



Seminar on Ecotourism and Protected Areas in Africa: Contributing to community development and conservation

Summary Report

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Table of Contents

1	Introduction	3
1.1	Background.....	3
1.2	Objectives	3
2	Conclusions and Recommendations.....	5
2.1	Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders	5
2.2	Reducing poverty and providing community benefits through building up local supply chains	7
2.3	Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts	11
2.4	Monitoring tourism development and operations: supporting decision making through accurate information on tourism impacts and policies	14
2.5	The Great Limpopo Transfrontier Conservation Area	16
3	Presentation Summaries	18
3.1	Opening Ceremony	18
3.2	Keynote Presentations	20
3.3	Session 1 presentations: Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders.	23
3.4	Session 2 presentations: Reducing poverty and providing community benefits through building up local supply chains	29
3.5	Session 3 presentations: Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts.....	38
3.6	Anchor tourism investments in Mozambique.....	48
4	The Great Limpopo Transfrontier Conservation Area.....	50
4.1	Introduction	50
4.2	Panel debate	51
5	Working Group Discussions	58
5.1	Introduction to the Working Group Presentations.....	58
5.2	Background Briefing for each Working Group.....	58
5.3	Working group 1 – Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders.....	59
5.4	Working group 2 – Reducing poverty and providing community benefits through building up local supply chains.....	60
5.5	Working group 3 – Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts	63
5.6	Working group 4 – Monitoring tourism development and operations: supporting decision making through accurate information on tourism impacts and policies.....	65
6	Closing Ceremony.....	69
	ANNEX 1: Conference program.....	71
	ANNEX 2: List of Participants.....	75

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1 Introduction

1.1 Background

Africa's natural resources, landscapes, wildlife and protected areas form the very basis of its dynamically growing tourism sector in most of its countries. The management of tourism in protected areas represents great challenges and opportunities at the same time.

On one hand, the seasonality of tourism activities can cause high concentration of visitors in fragile areas, inappropriate development and management of tourism facilities can harm the environment, inadequate coordination with local communities can cause conflicting situations and pressures from other types of land use and economic activities can affect the quality of the natural attractions. Further challenges come from the large size, fragmented areas and transfrontier regions of many protected areas. On the other hand, ecotourism, if adequately planned, managed and monitored can bring income and job opportunities in remote rural areas where few other options exist, and can be harnessed to generate much needed revenues for the maintenance and conservation of protected areas. National Parks and other protected areas are iconic places of Africa and can serve as motors of economic development in broader regions in support of poverty reduction objectives and the Millennium Development Goals through the wise use of tourism activities.

The potentials and challenges of ecotourism have been recognized internationally through the International Year of Ecotourism (IYE), the Johannesburg Summit on Sustainable Development in 2002, and a number of related international processes and events. Ecotourism remains a key area of the work of UNWTO, and it is also one of the priorities in its Special Programme for Sub-Saharan Africa. The first Regional Preparatory Conference for the IYE took place in Maputo, Mozambique at the end of the year 2001. After 7 years, this Seminar presented an interesting opportunity to return to Maputo, upon the kind invitation of the Ministry of Tourism of Mozambique, in order to discuss on advances in this subject.

1.2 Objectives

The seminar focused on the contribution of ecotourism to community development, poverty reduction and financing of protected areas, as well as related social and environmental issues, offering a forum to address the following questions, among others:

- How can policies and destination plans create enabling environments to support the development of high quality ecotourism products, community enterprises and services and other poverty-reduction mechanisms recommended by UNWTO, as well as revenue generation for protected areas, and transfrontier conservation areas?
- How can partnerships be established between protected area and tourism authorities, tourism companies and local communities, and what mechanisms make them function effectively?
- What actions and support mechanisms are needed to build up local supply chains for tourism, linking local services and products and spread the benefits of tourism activities in broader regions, surrounding protected areas that are already established destinations?
- What consultation, coordination and capacity building processes can be applied to empower local communities in decision making processes regarding planning and management of tourism in and around protected areas?

- What is the role of community-based tourism organizations in strengthening small community businesses, and how these can be supported?
- How can tourism be used to develop innovative and creative financing mechanisms for the conservation of protected areas, how these funds can be retained and best used at the sites, and what policies are needed to make these happen?
- How can ecotourism activities be effectively linked with other forms of tourism (like conventional beach tourism) and special events (like the FIFA World Cup in South Africa in 2010).
- How can the overall socio-economic impacts of ecotourism be evaluated and monitored, and how this information can be best communicated to policy-makers and managers?

This event was intended to provide opportunities for countries in the region to present experiences and examples, as well as analyzing the case of Mozambique and the Great Limpopo National Park, in order to reflect and discuss on the opportunities and challenges of ecotourism, related policy issues and management techniques. The seminar aimed at providing a practical experience for policy makers, managers, operators and development organizations involved in ecotourism, through dynamic exchanges and concrete examples.



Opening session



Panel debate session on the Great Limpopo
Transfrontier Conservation Area



Working group debates

2 Conclusions and Recommendations

During the course of the seminar, speakers and delegates presented and discussed a wide range of key issues, challenges to maximizing the opportunities for conservation and poverty reduction from ecotourism. They also suggested a number of constructive recommendations to enhance positive impacts, and reduce negative impacts in destinations. These challenges and recommendations are synthesized below.

2.1 Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders

Presentations and discussions in this session focused on how policies and destination plans could create enabling environments to support the development of high quality ecotourism products, community enterprises and services and other poverty-reduction mechanisms, in addition to generating revenue for protected areas (including Transfrontier conservation areas). The session also considered how partnerships could be established between protected areas, tourism authorities, tourism companies and local communities, and the mechanisms required to make them function effectively.

2.1.1 Key issues and challenges

Issues and challenges relating to policies and plans, and stakeholder interactions included:

- There is a need to strengthen political support by governments in Africa to make ecotourism a key industry, in relation to other sectors. This is justified given the rich ecotourism resources and the development potential of the sector.
- The international community has a wide range of bilateral and multilateral conventions that have implications for ecotourism development. These include the Convention on Biological Diversity, the Commission on Sustainable Development, and the World Heritage Convention, and agreements between countries on Transfrontier conservation areas (TFCAs).
- At the national level, countries may have many different policies that relate to ecotourism addressing biodiversity, poverty reduction, property rights and resource use rights are all relevant to tourism. The complexity of general and sectoral policies and the lack of coordination between corresponding authorities can create inconsistencies, overlap and gaps in policy scope and implementation.
- Policies and conservation management plans are not always implemented or respected.
- Power struggles can arise where conservation management is unclear or conflicting.
- Examples of national policies that support ecotourism directly include the Namibia conservancy policy (which gives people in communal lands the rights to manage and benefit from natural resources), controlled hunting areas and wildlife management areas in Botswana, and the public private partnerships (PPP) policy in South Africa.
- Interactions between different stakeholders in ecotourism policy and plan development requires:
 - communication
 - transparency
 - coordination
 - clear roles and responsibilities
 - sound conservation management
 - understanding of market demand
 - monitoring and evaluation.

- There is a need to understand the need and responsibility for destination marketing versus product marketing.

Regarding TFCAs, benefits and challenges highlighted include the following:

Benefits

- promoting confidence and cooperation, with friendship between neighbours
- mobilising political support for local socio-economic development
- creating strategic alliances to promote culture of peace
- creating opportunities to mobilize funds for conservation
- poverty alleviation and job creation

Challenges

- a loss of sovereignty
- weak mechanisms for conflict resolution
- different institutional organizations
- disparities in technical and financial capacity
- cross-border management of conservation activities and tourism operations (bureaucracy)

Key issues relating to partnerships included the following:

- Build Operate Transfer (BOT) agreements can be used to transfer financial risks of capital investment for ecotourism from the state to the private sector with PPPs in protected areas.
- Equity for communities in PPPs can be sourced from donors, or in return for their land rights. However, the question is how to do this at scale, as currently the process takes place on a project by project basis with high transaction costs for partners.
- Challenges for PPPs include:
 - providing supportive state agencies and a conducive institutional environment
 - an emphasis on technical rather than financial bids to avoid market failure
 - well-structured contracts and sound contract management
 - clear rights frameworks
 - competitive set of natural assets (valued by tourism industry)
 - capacitated an legitimate community based organizations with strong support programs
 - capital subsidies (equity grants; 'risk-tolerant' loan financiers)

2.1.2 Recommendations

Recommendations and suggestions to enhance the effectiveness of policies and plans included:

- African countries should develop their strategic tourism policies, and use a coordinated approach to developing and implementing them.
- Countries should establish tourism boards, and ensure collaboration of different ministries (e.g. environment, agriculture etc) to promote ecotourism and poverty reduction.
- Countries should endeavor to consistency and effectiveness in their ecotourism and conservation policies, by addressing gaps and overlap between existing policies that affect protected areas (as is taking place in Mozambique), with consistent understanding of what tourism can do for the economy and conservation.
- Clearly define stages, stakeholder roles and support mechanisms for policy formulation/coordination and regulations, and implementation
- Countries should clearly define the responsibilities of different ministries around policy coordination, to avoid conflicts between government agencies (e.g. ministries of tourism with roads, fishing, conservation agencies)
- Understand the uniqueness of each situation, and destination.
- Promote conservation objectives and benefits across all government ministries, so that they understand the value of tourism to the economy as a sustainable earner of export revenues.

- Tourism planning should be sustainable, comprehensive, cross-sectoral, integrated, participatory, process oriented, viable and long-term oriented.
- A wide range of stakeholders should participate in policy and plan development, and decision making. Stakeholders include government, local communities, NGOs and the private sector.
- The relationship between stakeholders should be understood, in order to create effective partnerships.
- Practical regulations should be devised and implemented for conservation.

With regard to partnerships, recommendations included:

- Bidding for PPPs should include a mixture of regional benchmarking (i.e. on market values) and competitive bidding for concessions.
- PPPs should attract private partners with:
 - strong commitment to community partnership
 - strong marketing, sales and operational capacity
 - sufficient capital reserves to fund start-up and buffer seasonal fluctuations of tourism activities
 - PPPs need the following for social sustainability:
 - careful initial institution building
 - ongoing capacity building and administrative support for communities and the private sector
 - training interventions to build skills and succession planning
 - management of benefits by the community with legitimacy, transparency and fairness
 - good relationships between the partners
- Concessioning should not only be considered for luxury operations, but also for budget, and mid-range ecotourism products in protected areas.

2.2 Reducing poverty and providing community benefits through building up local supply chains

The session on reducing poverty and maximizing local supply chain benefits considered the actions and support mechanisms required, and how to link to linking local services and products to the tourism market in established destinations. Discussions also addressed the type of consultation, coordination and capacity building processes applied to empower local communities in decision making processes, in relation to the planning and management of tourism in and around protected areas. The role of CBOs in tourism, and their support needs were also reviewed.

2.2.1 Key issues and challenges

Tourism has the potential to reduce poverty for a number of reasons including that:

- Tourism is a *diverse industry*, which increases the scope for wide participation, including the participation of the informal sector.
- The *customer comes to the product*, providing considerable opportunities for linkages (e.g. souvenir selling).
- Tourism is *highly dependent upon natural capital* (e.g. wildlife, scenery) and culture. These are assets that some of the poor have, even if they have no financial resources.
- Tourism is *labour intensive*, therefore it can create a wide range of jobs from unskilled to highly skilled ones.
- Compared to other modern sectors, a *higher proportion of tourism benefits can go to women* (e.g. jobs, direct sale to tourists, small businesses, etc.).

