stream South African Market. To do this its fundamental to work in a first phase in the development of the south of Mozambique tourism clusters integrating all the area from Mapyuto to Barazuto, having perhaps Limpopo as the key bush experience and Inhambane/Bazaruto as the main Beach destination. It's easy to talk about community tourism but is hardly impossible to make it work in Moz with out concrete and professional linkages with the market

< TOURISM OPERATOR/INVESTOR, ACTIVE IN MOZAMBIQUE> Yes, but only after +18 months. We are in a community partnership, which so far has been without its major issues, but support is needed to have regular workshops with the community, so they are kept informed of the processes unfolding, their expectations are managed and they are aware of their obligations as a partner in the venture.

<EXPERT/OPERATOR> Yes, in the next 6-18 months. Absolutely. In the current climate, private conservation areas are not going to be available either for hunting or photographic. Without government/community involvement, wildlife projects will be dead in the water.