- Tourism can bring development opportunities to remote and disadvantaged areas where few other options exist
- The entry costs and capital for tourism businesses are usually lower than in other economic sectors

The UNWTO also suggest seven key ways that the poor can benefit from tourism. These are:

1. Employment of the poor in tourism enterprises
2. Supply of goods and services to tourism enterprises by the poor or by enterprises employing the poor
3. Direct sales of goods and services to visitors by the poor (informal economy)
4. Establishment and running of tourism enterprises by the poor - e.g. micro, small and medium sized enterprises (MSMEs), or community based enterprises (formal economy)
5. Tax or levy on tourism income or profits with proceeds benefiting the poor
6. Voluntary giving/support by tourism enterprises and tourists
7. Investment in infrastructure stimulated by tourism also benefiting the poor in the locality, directly or through support to other sectors

Key issues and challenges for the supply chain include:

- The supply chain can be used to establish linkages and minimize leakages, increase the multiplier effect by sourcing local goods and services. These can include food products, furniture, decoration, construction material, souvenirs, and services (e.g. guided walks, skills demonstrations, village tours, storytelling etc), in addition to local employment.
- Interventions to enhance local supply chains for poor people focus on removing barriers; enhancing the terms on which the poor work; and improving the multiplier affects that tourism operations have on surrounding communities.
- Stimulating communication between the tourism sector (demand) and producers (supply), on the types of products and quality (e.g. hotels where the furniture and craft is all imported)
- Considering the timing of information – i.e. to producers at the design phase of an enterprise so that skills and produce can be developed.
- Getting local people to buy into the idea – and the need to work ‘bottom-up’ with the ‘target’ involved from the start
- Challenges for the local supply of products and services include:
 - Finding investors, who wants to enter partnership with local communities
 - Communities often have limited understanding of basic principles of tourism
 - Lack of technical skills (e.g. carpentry/maintenance/agriculture)
 - Limited skills in business/entrepreneurship in rural communities
 - Seasonality of agricultural products
 - Poor agricultural potential in remote areas
 - Quality standards of products and services
 - Reliability of supply in time and quantity
 - Distribution of local products at the point of sale
 - Lack of entrepreneurial skills and spirit
 - Language barriers
 - Poor communication in rural areas
 - Lack of local trainers – to train local people
 - Product/needs match (i.e. making souvenirs that tourists want to buy; growing vegetables that restaurants need)
 - Economies of scale – with enough demand, and enough farmers supplying produce to fill the demand.
 - Fair pricing and negotiations
 - Profitability – for producers, middlemen and customers

- Middlemen have power and relationships between producers and clients, and may exploit producers

Issues relating to community-based tourism enterprises (CBTEs) and Community Based Organisations (CBOs) raised included:

- Proposals for CBTEs usually consider elements of participation, gender, empowerment and capacity building, but rarely include business planning, market research product development, target markets and cooperation with the private sector.
- The development of CBOs takes considerable time. Committees need to be developed, constitutions devised, and associations registered. Bank accounts need to be opened and then funds need to be managed transparently.
- Some countries distribute a percentage of park fees to local communities, but establishing and operating legal CBOs to manage the fees equitably is not easy.
- Common problems with community-based tourism enterprises are insufficient flows of visitors; bad quality of services and infrastructure; misunderstanding of tourism business; poor marketing; limited skills (e.g. language, management capacity); remote locations; poor communication and unequal distribution of benefits.

General issues relating to this area included:

- In some destinations (e.g. Bwindi Impenetrable National Park, Uganda) the only variable that affects the amount of money retained in the local economy is length of stay, rather than aged, gender, motivation or the price of accommodation.
- Increasing ecotourism fees to tourist may not necessarily lead to increased financial benefits to local communities from ecotourism.
- Tourism development can have significant impacts on livelihoods (e.g. housing, income, employment, social services provision, skill acquisition in tourism etc).
- Communities in Botswana have been able to collectively use natural resource capital through community-based natural resources management (CBNRM) to achieve a shared goal which is the improvement of their livelihoods.
- Problems in wildlife areas operating ecotourism include land use conflicts. Therefore the development of positive attitudes by local people towards tourism development and biodiversity conservation is very important.
- Solidarity tourism is a proposed subset of sustainable tourism that focuses humanity and human relations integrated into a local development logic; involvement of local population in; respect for the individuals and cultural differences; respect for the natural environment; and fair distribution of benefits.

2.2.2 Recommendations

Recommendations to enhance local supply chains included the following:

- Find institutions to bring producers and customers together, and bridge the gap (e.g. middlemen)
- Reduce barriers for the poor to access supply chains by purchasing locally, rather than importing goods; and also procuring direct from the producer, rather than through a chain of middlemen and distribution agents.
- Develop oversight boards/committees to ensure fairness and best practice and identifying changes in demand
- The private sector should consider undertaking surveys of existing suppliers in relation to corporate values (e.g. local, poor, environmentally aware) and investigate new suppliers. They should consider opportunities to stimulate change among existing suppliers and developing new suppliers.
- Build capacity in government and civil society to identify the type of linkages and associations, and type of skills required

- Interventions to enhance supply chains should be action oriented, and consider how to get local people involved practically. They can be simple and short-term, but within a long term strategic program.
- The level of market demand for specific products and services should guide where interventions are focused (e.g. specific agricultural products that operators and tourists demand in lodges).
- Diversify small business options for the poor to benefit from tourism away from only accommodation, and consider other products and services required to support the sector (e.g. guiding, food etc.)
- Encouraging a mixture of types of tourism (e.g. short-high value stays & long budget trips) in destinations may maximize local benefits.
- Improve training and communication
- Support ethical production and labelling of products.
- Provide access to start up funding (e.g. microfinance and capital finance)
- Use exchange visits to learn from good examples
- Promote coordinated efforts of aid agencies / donors to decrease overlap and support more strategic interventions.
- Share experiences, on what works and what does not by monitoring, evaluating and publishing results.

Recommendations for CBTEs and community-based natural resource management (CBNRM) to be successful included:

- Making linkages to tourism companies (e.g. tour operators) with long term partnerships
- Good financial management
- Close proximity to main tourism routes & access
- Ensuring competitive advantage
- Good quality handling of visitors
- Promote community motivation & demonstrate successes
- Empower local people to make decisions about their resources
- Cooperate with provincial professionals and officers
- Establish long-term projects (i.e. 5 years) with intensive training, capacity building and awareness raising
- Establish Community Trusts that work with government officials
- Employ Trust managers
- Establish CBTE/CBNRM forums, where all stakeholders meet and discuss issues affecting them.
- Create a Secretariat at Ministry level responsible for CBTE and CBNRM

Recommendations for monitoring and evaluation on this issue included:

- Monitor and evaluate the livelihood and financial benefits to the poor from tourism, and relate these to the level of visitation in the area.
- Undertake baseline studies to establish the supply and value chains, and where interventions can be most productive.
- Use household surveys to establish how benefits to CBOs from tourism are distributed, and whether this is fair and equitable.

The responsibilities of different stakeholders in relation to specific recommendations were also proposed:

Recommendation	Responsibility
<p>National level:</p> <ul style="list-style-type: none"> • Identify opportunities (e.g. where tourists will be going) • Develop skills • Review policy (e.g. land use) to protect opportunities • Product and service development strategy, in parallel with tourism development 	<p>Ministry of tourism and the private sector</p> <p>Private sector and collaborators (e.g. community brokers)</p>
<p>Local level:</p> <ul style="list-style-type: none"> • Identify opportunities – with suppliers / demand / capacities • Private sector communicate demand before development • Community coordinators/brokers should interact and mediate between government, the private sector and communities (brokers at national and local level), and standardised • Advanced planning and understanding timeframes 	<p>Provincial forum to introduce investors to suppliers (e.g. chamber of commerce) Provincial tourism directorate Marketing and promotion agency</p> <p>Operational local development agencies</p> <p>Government departments that deal with planning and permissions</p>
<p>General: Disseminate lessons (e.g. distribution of entry fees; accountability of presentation of information in an accessible format and location) Tailor local solutions based on basic principles.</p>	<p>NGOs, research institutions, universities, think tanks</p>

2.3 Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts

The third session addressed how tourism could be used to develop innovative and creative mechanisms to finance the conservation of protected areas. Delegates considered how funds could be retained and best used at the sites, and what policies were needed to make these happen. The session also considered how negative environmental impacts of ecotourism activities could be mitigated.

Globally there are 106,000 national protected areas, that cover 18 million km² (12.7% of the globe), but the funding gap is considerable in many parts of the world. There are a range of market-based fees for conservation, which include tourism, resource use, bioprospecting charges, and payments for ecosystem services. A number of key issues, challenges and recommendations were made to enhance payments for conservation.

2.3.1 Key issues and challenges

Tourism has potential to contribute to nature conservation because it:

- generates revenue in areas of high biodiversity (e.g. protected areas, TFCAs) and help to make them economically viable
- raises public support for conservation with environmental education for visitors and local people (e.g. with alternative employment & business opportunities for local people, and perception of value may give conservation incentives)
- is less environmentally damaging than other revenue generating industries based on natural resource use (e.g. forestry, slash and burn agriculture)
- may be one of the few economic activities suited to take place within conservation areas located on marginal land
- can be sustainable if its impacts are managed and mitigated.

The profitability of ecolodges depends on a number of factors, including:

- Destination: regarding wildlife resources, safety and accessibility (being some hours from a local airport with reasonable international connections)
- Value: regarding competitive pricing considering design, facilities, location, wildlife resources, and services compared to similar destinations
- Interpretation and Activities: unique wildlife species to be observed; interesting activities available; and quality guiding and interpretation
- Management capacity: the ability to manage marketing, finances, logistics, human resources, efficiently
- Access to capital: financing structures that allow for longer term return on investment are the most beneficial.

Key issues relating to revenue retention in protected areas included:

- Many protected areas are dependent on state funding to meet their conservation management costs.
- In some countries revenues generated by protected areas from tourism are accrued centrally by the state, rather than being retained and re-invested locally.
- Other mechanisms to generate income for conservation include payments for environmental services, green taxes and trust funds.
- Protected area revenue retention schemes can share funds generated from tourism (e.g. concession fees, guide fees, entry fees) between conservation management agencies and local communities (e.g. as in Malawi).
- Low visitor numbers can make the generation of viable incomes difficult (need good pricing level fitted to volume of visitation, and critical mass of visitors)
- PPPs can be used to generate revenue for conservation from tourism and the sustainable use of natural resources.

Issues and challenges relating to communities raised were:

- If local communities do not have viable livelihood options, it does not matter what money you invest in a conservation area: it will not be sustainable. Without alternative options, unsustainable use of natural resources may take place to support livelihoods.
- Where protected areas neighbour high density populations, tourism product development and conservation efforts need to be integrated with regional land use and urban planning processes.
- There is insufficient capacity to negotiating concession agreements and monitoring the proceeds against initial projections at most protected areas.

- Human-wildlife conflict is critical for the safety of people and their property, and for the safety of wildlife (particularly elephants).
- Obtaining adequate and fair support from the law and courts on punishment for illegal hunting (i.e. poaching).
- Contracts between communities and protected areas need commitment from both parties.
- Difficulties can arise where people living inside reserves when populations grow and destruction continues.
- Weak leadership and poverty.
- Corruption, whether it is financial, nepotism (i.e. giving advantage for personal rather than merit reasons), non compliance with the law

Regarding mitigating environmental impacts of ecotourism, key issues and challenges included:

- Some bio-diverse areas suffer from over-popularity of tourism, and this can cause physical damage to conservation areas. Zoning, planning visitor management and protective infrastructure are important, as is limiting resource use.
- There are a range of ways to mitigate and avoid environmental impacts, through good planning, and being sensitive to the type of habitat where tourism takes place, and by using environmental management systems.
- Environmental Impact Assessments should precede planning permission for infrastructure construction in protected areas.
- Establishing guidelines and environmental management agreements with tourism operators (e.g. on waste management, resource use etc.) and enforcing them.
- The balance between development, revenue generation and conserving biodiversity.

2.3.2 Recommendations

- Use a diverse array market (e.g. concession fees, hunting licenses, payments for ecosystem goods and services, events) and non-market based income sources (e.g. Trust Funds, donations, government subsidies, tax breaks) to finance conservation management.
- Use commercialisation programs with public private partnerships to reduce the dependence of protected areas on state and donor funding, while enhancing tourism assets.
- Promote protected areas and enhance visitation by tourists through marketing and product development
- Use finance from protected areas to support district development plans that have identified areas of economic potential.
- Create business plans for protected areas to establish the options for revenue generation, the operating costs that need to be met, and therefore the shortfall of revenue to cover conservation costs.
- Conservation should be perceived as an economic opportunity.
- Sustainable hunting can be used to generate income when wildlife densities are too low for wildlife viewing and photographic tourism, or where a protected area has low levels of tourism.
- Reduce operational costs by outsourcing activities (e.g. tourism, law enforcement, fire management), improving local and regional cooperation, and encouraging political will.
- Use associations to bring about the product of goods and services, with a collaborative approach and direct impact on reduction of poverty.
- Where high densities of people inhabit protected areas, consider de-gazettement.
- Agencies can apply to the donors for funding, such as the Spanish Agency for International Development through Spanish Embassies, to finance tourism interventions that :
 - promote environmental conservation through adopting sustainable policies regarding zoning and natural resources in the partner countries.
 - improve the environmental conditions of urban and rural populations through providing better access to safe drinking water and sanitation;

- favour the adoption of sustainable development patterns in the production systems; and
 - strengthen human and social capital.
- Countries should share experiences on resolving human-wildlife conflict, as initiatives vary between regions, countries and destinations.

2.4 Monitoring tourism development and operations: supporting decision making through accurate information on tourism impacts and policies

During the working group discussions, delegates reviewed how the overall socio-economic impacts of ecotourism could be evaluated and monitored, and how this information can be best communicated to policy-makers and managers.

2.4.1 Key issues and challenges

- Distortion and reliability of data (e.g. reluctance of providing accurate information and building trust)
- Lack of capacity to get the data (e.g. data collection in communities, illiteracy, government officials over-worked)
- Financial limitations (e.g. for the use of modern techniques to gather environmental data, such as aerial surveys for wildlife census)
- Lack of coordination between institutions for gathering information
- Technical staff availability (e.g. some parks have high turnover, that hinders reliable and consistent data capture)
- Frequency of monitoring
- Lack of clear monitoring guidelines.
- Communicating information to policy makers, managers, users and sources (e.g. tour operators)
- Lack of baseline data for planning and fund allocation
- Need to monitor tourist profiles and satisfaction, for tourist surveys language issues and lack of well developed exit points to conduct survey. Need to develop user-friendly questionnaires
- Harmonisation of data
- Use of immigration data

2.4.2 Recommendations

Recommendations were made on the type of information that should be collected within monitoring and evaluation programs regarding policies, tourism, community impacts, and impacts on the environment:

i. Information on policies:

- Impacts of international policies
- Level of implementation of regulations
- Existence of policies/regulation coordination
- Level of conflicts on land and resource use
- Level of compliance

ii. Information on tourism:

- Number of tourism (# bed nights, tourist profile, tourist origin, age, gender, education, spend, where from)
- Employment
- Demographic dynamics
- Carrying capacity/limits of acceptable change
- Visitor satisfaction and behaviour
- Infrastructure development
- Tour operators providing information on local customs of the people.
- Number of operators
- Public private partnerships: number and revenues. Are operators satisfied?
- Tour operator activities (management of resources) support for communities for capacity building

iii. Information on community benefits / impacts:

- Employment
- Number of community members involved in tourism
- Household income
- Community benefits from tourism (economic and social) – maintain transparency and good community relations
- Level and coverage of social infrastructure – e.g. schools – electricity
- Involvement in decision making on protected area and tourism enterprise
- Existence of a consultation mechanism in communities (e.g. Covane Lodge with a board and voting on expenditure)
- Cultural perceptions and relations - acceptance and perception of community.
- Changes in lifestyle and impact (e.g. language / dress / food) – operators provide information on community customs
- Number of local tourism associations (e.g. of women)
- Community facilities
- Level of support to communities
- Impacts on community livelihoods and resources
- Distribution of benefits in the community
- Revenue generation

iv. Information on impacts on the natural environment:

- Expenditure on conservation management
- Monitoring driving off track (existence of zoning in management plans; number of off-road tracks)
- Number of rangers and their level of skills (per area, distribution, hours of patrolling, are they all in the main camp or covering a large area of the park?)
- Coordinator to gather data from rangers and compile reports for decision makers (e.g. repeat surveys for comparing years of data)
- Changes in land use (baseline data sets – satellite imagery)
- Population, agriculture, settlements, bio-annual surveys, partnership with ministries and sending data to parks for use.
- Environmental issues:
 - Waste management
 - Wildlife populations
 - Land use changes
 - Change in wildlife dynamics

In general, surveys would be improved through:

- Engagement with tour operators in data collection (e.g. online questions and by email). For example, tour operators can use questionnaires with tourists at lodges, or on the way back from trips to reserves on tourist satisfaction.
- Conducting surveys at airports, borders, and on transportation (e.g. bus, boats) and interviewing tourists when leaving country – can do exit surveys (e.g. airports in Botswana and Mozambique)
- Using multiple choice questions (e.g. user-friendly 1-2 page questionnaires with ‘ticks’)
- Suggestion books
- Online questionnaires
- Training interviewers. This can be costly but interviewers are important and their behaviour can influence results.

2.5 The Great Limpopo Transfrontier Conservation Area

The Great Limpopo Transfrontier Conservation Area (GLTFCA) covers 99,800 km² of protected areas and interstitial areas between Zimbabwe, South Africa and Mozambique. The TFCA includes the Gonarezhou National Park in Zimbabwe, Kruger NP in South Africa, and in Mozambique it stretches between the Limpopo NP, across to Banhine NP and Zinave NP, and to the coast at Vilanculos. The TFCA was established in 2000 when an agreement was signed between the three governments.

2.5.1 Key issues and challenges

- The three countries are motivated to participate in the TFCA for shared but also differentiated reasons. E.g. South Africa is principally interested in biodiversity conservation (e.g. providing more space for elephants) while Mozambique and Zimbabwe are interested in attracting new investment.
- There is a complex and tiered system for management of the TFCA, incorporating ministers and technical advisory committees. Creating mechanisms for good communication, and consistent understanding and agreement at a political and technical level is difficult. Often technical difficulties need to be resolved through political agreements at the ministerial level.
- Despite political instability in Zimbabwe, there is practical collaboration between those responsible for security and control between the three countries.
- Structures within each country responsible for the TFCA vary, as do their processes for generating and retaining income. Diversities need to be recognised.
- Currently there is fragmented and un-coordinated marketing and promotion of tourism destinations within the TFCA, lacking a clear message. This is partly because some existing brands are very strong (e.g. Kruger National Park), and there is a wide disparity between the marketing capacity of each country (South Africa being the strongest). The implications are that many tourists do not know they are within a TFCA.
- Hiring, training and retaining high quality staff is critical.
- Revenues are not currently shared between the different countries participating in the TFCA, but efforts are being made to harmonised policies and the regulatory framework.
- Developing infrastructure for tourists is necessary for the TFCA to function (e.g. border posts, bridges, accommodation).
- Challenges for tourism operators in the TFCA include border issues and import taxes when moving people and goods between Kruger NP and Limpopo NP.
- Safety and security for visitors is not consistent in all areas of the TFCA, and communication and coordination of emergency services is required. People living inside the Limpopo National Park (LNP) are of concern because of human wildlife conflict, but

resettlement of people is a highly sensitive process, time consuming and expensive process.

- Exchanging information between communities and park management is done through committees at district level in Mozambique, and through community forums in South Africa.
- Monitoring and evaluation is required to ascertain if the objectives of the TFCA are being met, with short, medium and long-term goals.

2.5.2 Recommendations

- Countries and stakeholders collaborating on the TFCA should consider themselves partners, and act accordingly.
- The TFCA should establish joint-marketing programs, with consistent and coordinated branding and promotion for the area as a whole, rather than each country promoting individual destinations within the TFCA. The 'boundless' brand has been established to harmonise branding for TFCAs in southern Africa, and needs to be applied.
- Community members should be involved in decision making, through series of workshops and participation in planning processes.
- Members of local communities should be shareholders in tourism enterprises operating in the TFCA.
- Policies should be harmonized between countries.
- Institutional structures should be coordinated, with good capacity and communication.
- Good communication mechanisms should be implemented at local, national and regional level, with appropriate technologies and protocols.
- The private sector should be mobilized by appropriate promotion and providing an enabling environment, and consequently investment facilitated for infrastructure, and also for capacity building, education and training (by both governments and the private sector).
- NGOs should be strengthened to provide support to the development of the TFCA, with regards conservation and poverty reduction.
- Careers in conservation should be competitive with other professions like medicine, law and engineering.

3 Presentation Summaries

3.1 Opening Ceremony

Mr. Ousmane Ndiaye
UNWTO Regional Representative for Africa

Mr Ndiaye thanked the minister for being present at the seminar, demonstrating the importance of the sector in the country.

He noted that there was no doubt of the positive impact that tourism can make on poverty, which is one of the Millennium Development Goals. The cooperation between Mozambique and UNWTO is exemplary. There have been two important regional seminars here: on ecotourism and on new information technology in tourism. Within the UNWTO Sustainable Tourism – Eliminating Poverty (ST-EP) program, UNWTO program has assisted Mozambique with the implementation of two community based tourism projects. Also, the first regional seminar of this kind took place in Mozambique in 2001, and others have taken place since. They are important to promote sustainable tourism in sub-saharan Africa.

The UNWTO helps its members to define tourism strategies and techniques for the planning and management of the sector. There have been more than 3300 participants from private sector, government, NGOs and international organisations that have benefited from these activities, where the main goal has been to strengthen local capacities. This includes statistics, and the measurement of tourism impacts, ecotourism, poverty reduction and quality in the tourism sector.

This conference comes at a critical time, when the world economy and markets are undergoing the greatest turbulence since World War II. This has an impact on the real economy, and the economy of emerging countries is not growing at the same pace as before.

Tourism has shown an astonishing reaction to the problem. There were 903 million tourism arrivals in 2007, which generated \$856 billion in tourism receipts, which was a 5.6% increase on 2006. In the first months of 2008, arrivals worldwide were not too far below 2007 levels.

There are indications that dwindling shares in power have led consumers in the USA to spend less in destinations and have changed their behaviour. There is now a decline in confidence, and a short term outlook. However we are not giving in.

Tourism is resilient. Looking at Africa, the continent is not in the worst position. Growth has been outstanding, and the number of arrivals rose to 445 m in 2007. The African market share rose from 3.5% to 4.9% over this time, and tourism receipts increased to \$28.3 bn in 2007. The tourism is not only in South Africa, and the industry is providing jobs and wealth. Since 2001 UNWTO has worked through its Tourism Program for Africa, and the ST-EP program. More than 50 ST-EP projects are ongoing world-wide. The Regional Project on Tourism is a network of cross-border parks, that was initiated with 9 west African countries. UNWTO is engaged in looking for partners to finance initiatives.

This seminar is opportunity to reflect on role of ecotourism in the conservation of nature in 21st century. Here we will be reflecting on concerns regarding how ecotourism should be conceived to better respect the environment. Tourism should provide an opportunity for communities, and not be an obstacle to their livelihoods. Tourism in protected areas should be a key element of poverty reduction strategies in Africa. The purpose of workshop is to provide mechanism to link tourism and the environment.

**His Excellency Mr. Fernando Sumbana
Minister of Tourism, Mozambique**

H.E. Mr Fernando Submana started with congratulating the United States for their election results, which seminar participants learnt in the morning this event started. The elections demonstrate that democracy is about tolerance and learning, and that regardless of race and origin, all people have an important role to play. When elections are open and transparent, people can achieve and respect planned objectives. Great changes have taken place in terms of the voting process in the USA, and this shows that having the talent and capacity to make things happen is important.

H. E. Mr Sumbana noted that this seminar will look at tourism and biodiversity and economic growth of the region. This is a very important mark for the partnership between the countries in the UNWTO to stress the positive force of tourism. After months of intense work, here we here, with the openness, warmth and Mozambican smile saying welcome to this beautiful country named Mozambique.

Ecotourism provides diverse experiences that enable tourists to look at diverse cultures. Benefits are provided to local communities, with alternative income sources. Ecotourism raises awareness on the value of conservation, and the importance of minimising negative social, cultural and environmental impacts. Practical mechanisms can be found for the social and economic growth of the continent.

The African continent has rich resources, but has been suffering for a long time, and often tourism does not benefit citizens. There has been erosion of cultural values and poverty. Africa is one of the continents providing oxygen for the world, but the low level of development creates greater problems. H.E. Mr Sumbana noted that we need to build a world better for the environment and should look to communities, as the greatest resource they have is nature. Tourism should be used to eradicate poverty, and the conditions, capacity and resources to do so need to be created. The UNWTO has been helping to pave a path for Mozambique to make use of opportunities.

Ecotourism can be used to promote development, and conservation and protected areas have played a part in this. For example, the Transfrontier Conservation Areas (TFCAs) are now a proud reality that establishes possibility for regional initiatives to promote transboundary tourism. Mozambique is one of the regions that has established TFCAs in southern Africa.

Seminars have been developed in different regions by UNWTO to share ecotourism experiences, and to take them to the World Summit on Sustainable Development (WSSD). Mozambique hosted the first regional seminar in Maputo in 2001.

Natural regions in Mozambique should prioritise tourism and economic development plans that benefit the people. Tourism has brought tangible benefits for tourism and the African continent, and a fundamental element is that benefit should accrue to local people. We have brought in good tools to incorporate this in Mozambique, by not stopping at just making speeches, but using practical tools to guide our development.

In 2007 Africa received 44 million tourists, which is low compared with 480 million in Europe, so there is a challenge to increase it. Financing protected areas is critical, and a challenge for African countries. South Africa will host the World Cup in 2010, and there will be global focus on the African continent. People visiting for 2010 will also be encouraged to travel to other regional countries.

'*Boundless southern Africa*' is a brand approved for TFCAs, demonstrating that this is an area without borders. TFCAs will increase movement of animals and people, which will be facilitated by customs and policies etc. The tourism strategy is concentrated on conservation and TFCAs, and role players will work to guarantee security and safety on the continent. In 2010 visitors will enjoy

the best of southern Africa, and initiatives here will be developed to benefit humankind. The expertise of international ecotourism experts will be used to help with this. All participants at this seminar should be encouraged to share knowledge for the success of ecotourism in the world.

H.E. Mr Sumbana then solemnly declared the Seminar on Ecotourism and Protected Areas open

3.2 Keynote Presentations

The UNWTO Special Programme for Africa Mr. Ousmane Ndiaye, UNWTO Regional Representative for Africa

Mr Ndiaye reflected that the secretary general of UNWTO proposed a special program for Africa. The program is part of a finding that despite the tourism potential of Africa, the continent plays a lesser role in international tourism than might be expected. It is known that Africa has 5% of international tourism arrivals, but only 3% of its revenues. This situation is paradoxical for a continent with an extremely important tourism potential. There are several reasons for this, which include:

1. The need for more political support by governments in Africa to make the ecotourism sector a key industry in relation to other sectors. There have been low levels of investment in Africa.
2. Insufficient infrastructure overall (e.g. roads, rails, airports, hotels etc)
3. Poor media representation of Africa, which focuses on major problems and negative events mostly. These negative statements affect people's decisions to travel.
4. A lack of technical capacity among tourism personnel.

Mr Ndiaye remarked that it is not only up to governments, but solidarity is needed to help African countries. The UNWTO has put programs into the region, including the ST-EP, in order to maximise action and increasing institutional capacity of people working in tourism areas. There are complimentary objectives, such as those that help African countries to develop their strategic policies in tourism. UNWTO also aims to raise awareness of tourism among travel practitioners, local communities, and other stakeholders. The Minister said that local communities have tourism as a key objective, and backing is needed from the financial sector too.

Objectives for Africa include:

- Development of know-how in the region. This includes the design, building and management of tourism in the region, and using information technology.
- Promoting the involvement of local communities in ecotourism projects, to create jobs and reduce poverty.

Sustainable tourism in protected areas: principles and practices
Mr. Gabor Vereczi, Chief of Environment and Quality Section,
Sustainable Development of Tourism Department, UNWTO

Mr Vereczi noted that the UNWTO started an important journey 7 years ago when it organised the first seminar on ecotourism and protected areas in 2001. That seminar really helped them to reflect on the themes and the process for International Year of Ecotourism and the World Ecotourism Summit that took place in 2002. This Seminar in 2008 presents a great opportunity to review the findings and advances made since.

Mr Vereczi demonstrated that tourism has become one of the most important socio-economic phenomenon of our modern times, through showing international tourist arrivals that have grown globally, from a mere 25 million in 2005 to over 900 million in 2007. Although Africa had a relatively small (5%) of global market share in 2007. The growth rate in Africa was 6.8%, which is higher than world average (4%).

In low income countries, tourism is growing stronger, and is a key source of revenue for developing countries, and a key sector that can meet the Millennium Development Goals. Mr Vereczi reflected that tourism can really bring opportunities to areas where there are few development options. He noted that there are hardly any places in world that cannot be reached with tourism (i.e. there is even tourism in space), but that we need to recognise that this represents an increasing pressure on the environment, and sustainable development is very important. The Quebec Declaration on Ecotourism was presented, which includes a series of principles, such as including indigenous communities in planning processes.

Mr Vereczi reflected that the number of protected areas in the world is increasing, and according to the IUCN there are 102,102 protected areas, which cover more than 18.8 km², or 12.65% of the earths surface. There are national parks, protected areas, and community conservancies: diverse and dynamic mechanisms for conservation. Mr Vereczi listed a number of key events in conservation, such as the 2003 World Parks Congress in Durban, and the 2008 World Conservation Congress in Barcelona. 2010 will be the International Year of Biodiversity declared by the UN, and there will be a series of activities arranged on this. He stated that responding to climate change was also critical, and both protected areas and nature-based tourism are vulnerable to it.

UNWTO- ST-EP projects are numerous in Africa, and many of them address nature-based tourism and community-based tourism, and are next to or close to protected areas. UNWTO is also helping to develop TFCAs in West Africa, under a 'Transfrontier Ecotourism in Africa' program that acts at both the local and national level. The UNWTO also worked on a 'Sustainable Tourism in Coastal Destinations' program, which will begin implementation in 2009. UNWTO also developed a community-based tourism market access program with the Regional Tourism Authority for Southern Africa, with enterprises entered on a website. UNWTO also produces documents including statistics and technical manuals.

Mr Vereczi noted that Africa is a unique continent with rich nature and culture. Tourism can benefit both communities and their heritage, but there is a need for a strategic approach. For the integrated planning and management of destinations, tourism relies on a wide range of public services, such as access, water, waste, energy, communication etc. A long chain of tourism supply services is built on these, including transport, hotels, tour operators and guiding, which makes public-private-partnerships essential factor for sustainable tourism.

National ecotourism committees have been convened by some countries. To have successful ecotourism, countries require a tourism board, and collaboration of different ministries (e.g.

environment, agriculture etc). Building consensus and helping implementation on the ground is important. There is potential for diverse tourism programs and products, of which cultural experiences are important.

Mr Vereczi suggested that to reduce the negative impacts of tourism, specific infrastructure and visitor management systems needs to be in place. For example, the Jiuzhaigou Valley Biosphere Reserve in China can receive up to 20,000 tourists a day in peak season. However, there are no negative impacts, as there are elevated boardwalks to protect the land, and good signage, camera controlled shuttle buses coordinated from a Command Center, among other measures. In sensitive forest areas, boardwalks can be constructed in the canopy to offer a different view of the forest. There are also techniques to construct accommodation facilities that are in line with nature, such as Rocktail Bay Camp in South Africa, with tents nestled within the forest.

It is important to look at visitor safety, and for example rangers may go with tourists on trails, and communication booths or cellphone reception may be available on site. Tourist information is needed, and can be provided in a variety of forms, including brochures. Information can be provided by people ranging from taxi drivers to receptionists. In The Gambia for example in the Kartong community-based tourism project, people did not have fancy brochures, but instead drew a stylised map of the area, with pictures, which reflects how the community see themselves. In Portugal, a virtual viewpoint has been created using a screen with real view images and with interpretation information.

Mr Vereczi highlighted that interpretation is a tool with many purposes. 'Edutainment' is where education and entertainment come together, in order to create a sense of place and a high quality tourist experience.

Creating revenue generating mechanisms is critical for protected areas (PAs), as the IUCN states that 80% of parks are underfinanced. Diverse funding options can be used to generate income for PAs.

A key task for protected area managers is to ensure the benefits stretch beyond the parks, to help with growth and reduce pressure on the PAs. Local sourcing of goods and services from local businesses can help with this, by looking at the supply chain. For example they can consider providing local dishes in restaurants. Handicrafts need to be suitable for the market, and related to what tourists want to buy.

Mr Vereczi noted the importance of understanding tourism markets. The UNWTO has undertaken market surveys for ecotourism. There have been many well intentioned community based tourism projects that did not think about how tourists would get there, and what they would want to do, or what they would be willing to pay. A better approach is start with a market assessment and good promotion.

Monitoring the impacts of tourism is important. Sometimes tourism development plans are prepared in a way that focuses on marketing, product development and community involvement, without establishing reliable baseline data and monitoring mechanisms from the onset, affecting the efficiency of the implementation. This requires indicators so that people can monitor impacts over time, and in relation to the baseline of where they started. Monitoring should start with some basic techniques, such as visitor registry books and feedback forms, and capacities should be developed progressively to cover all major areas of tourism impacts and sustainability (environmental, socio-cultural, economic, tourist satisfaction). Rather than looking at the merely number of tourists, and establishing the 'carrying capacity', it is useful to look at 'limits of acceptable change', taking into consideration environmental, managerial, infrastructural and even psychological factors. For example, the perception of crowding is very different for different types of tourists. Even a small number of tourists in one place can cause a lot of harm for resources, diminishing the overall tourist experience.

As a good example, at Sydney Quarantine Station in Australia, planners considered an acceptable range of impacts, and devised benchmarks and monitoring methods. In China, various World Heritage Sites with high visitation use a Global Positioning System (GPS) system to track shuttle buses and monitor visitor flows, in order to avoid overcrowding. Tourism exit surveys can also be used to collect market information, and establish what tourists did and did not like.

This conference on Ecotourism and Protected Areas in Africa has been designed to include a rich exchange of experience. Mr Vereczi stressed that it gave an opportunity to look at policy implications and to reflect on the African experience.

3.3 Session 1 presentations: Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders.

Introduction Dr Anna Spenceley, UNWTO expert

Dr Spenceley introduced the session on 'Creating the enabling environment for nature conservation and ecotourism development' by reviewing the range of international policies and conventions that relate to ecotourism. These include the Convention on Biological Diversity, the Commission on Sustainable Development, and the World Heritage Convention. Multi-lateral agreements include those on Transfrontier conservation areas (TFCAs), which are large areas encompassing one or more protected areas, that straddle frontiers between two or more countries. TFCAs have potential to conserve greater biodiversity, and provide greater opportunities for tourism than other protected areas. At a national level, policies addressing biodiversity, poverty reduction, property rights and resource use rights are all relevant to tourism. Sometimes countries have a suite of policies that address these issues.

Some examples of national policies include devolution in Zimbabwe, the concessions policy in Namibia, and public-private partnerships in South Africa.

Taking Zimbabwe as an example, Communal Areas Management Program for Indigenous Resources (CAMPFIRE) has operated since 1988. Here Rural District Councils were devolved the legal authority to manage wildlife from the government. This allowed local communities to manage natural resources (including wildlife) on communal lands, and sell quotas to hunting operators. Therefore wildlife conservation linked to community benefits from safari hunting and wildlife tourism, and by 1993, there were 23 CAMPFIRE districts were earning revenue from wildlife tourism. CAMPFIRE led to reduced poaching, improved attitudes to wildlife. Revenue for rural infrastructure and household incomes increased by 15-25% in rural areas. Between 1989 - 2001, US\$10 million was paid in dividends to local communities (46% of revenue earned).

In Namibia, there is an incentive-based conservancy policy that gives people in communal lands the rights to manage and benefit from natural resources. Registered conservancies acquire rights and responsibilities for the consumptive and non-consumptive use and management of wildlife, on behalf of the community. For registration conservancies need a defined membership; a committee that is representative of community members; clearly defined, undisputed boundaries; and a land management plan. In this case the government formally owns conservancy land but communities have rights of occupation. Currently there are 50 conservancies in Namibia

Planning tourism and management should be sustainable, comprehensive, cross-sectoral, integrated, participatory, process oriented, viable and long-term oriented. Considering the participatory aspect of planning, Dr Spenceley reflected on the importance of people in destinations making their own decisions, rather than passively receiving benefits. Participatory planning ensures that plans are more effective and comprehensive; allow people to set priorities

for their area; increases their stake in and support for the plan; and makes plans easier to implement. She also described the role of different stakeholders – including government, local communities, NGOs and the private sector

Planning a tourism enterprise itself also requires consideration, such as minimising the negative impacts of construction considering the type of habitat, taking advantage of natural light and ventilation, and also using local skills and techniques in construction and decoration. Using appropriate technology, and ensuring that managers can maintain what they construct, is also vital.

The interactions between different stakeholders requires communication, transparency, coordination, clear roles and responsibilities, sound conservation management, that tourism operations are based on market demand, and monitoring and evaluation. An example of this is in the development of joint-ventures. One such joint-venture is Rocktail Beach Camp in KwaZulu-Natal, South Africa. The iSimangaliso Wetland Park Authority (IWPA) rents land to a joint-venture company comprising Wilderness Safaris (a private sector operator) and a Small Business Development Company. The SMDC is also a joint-venture between Wilderness Safaris and a community association. A R2.5 m grant from the EU was used to purchase the community share in the operation. The involvement of Wilderness Safaris in the SBDC is envisaged to assist the community in business management and marketing. This case involves government, the private sector, local people and also donors.

Dr Spenceley noted that the presentations following in this session would reflect on these concepts. They include:

- The experience of Mozambique on Transfrontier Conservation Areas, Dr Bartolomeu Soto
- Public private partnerships: The rationale, beliefs and lessons learned, Giju Varghese
- Ecotourism markets and community ownership: evaluating outcomes at Madikwe, Peter-John Massyn

The experience of Mozambique on Transfrontier Conservation Areas, Dr Bartolomeu Soto, Coordinator of the TFCA Unit Project, Mozambique

Dr Soto first reflected on the different terminology that exists for TFCAs, and the distribution of TFCAs that were in progress or established across southern Africa. He noted that TFCAs are about cooperation, collaboration, harmonising policies, joint planning, enhancing complementary economic opportunities and socio-cultural values, and maintaining peace and stability. For example, the boundaries of African countries are not always associated with social structure. Their creation has divided families and groups that shared the same type of cultural values

The challenges for TFCAs include a loss of sovereignty, weak mechanisms for conflict resolution (i.e. countries can not put sanctions or declare war in case of failure); different institutional organizations; and disparities in capacity (both technical and financial). For example there is a difference between Zimbabwe and South Africa in the Great Limpopo TFCA. Also there may be national institutional conflicts (e.g. with decentralized governments), conflicts between government and local communities; and different policies and legislations (e.g. on country hunting, and another not). Even if there is technical will to harmonise policies, there also needs to be political will. Countries may have different approaches in involving the stakeholders, such as devolving rights to manage wildlife, or operating public private partnerships. There may also be different infrastructure for biodiversity management and tourism (e.g. between Kruger National Park and Limpopo NP, which has been seen by some as an unfair relationship). In Mozambique there was a perception that the GLTFCA would only benefit South Africa. This was because Kruger NP was culling elephants, and needed space for them to spread as they were under pressure to stop killing elephants. These are important challenge and win-win situations are needed.

The benefits of TFCAs include promoting confidence and confidence, such as friendship with neighbours and cooperating. This can be as simple as picking up phone to call other presidents and building partnerships. Benefits also include mobilising political support support for local socio-economic development; creating strategic alliances to promote culture of peace; and creating opportunities to mobilize additional funds for conservation, poverty alleviation, job creation, through ecotourism. Often conservation areas are not good agricultural areas.

The development of TFCAs in Mozambique has largely been a top-down political process. This is because they deal with sovereignty, and it would have been to build them from the community level upwards. Communities and other stakeholders were involved later, once their roles were clarified. The stakeholders agreed it was a good initiative.

There are 5 TFCAs in Mozambique: Limpopo, Libombo, Chimanimani, Zimoza and Niassa/Cabo Delgado.

Dr Soto first outlined the development process for the Great Limpopo Limpopo TFCA, regarding the agreements that took place, and the institutional framework (from ministerial level, through a Joint Management Board, management committees, coordinating country and secretariat). The coordinating country was initially rotated every 2 years, but it was realised that this was not effective, as it dispersed knowledge and resources.

The declaration of the GL Transfrontier Park (a smaller area in the core of the TFCA) was initially declared with an international treaty. A controlled hunting area (Coutada 16) in Mozambique was also transformed to declare the Limpopo NP. Wildlife was introduced from Kruger NP, and workshops were held for communities in the three countries. These allowed people to discuss common issues, share experiences, and discuss in their own language.

Other activities include:

- A malaria eradication program
- Cutting 15 km of fence between Kruger NP and Limpopo NP
- Development of the first concession in Limpopo NP: Machampane Wilderness camp
- A second phase of tenders for tourism development that hope to be established by 2009:
 - Madonse concession for 4 star lodge
 - Massingir Concession for a 3 star lodge
 - Development of boats in Massingir Dam
 - Community projects in Massingir and Mapai
- Establishment of a border post between Kruger NP and Limpopo NP, though which 55,000 people have passed since December 2006

The Lubombo TFCA has a similar institutional structure, with a ministerial framework similar to GLTFCA, with a Ministerial committee, TFCA commission and a secretariat. Major achievements have included signing of the international treaty; development of 2 community lodges (Madjedjane and Tinti Gala); establishing a fence to protect people and a tourism development plan.

Dr Soto concluded by highlighting that the TFCAs are being positioned as destination for the 2010 Soccer World Cup, with linkages between those present in southern Africa.

Public-private partnerships: The rationale, benefits and lessons learned **Giju Varghese, Head: Business Development, South Africa National Parks**

Mr Varghese introduced his presentation by describing the institutional structure of South African National Parks (SANParks) as a state-run conservation body. It operates 23 National Parks across 4 million hectares of land and 6 biomes. SANParks core functions are nature conservation, constituency building and tourism. Most tourism in national parks is done by the state (e.g. 6000 camping sites and 15,000 self-catering beds). There are different styles of enterprise, and different fauna in different areas of the parks.

The reason for the commercialisation process was to reduce dependence on state funding, which had become pressing since 1994 when government became accountable to 44 million people, and there were more pressing needs for state funds.

SANParks wanted to enter the 5-star catered market, of which there are many in the private reserves adjacent to the parks. However, SANParks did not have the skills to operate in this market, nor access to capital to do so. SANParks was also operating restaurants at a loss. Therefore the private sector was needed to raise capital, operate tourism, and generate profit. Commercialising meant that the assets would be leased from the state to the private sector.

The approach was Build Operate Transfer (BOT) for lodges, and to outsource shops and restaurants. In 2000, 11 lodge concessions were awarded with BOT arrangements, and 21 shops and 17 restaurants were outsourced. This generated net R181 million, and infrastructure worth R320 in 2006 terms that would revert to the state after 20 years. This transferred the risk from loans to the private sector. The shops now look very professional, with service and product that is higher than before.

The concessions enhanced the socio-economic impact of the parks, creating 620 additional jobs, and guaranteed spend at local SMMEs of R14 million. So in areas where there was initially no economic activity, there are now more businesses operating.

Mr Varghese outlined lessons learned from the 2000 concession strategy. These included taking a responsible tourism approach and the relative weighting of tenders (i.e. that more emphasis should have been placed on technical, rather than financial bids – to avoid market failure). Initially SANParks employees were taken on by the concessionaries of the restaurants, but now SANParks does not have skills in that area. Processes were also needed to terminate contracts of companies that were not succeeding. Effective contract management was also needed, and they identified hidden costs, such as legal advisory services.

Going forward, Mr Varghese noted that new concessions will be available in a number of the parks, including Kruger NP, Addo NP and Thessen Island.

Ecotourism markets and community ownership: evaluating outcomes at Madikwe **Peter John Massyn, IFC, World Bank Group**

Mr Massyn reviewed the experience of 2 community owned lodges in Madikwe Game Reserve, in South Africa: Thakadu River Camp (owned by the Batlokwa community) and Buffalo Ridge Safari Lodge (owned by the Balete community). In both cases, the land and wildlife is owned, developed and managed by the state. The lodges are owned by the state, but leased from the North West Parks and Tourism Board (NWPTB) to a community trust on a 45 year BOT lease, and managed by the private sector (The Madikwe Collection) on their behalf on a 10 year sub-lease. This sub-lease has strong empowerment clauses, and hands back the lodges to the community at the end of the lease. A joint-liaison committee exists between the community trust and private sector.

Social issues of institution building, legislation governing trusts, and the value of technical support from NGOs, local government and the private sector were outlined. Competitive rents are paid by the trusts to the NWPTB (e.g. R28,000 p/a for Balete and a variable fee of 6% lodge turnover). The private sector pays this rental, and also a fixed fee of R5,000 p/a per commercial bed and 10% of annual turnover.

Mr Massyn summarised that this model will produce the following benefits in 2008:

Thakadu:

- R550k in lease fees to the NWPTB
- R875k in sublease fees to the Sebolao Trust
- R1.54m in wage payments (excluding gratuities)
- R155k in local business contracts*
- Total benefit of R2.57-m (excluding lease fees)*
- 39 staff (21 women)

Buffalo Ridge:

- R380k in lease fees to the NWPTB
- R595k in sublease fees to the Sebolao Trust
- R950k in wage payments (excluding gratuities)
- R145k in local business contracts*
- Total benefit of R1.69-m (excluding lease fees)*
- 26 jobs (14 women)

Mr Massyn summarised key lessons learned from the process, which included that community-ownership of high value leases/concessions requires:

- Supportive state agencies and a conducive institutional environment
- Clear rights frameworks
- Well-structured contracts
- Competitive set of natural assets (valued by tourism industry) (i.e. luxury lodges cannot be operated on degraded land)
- Capacitated an legitimate community based organizations with strong support programs
- Capital subsidies (equity grants; 'risk-tolerant' loan financiers)
- Well-balanced capital structure, to avoid too much debt

He noted that commercial viability in this market requires private partner with strong commitment to community partnership; strong marketing, sales and operational capacity; and sufficient capital reserves to fund start-up and seasonal slumps. Social sustainability also requires careful initial institution building; ongoing capacity building and administrative support; training interventions to build skills and succession planning.

Mr Massyn summarized that this strategy is replicable, and provides a strategic opportunity across region linked to widespread adoption of public private partnerships (PPPs) in protected areas. It requires that legal and policy frameworks are mostly in place. Private sector partners need to be available and loan financiers need to be risk tolerant. However, support from government agencies is variable, and there is a shortage of technical support agencies to facilitate the process. There is also a question of how to capitalize community equity, and a need for subsidies to facilitate roll-out and to avoid high case-by-case transaction costs.

Discussion and debate from session 1

- The development of TFCAs was considered, in relation to different ideologies between participating countries. It was noted that there is delicacy in the development of TFCAs, and lessons need to be used from elsewhere particularly on coordination and financing.
- There are challenges to developing TFCAs, as many of the processes and initiatives are new and programs need to be developed further. There is little expertise in the field and fragmented knowledge. TFCAs look at complete ecosystems without political borders, and consider the conservation of biodiversity resources. Other parallel possibilities include

revitalising cultural and social exchange, and regional economic planning. There are still challenges and work is needed to create good approaches for TFCAs.

- On concessioning in SANParks, there was a discussion on how much investment was required of the private sector. It was noted that there would be a minimum fee (not less than 5% of turnover), and that there were weightings in the tender process for financial, social and environmental bids. However, the concessions fit within a conservation and development framework, that is not primarily focused on revenue.
- The framework of developing leases to communities was explored, and in Madikwe they considered what the market was paying in southern Africa for similar areas. They then used a competitive bidding procedure (i.e. communities put out a call for proposals). When evaluating the proposals they looked heavily at the financial offer. Private sector fees were arranged by NWPTB, and their experience from competitive bidding was that 7% turnover was reasonable, but they also gave a discount to 6%. Therefore there was a mixture of regional benchmarking and competitive bidding used.
- It was noted that the process of concessioning could be applied to mid-range and low-end products. For example the joint-venture of Bulungula in South Africa is a backpacker enterprise. The luxury market is not yet saturated in southern Africa, but the 5-star market will have a ceiling
- How communities finance their investment is critical. Sometimes communities get land rights and use that as access to capital. There is also lots of donor money available, as many donors see this as a strategic investment, when considering the economic rate of return too. This is not just about capacity building, but also money well spent. However, the question is how to do this at scale, as currently the process takes place on a project by project basis.
- How benefits are managed for the community is also critical, with respect to legitimacy and the framework for support to ensure that benefits are fairly distributed. The level of support from communities is critical, and more established operators are interested in this model, but the model needs to be affordable to the private sector.
- Support for communities and the private sector needs to be structured from the start. One approach is to draw in the private sector to help the community (although there is potential conflict of interest). Some companies used independent NGOs to support communities.
- PPPs are dependent on good relationships with local people. Therefore there are strong incentives for the private sector to ensure communities are benefiting (not only with financial benefits).
- In the SANParks PPPs, the highest preference was given to the bidder with the best empowerment options. South Africa now has a tourism charter, with a regulated empowerment requirement and targets for 2014.
- Training local people up to management level takes time. The amount of time depends on the baseline level of education, and requires structured training interventions (e.g. field guide training).
- More examples and information on public private partnerships can be found in the new Earthscan book 'Responsible Tourism: critical issues for conservation and development' from the IUCN Southern African Sustainable Use Specialist Group.

3.4 Session 2 presentations: Reducing poverty and providing community benefits through building up local supply chains

Introduction
Dr Anna Spenceley, UNWTO expert

Dr Spenceley stated that there are a number of reasons that tourism has the potential to reduce poverty, and these include:

- Tourism is a *diverse industry*, which increases the scope for wide participation, including the participation of the informal sector.
- The *customer comes to the product*, providing considerable opportunities for linkages (e.g. souvenir selling).
- Tourism is *highly dependent upon natural capital* (e.g. wildlife, scenery) and culture. These are assets that some of the poor have, even if they have no financial resources.
- Tourism can be *more labour intensive than manufacturing*, although less labour intensive than agriculture.
- Compared to other modern sectors, a *higher proportion of tourism benefits go to women* (e.g. jobs, petty trade opportunities).

The UNWTO also suggest seven key ways that the poor can benefit from tourism. These are:

1. Employment of the poor in tourism enterprises
2. Supply of goods and services to tourism enterprises by the poor or by enterprises employing the poor
3. Direct sales of goods and services to visitors by the poor (informal economy)
4. Establishment and running of tourism enterprises by the poor - e.g. micro, small and medium sized enterprises (MSMEs), or community based enterprises (formal economy)
5. Tax or levy on tourism income or profits with proceeds benefiting the poor
6. Voluntary giving/support by tourism enterprises and tourists
7. Investment in infrastructure stimulated by tourism also benefiting the poor in the locality, directly or through support to other sectors

Taking the establishment of community based tourism enterprises (CBTEs) as an example, Dr Spenceley presented data from a review of 218 CBTEs in southern Africa. The majority of these enterprises reported significant limitations to their operation, including market access, accessibility and motivation – despite more than half being supported by a third party. Research from Africa and Asia reveals common problems with CBTEs including insufficient flows of visitors; bad quality of services and infrastructure; misunderstanding of tourism business (e.g. insufficient information on income, donor investment, visitor numbers); poor marketing; poor communication (e.g. of 138 CBTEs in Latin America, only 32% had a valid email account, 42% had out of service phone numbers) and power relations in communities meaning that majority of the poor do not benefit (unequal distribution). Proposals for CBTEs usually consider elements of participation, gender, empowerment and capacity building, but rarely include business planning, market research product development, target markets and cooperation with the private sector. Where CBTEs are successful, they address:

- Linkages to tourism companies (e.g. tour operators)
- Financial management
- Proximity to main tourism routes
- Competitive advantage
- Visitor handling
- Community motivation
- Cooperation with provincial professionals/officers
- Long-term projects (i.e. 5 years) with intensive training

Considering local supply chains, Dr Spenceley summarized the differences between supply and value chains, and illustrated how interventions at this level aimed to enhance the positive impacts of tourism on poor people by removing barriers that prevent poor people entering the industry; enhancing the terms on which they work; and improving the knock-on affects that tourism operations have on surrounding communities. Reducing barriers could mean purchasing locally, rather than importing goods; and also procuring direct from the producer, rather than through a chain of middlemen and distribution agents. Helping people to use resources they already have, to provide products and services to tourism, can diversify livelihoods (e.g. fishermen operating boat trips for tourists). By looking at tourism value chains it is possible to see what proportion of visitor spend reaches the local level. Then interventions can be designed to maximise this proportion.

Dr Spenceley spoke about work undertaken by Spier Lesiure, in South Africa. Here the operation had taken a strategic shift away from philanthropy towards responsibilities as corporate citizen. They had surveyed existing suppliers in relation to corporate values (e.g. local, previously disadvantaged, environmentally aware) and investigated new suppliers. They also considered opportunities for change, such as stimulating change among existing suppliers and developing new suppliers. They calculated that by establishing a new laundry, they could not only save money (\$15,000 per year) but also have a greater impact on the local economy – with more jobs and revenue accruing to local people.

Dr Spenceley then introduced the presentations for the session, which were drawn from across Africa:

- Local benefits of gorilla tourism in Uganda, Chris Sandbrook
- Community based tourism in the Quirimbas National Park, Rebecca Phillips Marques
- Solidarity tourism, Joana Marques
- The Botswana Experience, Joseph Mbaiwa
- Local supply chains in Selous-Niassa Wildlife Corridor, Tanzania, Rudolf Hanh
- Local and pro-poor benefits from tourism, SNV
- Rural livelihoods in Madjadjane community, Matutuine, Mozambique, Felismina Langa

Searching for ecotourism: Monitoring the links between tourists' characteristics and their impacts
Dr Chris Sandbrook, University of Cambridge

In reviewing the impact of tourism at Bwindi Impenetrable National Park in South West Uganda, Dr Sandbrook noted that only 24 permits were available per day to see gorillas (the main attraction). Each permit costs \$500 for 1 hour with the gorillas. Accommodation ranges from community-owned camps to luxury lodges, with 7 camps in total. This is a closed system, so everyone has to stay the night in Bwindi prior to viewing the gorillas.

Dr Sandbrook's research included surveys with 364 tourists, and a survey of households and local businesses. The work revealed that the only variable that affects the amount of money retained in the local economy is length of stay, rather than aged, gender, motivation or the price of accommodation. Therefore, people with the greatest positive impact were those who stayed longer.

Local people interviewed did think that they benefited from tourism, and were supportive of the national park as a result. Most associated benefits of tourism with money generated by a local community camp ground. However, luxury lodges that are externally owned not perceived to be benefiting people, which are owned by outsiders. The luxury lodges procure goods from Kampala, and very little purchased locally. During the research a community vegetable garden was established, which is now supplying food to lodges. Dr Sandbrook noted that there is a need to spend more money locally, so that it is not leaked out.

Dr Sandbrook reflected that budget tourism is actually doing better at delivering economic goals of ecotourism, although the park pricing policy is pushing these people away. The implications of these findings are that it is not always true that luxury tourism has greatest benefits for tourism. Therefore increasing permit fees may not actually generate more income for local communities. This is particularly important with the current global financial crisis, and with the renewed unrest in the Democratic Republic of Congo. However, gorilla tourism is robust, and tourists still tend to come despite perceived danger.

He concluded that perhaps the best would be to mix the types of tourists, to maximise benefits, minimise seasonality impacts, and minimise the impact of external shocks.

Community based tourism in the Quirimbas National Park Rebecca Phillips Marques

Mrs Marques noted that the strategy for CBT was to identify site-specific opportunities for local people to offer services. They aim to ensure that benefits go beyond individual participants, through a community fund that receives 20% of park fees. They also aim to diversify away from accommodation, and look at the broader products and services that people can provide (e.g. guiding and excursions). The strategy also uses products to inspire the community members

Mrs Marques presented the example of Ibo Island. Successes have included establishment of 3 houses with B&B facilities, and household income is doubled or tripled in most months. Around 20,000 MTS has been accrued by the community fund, and a Community Based Organisation (CBO) has been registered at the district level. Difficulties have included devising more activities to diversify and keep tourists on Ibo for longer. Also the park pays financial coordinator, and they are not independent. The operations currently dependent on a local operator for marketing support, and there is an issue with quality control (i.e. it is not consistently a high quality of product). Seasonality is an issue with visitation.

The Muagamula look-out is managed by the Ningaia Natural Resources Management Committee, involving 5 communities. A 50 MTS entry fee is charged by Guludo Beach Lodge, a local operator. Some training has been provided but more is needed, and there is potential for building a campsite in the future. Difficulties include limited use of the site, as they only receive Guludo visitors); the low income does not justify abandoning other livelihood options, but rather an add-on. There is limited management capacity, no English language skills and limited education. A private sector partner will be essential. The community committee is not yet legalised, and therefore cannot have a bank account.

Namau is an example of rural tourism in development, with a guesthouse and village-based activities. There is a raised walkway through a mangrove into the mouth of River Tari. This is within easy reach of Pemba for short visits by boat or car, and one of few sites located in the south-eastern part of the Park. Meluco is also in development, where conditions of a local guesthouse are being improved. There are plans to train guides for walking in inselbergs. Difficulties include that the site is very remote; is not on existing tourism routes; has no phone network; there are no existing tourism operators nearby, and therefore would need to stimulate demand from scratch. Therefore it may not be worth pursuing.

Bird tourism is an alternative product, with potentially a large market. Many tourists are prepared to travel large distances to see birds, and there is a growing number of tour operators specialising in this. The site has a mixture of Southern and East African species, and there are important habitats. Ten local community rangers were trained as bird guides. There is a proposal to develop more sites, potentially in partnership with the private sector renting facilities. This will provide a contribution to the community for making the land available. The first group of birders is expected April 2009.

Mrs Marques then concluded by listing a number of problems, and potential solutions:

Problems:

- Lack of experience of tourism except in a very few sites
- Language and communication problems
- Access difficult for many areas
- Getting associations organised and legalised is a lengthy and difficult process
- All projects so far dependent on financial support of park
- Longer-term sustainability depends on diversification of products and services on offer

Potential solutions:

- Awareness-raising, training, capacity building (private sector partners have valuable role to play)
- Language training, radios, mobile phones
- Improve access with help of private sector partners
- Should get easier with experience, make use of existing structures
- Protected areas committed to supporting initiatives for several years, projected growth in tourism should lead to increased incomes
- Examples of success should motivate community members to participate in other activities

Solidarity Tourism: a possible framework for building up a positive relationship between Tourism, Community Development and Conservation in Protected Areas
Joana Marques, Researcher, Centro de Estudos Africanos, ISCTE, Portugal

Ms Marques introduced an ongoing research program in Portugal, as a theoretical approach because it was too early to present data.

The objective of the research will be to compare tourism impacts at community level, identifying the improvements of living standards, as well as the negative effects. This will involve both theoretical and methodological orientation: valuing the local capacities and potentialities. A comparative study will be based on two Small Island Developing States (SIDS): Cape Verde and Sao Tome & Principe.

Ms Marques noted the challenge of finding balance between tourism, conservation and community development, particularly as protected areas were becoming more popular destinations. She reflected on the literature, that indicates where tourism can help stimulate peace and cooperation, and that it should meet the needs of host communities.

She defined solidarity tourism, as that which respects the principles of sustainable tourism, and is based on the feeling of a common future, mutual dependency and respect, and a vision of protected areas as global goods. She noted that solidarity tourism groups all forms of alternative tourism centred on humanity and human relations integrated into a local development logic, encompassing such issues as the involvement of local population at each phase of a tourism project; respect for the individual, and for cultural differences; respect for the natural environment; and fair distribution of the resources generated.

When described, solidarity tourism incorporates characteristics that are generally associated with sustainable or responsible tourism. For example, economic elements address fair pay, improving living standards, local economic benefits). Socially it considers looking at spiritual issues, reinforcing community ties and social innovation. Environmentally it addresses biodiversity conservation, waste management, and self-financing of protected areas. Ms Marques also described initiatives to enhance culture, governance, and knowledge generation and dissemination.

Obstacles to the approach include a lack of information provided to travellers or government on solidarity tourism, and opportunistic behaviours of commercial enterprises (i.e. exploiting the term).

She recommended that tourism should be used to educate and empower local populations, and that tourism should be integrated into existing community practices, rather than replace them.

Community-based natural resource management in the Okavango Delta, Botswana
Dr Joseph Mbaiwa, Researcher, Oppenheimer Institute, Botswana

Dr Mbaiwa gave an overview of Botswana’s history and economy, before introducing the Okavango Delta. This is an area that is rich in wildlife, and with over 122,000 people whose livelihoods are supported by the area. He posed the question: how does tourism, through community-based natural resource management (CBNRM), affect livelihoods and resource use in the Delta? He noted that there were consumptive uses (e.g. sport and trophy hunting) and also non-consumptive uses of wildlife (e.g. photographic tourism, mekoro safaris etc).

Challenges include the threat of extinction of rare species (e.g. through poaching); the inability of state to protect declining wildlife resources; negative attitudes & land use conflicts in wildlife areas; and the need to link conservation and rural development (e.g. poverty alleviation). Policy initiatives in Botswana include those to develop Controlled Hunting Areas and Wildlife Management Areas.

Three study sites were reviewed in the Delta: Sankoyo, Khwai and Mababe. Livelihood options ranked highly by people in these areas included CBNRM activities (64% interviewees noting this in first place), followed by employment, and government grants. Dr Mbaiwa also recorded shifts in livelihood activities due to tourism, including that subsistence hunting had either been reduced or abandoned:

Costs	Benefits
1. Special Game Licenses suspended	1. Hunting Quota system introduced under CBNRM
2. Subsistence hunting either reduced or abandoned	2. Commercial hunting and photographic tourism has become the main livelihood option
3. Collection of veld products (gathering) either reduced or abandoned	3. Employment and income generation from CBNRM and other tourism enterprises.
4. Livestock and crop farming areas either minimized or abandoned	4. Area now reserved for wildlife conservation and tourism development
5. Little interest on collecting local foods (e.g. berries, frogs, tubers etc)	5. Generation of income to purchase food (e.g. rice, macaroni, spaghetti, potatoes etc)
6. Floodplain crop and livestock farming either reduced or abandoned	6. Income from CBNRM enterprises
7. Unrestricted harvesting of thatching grass	7. Controlled and commercialization of thatching grass

Between 1997 and 2007, employment relating to tourism rose from 51 people in Sankoyo to 248 employees across the three areas. People reported better housing, water, income to households, better diets and transport. Income from CBNRM is contributing to social services too, including local sport, scholarships, assistance for funerals and communication tools (e.g. radios).

Lessons learned include:

- tourism development has significant impacts on livelihoods (e.g. housing, income, employment, social services provision, skill acquisition in tourism etc).
- poverty is described as having been high before tourism development, as a result CBNRM has reduced it.
- communities have been able to collectively use natural resources (capital) through CBNRM to achieve a shared goal which is the improvement of their livelihoods.

- development of positive attitudes by local people towards tourism development and biodiversity conservation is very important.

CBNRM Challenges include a lack of entrepreneurship, lack of managerial & marketing skills, lack of diversification into non-wildlife based tourism activities, 65% donation to conservation fund (i.e. it might kill CBNRM), mismanagement & misappropriation of funds. Possible solutions suggested by Dr Mbaiwa include:

- Community Trusts working with government officials
- Employment of Trust managers
- Formation of CBNRM Forums (i.e. all stakeholders meet and discuss issues affecting them).
- Creation of a CBNRM Secretariat at Ministry level
- Skill development & educate locals on the tourism business

Potentials for building up local supply chains for tourism in order to provide community benefits and reducing poverty
Rudolf Hahn, Technical Adviser, Selous-Niassa Wildlife Corridor, Tanzania

The Selous – Niassa Wildlife Corridor is a landscape linkage between the largest Game Reserves in Africa, including the Selous Game Reserve (World Heritage Site) in Tanzania (47,000 km²) and Niassa Game Reserve in Mozambique (42,000 km²). The corridor (SNWC) itself covers 10,000 km² and is a contiguous network of five community Wildlife Management Areas. Five CBOs are present representing 29 villages. The area is very remote, with hardly any tourists. The area has half global wild dog population.

Mr Hanh introduced the tourism vision for the corridor, which included providing an authentic wilderness experience, combined with nature, culture and adventure activities, involving interaction with local communities. It also aims to contribute to the improvement of livelihoods, poverty reduction, local economic development, with increased acceptance of wildlife leading to long-term conservation of the SNWC. They also propose to use the supply chain to establish linkages and minimize leakages, increase the multiplier effect by sourcing local goods and services.

There is potential for local sourcing of food products, furniture, decoration, construction material, souvenirs, and services (e.g. guided walks, skills demonstrations, village tours, storytelling etc). There are also options for local employment and use of skills. There are a number of challenges, which include:

- Finding an investor, who wants to enter in partnership with local communities
- Communities have no understanding of basic principles of tourism
- Seasonality of agricultural products
- Quality standard of products and services
- Reliability of supply in time and quantity
- Product/needs match (i.e. making souvenirs that tourists want to buy)
- No skills in hospitality
- Limited skills in business/entrepreneurship
- Language barrier

Possible solutions include capacity building and training, product improvement and building conditions for success (e.g. building of long-term partnerships between communities and key private sector in tourism; fair pricing).

Inhambane Tourism Integrated Development Approach, Mozambique Kristjan Suurna, SNV - Mozambique

Mr Suurna made a presentation on an Inhambane Tourism Integrated Development Approach which is currently being implemented by local and national organisations with the help of SNV. He noted that SNV is an advisory organisation, which assists in the following areas:

- Capacity development services
 - Diagnosis and learning
 - Inter/Organizational strengthening networking
 - Institutional change
- Knowledge Development and Networking
- Work in two sectors
 - Economic development (Production, Income and Employment)
 - Basic Services; Water/Sanitation and Education

The approach of SNV is to consider that if tourists like a destination they may stay longer, and will spend more money. To help tourists spend more in the local economy, there are some pro-poor interventions required.

Inhambane is a tourism destination on the coast of Mozambique. There are many investors in Inhambane who have little background in tourism. Some basic accommodation (mainly self catering) is available. There is no tourism plan and tourism investments are ad hoc. New investors are interested, but the enabling environment is not supportive. However there are two investments proposed for quality hotels providing 500 beds in next few years. Some investments have been built on primary dunes, are of low quality, and are falling down into the sea.

Tourists are mostly regional (56%), from South Africa and Zimbabwe. They are self-drive tourists who just want basic accommodation, and to use the beach and ocean. There are also international tourists (27%) and a small portion of national tourists (17%).

SNV's approach is action oriented, and looks at what can be initiated to get local people involved, rather than undertaking long and thorough planning process. Interventions are short term, and not too complex. A long term program being developed, and actors will become more confident, with more capacity, and more interest for program as it gains ground. Initially few people talking to each other, but SNV are working with 16 organisations including the private sector, government and associations, and from national to local level. Interest is now increasing from the private sector. The networking is promoting positive relationships, and a number of concrete actions are in progress.

Mr Suurna noted that SNV is involved in vocational basic skills training in hospitality, by working with national vocational training institution, and with the municipal council. They are also developing a destination marketing program, which includes working with tourism products to diversify them. SNV are working to help develop agricultural and other supply chains linked to tourism. In a baseline study they found that 90% of all agricultural products consumed are imported from South Africa, and that the only local produce is fish and prawns. The program is also working with basic service sectors including water, sanitation and education. The municipal council and local associations are looking at solid waste management. First thing you used to see in the town was a large dump. Now this has been changed.

Outcomes include:

- Multi Stakeholder Platforms have been created and are functioning
- Tourism Association has been re-organized and is functioning
- National Training Institute runs tailor made courses (about 100 employees trained from August, 08). This will be expanded.

- Solid Waste Management has been organized and improved
- Viability of local agricultural supply chains has been investigated, and they are looking at greenhouse technologies with the International Trade Centre of UNCTAD.
- Destination marketing discussions are underway

Anticipated impacts will include:

- Increased direct employment with 2 000, to reach around 3 500 total in 3-5 years
- 5-6 local, value chains established in 3 years (as today none are functioning)
- Tourism product diversification led and managed by local groups and entrepreneurs
- 5000 families with increased income and around 6000 with increased access to basic services

**The implications of tourism for rural livelihoods: the case of Madjadjane community,
Matutuine district, Mozambique
Felismina Langa, Ministry of Tourism Mozambique**

Mr Langa reviewed the livelihood impacts of the community based tourism enterprise which was established with the assistance of the IUCN in the buffer zone of the Maputo Special Reserve (MSR) in Matutuine District. The study reviewed how livelihoods had been changed, and what people's attitudes were to conservation. The literature indicates that survival strategies of the poor are adaptive, responding to opportunities and changing constraints. There is a growing role of community involvement in the management of natural resources, which is increasingly acknowledged in the design of tourism projects.

In 1999 the IUCN facilitated the enterprise as a CBNRM initiative. The local community ran the lodge of 'Tsakane (Joy) ka Madjadjane', with the following facilities: camping and cottage, museum & souvenir shop with local honey, arts and crafts, bar and tearoom, conference room. At the beginning of the tourism project the 'workers' used to receive a small allowance, but currently there are no allowances at all, and the facility is not in use.

The study included interviews with head of households and key stakeholders, the community leader, and self-administered questionnaires. The results of the survey with 1% of the population indicated that most of the livelihood activities had not changed since the start of the project, and most people were undertaking small-scale farming. However, after the development of the enterprise there were a higher proportion of people having 2 livelihood activities (45% before, 64% afterwards)¹. The majority of people interviewed did not think that their livelihood activities had changed because of tourism. More than half the sample perceived that local people were involved in natural resources conservation (62%), but fewer thought that tourism contributed to conservation (32%).

Mr Langa concluded by noting that the tourism enterprise had not improved the livelihoods of local people, and in its current state is not sustainable.

Discussion and debate from session 2

- Quantification of the benefits reaching the community is important, particularly how many people benefit and how much revenue is distributed. Presentations had demonstrated the annual benefits from tourism, through employment and dividends.
- Trophy hunting and photographic tourism are difficult to do confidently together. For example some of the animals may be afraid and so tourists cannot photograph them.

¹ The level of visitation by tourists to the enterprise was not indicated in relation to level of impact, nor was whether the study was longitudinal or cross sectional at each stage.

- In Botswana there are too many elephants and people are complaining. They should give communities more elephants to hunt, to generate more revenue. Aerial surveys each year on elephants to set hunting quotas.
- Solidarity tourism seems to be like other forms of tourism (e.g. sustainable, responsible, fair-trade tourism) but with small changes.
- There are many problems across the countries in the region, including HIV and the distribution of anti-retrovirals for free. Awareness raising can help reduce the spread of HIV/AIDS. Operators in the formal sector of tourism should include staff training in their packages. Government also needs to raise awareness on HIV/AIDS. HIV/AIDS is an intangible cost in the short term.
- The mechanism for distributing 20% of funds generated to the community, is based on a national policy in Mozambique. 20% of fines, recreation fees, and concession fee go to communities in Quirimbas on a rotational basis. Committees are being established in each area to receive the funds. It is important to integrate wider benefits (i.e. not just benefits to individuals) but they do not yet have an association with a bank account. There will be training in financial management, and awareness raising on what is possible with a certain size of funds.
- When monitoring impacts of revenue from tourism, household surveys can be done. It is important to know about real money going into the communities, and the challenges. In Botswana there are Monitoring Oriented Management Systems, where communities are doing the monitoring. They are working on behalf of the park managers to assess the populations of wildlife.
- Often the total amount of money going into a community is known, but what is not known is whether the level of distribution is fair and equal.
- On Ibo island there were baseline surveys of 3 households. These provided information on household spending and income patterns. This survey is being repeated with the same participants each year. There is one indicator of the impacts on the community (the number of local shops). Community members have opened 3 new shops, which shows that people have more money and were buying more locally.
- Household surveys are critical, and are the only way to look at distribution of impacts. It is also important to triangulate data sources to verify information. As much monitoring as possible is valuable.
- Responding to a claim that UNWTO should prove funds and push governments to develop more tourism, it was clarified that UNWTO is an intergovernmental agency, rather than a donor agency. It provides a global platform for tourism policy making, through coordination and support, but cannot force members to do A or B. UNWTO facilitates this process with research, by analysing tourism and policy trends and identifying practical tools and methods for planning and management. UNWTO also organises dissemination mechanisms (e.g. such as this seminar) and direct technical assistance (e.g. through the STEP program). Mozambique has lots of potential, and conferences like this can be used to see what works and what does not.
- The work from Uganda noted that the assumption that high end tourism does not necessarily benefit local people more is interesting. Is this because of a pricing strategy to control capacity and visitation? Is the pricing strategy is wrong? There is an assumption that luxury tourism generates more for local people, but this is not always correct. Researchers should look at whether the tourism product is strong enough to support that market. Then go for a lower price range of product, which may be more realistic for local people to have a stake in it, as it is less difficult. It is important not to have a pre-formed assumption. It is not possible to have unlimited tourists in sensitive areas, and there is a need to balance environmental consequences. It could be possible to have more tourists at slightly lower prices for a greater overall impact.
- The impact of diamonds in Botswana has had an impact on tourism in the country. For example, revenue from diamonds has been used to build roads, and tourists drive on those roads.
- Since there is currently no tourism in the Selous-Niassa corridor, it is difficult to tangibly realise supply chain benefits to communities in the future. Sometimes it can be useful to

provide an obligatory requirement for the private sector to use local suppliers, or alternatively it can be more voluntary? There are investors interested in the corridor, but since the area is very remote, it will be very costly to bring products from far away, and there is a need to develop a local market. There is a public private partnership process here projects can engage with training and capacity building. The area is not subsidising tourism for the future. It needs to work as a business, and if not, then it is better to leave tourism rather than do something that does not profit anyone.

3.5 Session 3 presentations: Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts

Introduction
Dr Anna Spenceley, UNWTO expert

IUCN reports that globally there are 106,000 national protected areas, that cover 18 million km² (12.7% of the globe). However the funding gap is considerable in many parts of the world. For example, sub-saharan Africa meets less than 10% of its overall conservation costs. Dr Spenceley noted that there are a range of market-based fees for conservation, which include tourism, resource use, bioprospecting charges, and payments for ecosystem services.

Tourism has potential to contribute to nature conservation because it:

- generates revenue in areas of high biodiversity (e.g. protected areas, TFCAs) an help to make them economically viable
- raises public support for conservation with environmental education for visitors and local people
 - Alternative employment & business opportunities for local people.
 - Perception of value may give conservation incentives
- less environmentally damaging than other revenue generating industries based on natural resource use (e.g. forestry, slash and burn agriculture)
- may be one of the few economic activities suited to take place within conservation areas located on marginal land
- can theoretically be sustainable if its impacts are managed and mitigated.

Dr Spenceley noted that statistics on nature-based tourism are not consistent, but in 2000 it was estimated that there were 8.9 million arrivals generating US\$ 3.6 bn. In Tanzania, tourism generates 30% of GDP, while in South Africa it only generates 5% - despite South Africa having the greatest number of nature-tourism arrivals in southern Africa. Tourism is a major revenue earner for South African National Parks, generating 67% of turnover (US\$74 million in 2008), followed by grants, land acquisition, sales of flora and fauna and donations. The profitability of ecolodges depends on a number of factors, including:

- Destination:
 - regarding wildlife resources, safety and accessibility
 - being 1 hour from a local airport with reasonable international connections
- Value:
 - competitive pricing considering design, facilities, location, wildlife resources, and services compared to similar destinations
- Interpretation and Activities:
 - unique wildlife species to be observed
 - interesting activities available
 - quality guiding and interpretation
- Management capacity:
 - ability to manage marketing, finances, logistics, human resources, efficiently

- Access to capital:
 - financing structures that allow for longer term return on investment are the most beneficial.

Nature-based tourism can also benefit conservation. For example, the community-run Torra conservancy in Namibia has entered a partnership with the private sector operator Wilderness Safaris. Damaraland camp has a 15 year Build Operate Transfer (BTO) for a luxury lodge, in a hybrid rental agreement. 10% of the net accommodation fees from each guest's stay are allocated directly to the community, and for the last 5 years of the agreement Wilderness would transfer 20% ownership of assets to the conservancy per year. By year 15 the conservancy would have owned and manage the lodge, and Wilderness would continue to market it. This partnership has not only generated economic benefits for local people (e.g. by increasing salaries from tourism by over 250% between 1999 and 2004; and payouts of US\$74 p/a to each conservancy member), but it has also had conservation benefits. For example, populations of wildlife have increased within the conservancy (i.e. for elephant, lion, leopard, cheetah), and black rhino populations have more than doubled over the past 30 years in this region of Namibia. However, there are contentious issues, such as conflict between increasing livestock populations (sometimes funded by tourism revenues) and stress on the ecosystem supporting wildlife (the resource for tourism).

Some biodiverse areas suffer from over-popularity. For example the Galapagos is a World Heritage Site on the 'danger list'. 97% of the island is national park, and there are 30,000 inhabitants. The inhabitants receive 170,000 tourists per annum, who generate US\$400 million per annum (65% of the economy). The island has observed a vicious cycle of growth, with inhabitants wanting higher standards of living. The islands are now looking at how they can control development through concessions. Over-popularity can also lead to unsustainable natural resource exploitation, where controls and monitoring are not in place.

There are a range of ways to mitigate and avoid environmental impacts, through good planning, and being sensitive to the type of habitat where tourism takes place. Effective environmental management systems can address water use, waste disposal, energy use, biodiversity conservation (e.g. planting indigenous species; re-stocking harvested species), land management, sustainable natural resource use and environmental education.

There are many guidelines and codes of conduct that consider responsible use of natural resources through tourism. The Partnership for Global Sustainable Tourism Criteria launched baseline sustainable tourism criteria at the IUCN World Conservation Congress in Barcelona in 2008. These included a number of criteria for conserving biodiversity, ecosystems and landscapes. It is envisaged that these will be used to develop an overarching accreditation scheme for local certification programs in destinations, and provide consistency to assist tourists in their decision making.

Dr Spenceley noted that presentations within this session would include:

- Ecotourism and protected areas: The case of Gorongosa National Park, Joao Viseu
- Supporting nature conservation through tourism: experiences from Malawi Chizamsoka Manda
- Environment and tourism in the framework of the Spanish Development Cooperation: The Azahar Programme, Natascha Trick
- A contribution to the sustainable financing mechanisms for Protected Areas in Mozambique, Helena Motta
- The experience of Vamizi, Mozambique, Isabel Marques da Silva
- Supporting nature conservation through tourism: The case of Niassa National Reserve, Anabela Rodrigues

Ecotourism and protected areas: The experience of Gorongosa National Park
Joao Viseu, Director of Operations and Infrastructure, Carr Foundation

Mr Viseu provided a historical account of Gorongosa, noting that it had been colonial Portuguese administration until 1920, and became a hunting concession in 1995. In 1960 it became the first national park in Mozambique. After the civil war in the 1990s, tourism numbers started to increase, and in 2004 the Carr Foundation began negotiating with government to manage the park.

There are 250,000 people in buffer zone, and 1500 people inside the park within 5 groups who practice fishing and agriculture. The main associated problems in the park are poaching, uncontrolled fires, deforestation, and poverty. Fish are caught to supply the cities. 4 months ago the park confiscated 2 tons of fish. Mr Viseu noted that they are introducing a quota system, so that each family has a card and number, and a number of days that people can fish on. 98% of the herbivores in the park have been introduced since 1992, but in terms of poaching, 30-60 tonnes meat leaves Gorongosa each year.

The park uses satellite picture to monitor fires, and has found that on 1 September 2008 there were 277 fires inside the park. The park covers 367 km², but resources are not yet at level should be. Areas at above 700 m cover 151 km², and there has been a growth in deforestation in these areas. The cause of the deforestation is the opening of machambas. Each is of about 1-2 ha and is used to plant maize/beans to supply demand from cities (including for charcoal).

Mr Viseu explained that gold mining is also a major problem, and is particularly damaging because of the use of mercury and cyanide in the process. Middlemen also exploit the miners, and safety conditions are very poor (e.g. 8 people died during the rains in one of the gold mining holes). There either needs to be a sustainable process of mining, or it should be stopped.

Gorongosa is adopting an integrated model for development with 3 components:

- Ecological equilibrium (i.e. conservation and science)
- Human development (i.e. environmental education, health, forestry products)
- Economic development (i.e. high end tourism, community and public tourism, commercial agriculture)

Mr Viseu stated that if communities are not viable, it does not matter what money you put in the conservation area: it will not be sustainable. Although tourism is main developing agent, is not the only one. The mission is to recognise the basic human and ecological services of the park, and to have sustainable conservation of nature. In Gorongosa this can only be done through sustainable land uses and policies; and sustainable livelihoods.

From an ecological perspective, there is a great deal of biodiversity, and the park has the highest density of lions in the world. A 20 year project has been established with the Ministry of Tourism (MITUR), which includes the reintroduction of wildlife, including buffalo, giraffe, wildebeest, hippo and elephants. There is better law enforcement, including training for guards and equipping them with guns; training in fire protection and training members of communities as scouts. Scientific research includes looking at ecology of the park, and monitoring wildlife health, and removing invasive species. The park monitors the impact that the project activities have on a continual basis. This has been supported by an SNV baseline study of the economics of 5 communities, to identify opportunities for development.

In community development, the park is helping communities to formalise themselves and establish management committees. They are building democracy into these systems, and supporting the development of plans in the districts that identify economic potential. Some areas will need to be re-zoned for development. The park will look at how to help the villages to be come self-sustaining.

The Park has developed a contract with community, saying that they will support community if they will not poach wildlife/light fires.

For human development, the park is planning infrastructure, and developing community businesses for the private sector to use. They envisage that everything needed would be produced by the communities. They provide community education, about conservation and the environment and have constructed an environmental education centre. Health / HIV AIDS is a big problem in this area and social infrastructure is being developed in conjunction with the Ministry of Health. An environmental education centre is being developed, as one of the first truly eco-friendly buildings in the area.

The park has 55 conservation agents, who re-plant trees (the same type of tree that have been removed). Deforestation is a major problem. They are developing a range of forestry products, improving quality of products they produce, and providing market access. Jobs and entrepreneurship help with tourism and community-based agriculture is being developed. For tourism, there are a number of development sites. A public site (medium to low-end); 5 high-end concession areas, and eco-community-based tourism in the buffer area:

- The public area will offer 150 beds, 150 camp sites, conference facilities for 150 people, restaurants, bars, sales craft, and a museum within this centre.
- Chitengo camp is proposed to have 150 beds (currently there are 9 cabanas), and the training centre in the middle. This will be located on a previously disturbed area. The area is safe for tourists, but de-mining needs to be undertaken.
- The high-value tourism concessions will require Environmental Impact Assessments (EIA) to see what the options are for the number of beds, and where they can be located.
- Community tourism activities will include activities like Makoro rides. The community will have title to any activity (e.g. a lodge), and will operate joint-ventures. There will be co-management contracts, and when 'loan' are paid back, the community can either operate co-management or get the concession to operate themselves. Therefore the community will not lose title to their land, and they will see benefits.

Mr Viseau noted that developing community-based tourism needs to start from raising awareness. For example, explaining why a white person would come to see an animal that they see every day. Education about what tourism is and why it works. If you can link wildlife to the payment to people, they will directly understand the benefit of conservation. They need to maximise economic benefits and minimise negative impacts on the communities and enhance spiritual and cultural values.

In agriculture, products will be developed for export. It is predicted that communities will treble their revenues by processing products (e.g. making juices from fruit, rather than letting it rot away). Revenue will be reinvested in the community (i.e. 20% as a community fund and the rest into the business). Linkages will also be forged between community tourism enterprises, local staff and community organisations: bridging the gap between community farmers and commercial agriculture.

Supporting nature conservation through tourism: experiences from Malawi **Chizamsoka Manda, Director, National Parks and Wildlife, Malawi**

Mr Manda noted that conservation in Malawi has been dependent on state funding, and tourism management used to be a state function. All the revenues (e.g. park fees) used to accrue to the state but these were in small amount. However, over a period of time state budget declined (though it has just gone up in the past few years).

The protected areas operate collaborative management, with sustainable use of resources inside the protected areas. This supplements law enforcement. The forest reserves are managed by the

Department of Forestry. Two TFCAs are being developed between Zambia and Malawi (i.e. Nyika TFCA & Kasungu – Lukusuzi TFCA) with assistance from the Peace Parks Foundation.

There have been problems with drops in wildlife numbers, and a decline in key species. Malawi wants to re-dress the trend, and to reduce negative impacts of wildlife on people, for example by providing fencing. To finance conservation, they involve the private sector in tourism management. The department has eight lodges / tourist camps, most of which have had some renovation or rehabilitation, while some have been constructed.

A revenue retention scheme was initiated in 1996 in Nyika NP and these revenues are being shared between communities (20 %) and the Department (80 %). Liwonde NP has a revenue retention scheme but the revenues are all used by the Department. Revenues comprise concession fees, guide fees and park entry fees. With the private concessions, the revenues from tourism increased by 50% between 2001 and 2005. Financing through tourism comes from Community selling curios and other products using natural materials e.g. at Makhanga camp in Liwonde NP near Mvuu camp. They also charge fees for tourists witnessing capture of animals (such as in Liwonde National Park when capturing animals for Majete Wildlife Reserve).

Mitigating environmental impacts is not a serious concern at the moment because visitation is within carrying capacity except for Liwonde NP and Lake Malawi NP. Concession agreements are made with tour operators, that specify carrying capacities of lodges sites, and standards for tourism activities and waste management are part of the agreements. These include controlling off road driving, noise etc. There should be minimal impacts on natural resources, including with waste management.

Challenges highlighted by Mr Manda included:

- Insufficient capacity in terms of skills when it comes to negotiating concession agreements and monitoring the proceeds against initial projections. They are experimenting with community conservation areas, but otherwise most tourism restricted to areas of state land.
- Low number of visitors to protected areas (e.g. only about 2000 visitors to Nyika NP which is very remote) largely due to fact that the product is not adequately developed and access problems. Tourism is increasing in Malawi.
- Protected areas neighbour human settlements with relatively high population densities (about 105 persons per sq km on average, 1998 census) making product development a problem
- HIV AIDS mainstreaming in conservation.

Environment and tourism in the framework of the Spanish Development Cooperation : The Azahar Programme
Natascha Trick, Spanish Agency for International Development

Ms Trick introduced the Spanish Agency for International Development Cooperation, as a State Agency attached to the Ministry of Foreign Affairs and Cooperation through the Secretariat of State for International Cooperation. The agency is responsible of the design, implementation and management of the development projects and programs. Their final goal is the fight against poverty and to achieve the millennium development goals, with commitments to less developed countries. The SDC is scaling up its overseas development assistance, and tools for financing include multilateral and bilateral assistance. This includes projects (either direct, through NGOs or international organizations), budget support, exchange or debt cancellation.

The agency considers the environment to be a priority, and they wish to promote cooperative actions in which economic and social development and environmental protection strengthen each other mutually. The actions being carried out focus on:

- Promoting environmental conservation through adopting sustainable policies regarding zoning and natural resources in the partner countries.
- Improving the environmental conditions of urban and rural populations through providing better access to safe drinking water and sanitation;
- Favouring the adoption of sustainable development patterns in the production systems; and
- Strengthening human and social capital.

Regarding tourism, the agency objectives include to develop tourism as alternative development instrument, versus other economic activities that are more aggressive to the environment. They wish to increase the sustainability of conventional tourism, and promote and support sustainable tourism.

Procedures for applying for funds are open agencies, and require an economic and technical report submitted to the Spanish embassy.

A contribution to the sustainable financing mechanisms for Protected Areas in Mozambique Dr Helena Motta, WWF Mozambique

Dr Motta provided an overview of the conservation opportunities in Mozambique. These included a long and ecologically diverse coastal and marine environment; a positive policy environment; recently declared protected areas (e.g. Limpopo, Quirimbas, Chimamimani, Bazaruto Archipelago National Park); charismatic species including elephants, turtles, whales; and extensive and commercially important dry miombo, including coastal forests and mangroves. However, there is poor information on natural resources, and problems include poverty, illiteracy, lack of alternative sources of livelihood; wild fires, charcoal production, illegal logging; over-fishing and degradation of habitats such as mangroves and corals; Illegal fishing by foreign vessels; and unplanned developments along the coast

Protected areas cover 4000 km² in Mozambique, which fall under MITUR. Mozambique is in the process of revisiting its conservation policies. The country has good legal framework, but it is very sectoral, and there is a need for better coordination. The group revising the policy engaged government institutions, civil society and donors. Major topics of discussion included the current legal and institutional set-up of conservation in Mozambique. Parallel to this process was a sub-group promoting a discussion on sustainable financing mechanisms for the network of protected areas. A series of background papers were produced on (a) current costs and investments in PAs in Mozambique (b) Assessment of economic benefits of PAs in Mozambique (c) Legal mechanisms for the creation of sustainable financing mechanisms of PAs (d) Pilot financial planning for PAs in Mozambique. Consequently a conference took place in 2007 where the papers were presented and experiences from other countries were shared.

Some of the research looked at existing bus plans of Limpopo, Bazaruto and Quirimbas National Parks. They considered what their total costs were, and what the funding gap was. The work found that the gap was considerable. The gap also depended on the way that the business plans were done, and the costs of managing protected areas varies from place to place (e.g. from \$80 – 300 per km²). There are a diverse range of sustainable financing mechanisms, including:

- Entry fees (inc. landing fees, etc), payment of services and activities (diving, photography, sport fishing, bird watching, trophy hunting, etc);
- Government budget allocations;
- Payment for Environmental Services (Carbon sequestration, watershed protection, etc) and Bio-prospecting;
- *Mecenato* Law (up to 15% of the profit can be treated as loss or costs, and used for the establishment and maintenance of “ecological sites” and/or training). Mecanto is for private companies, with a tax deductible ‘charity’ for conservation; and
- “Green Taxes”, multilateral and bilateral donations, Trust Funds.

After the 2007 conference, and the conservation and biodiversity group did a study on possibility of looking at one of the mechanisms, and on the options for creating a Trust fund. The process from this point forward is:

- In the next 12 months, a Trust Fund is to be discussed and proposed to the Government of Mozambique to be created;
- It is expected that will not be the only source of funding for the PAs in Mozambique;
- The governing body of the Trust Fund is expected to be related to the governing body of the network of PAs in Mozambique;
- Several donors have already expressed their willingness to support the Trust Fund

The experience of Vamizi Isabel Marques da Silva, Maluane Project, Cabo Delgado

Ms da Silva introduced the mission of the Maluane conservation area “*To preserve the pristine coastal and marine biodiversity, natural resources and wildlife in and around Maluane conservation areas, whilst ensuring a better livelihood for the local communities who depend on these natural resources for their survival*”. Development of the lodge used local materials, and the capacity of local workers from Zanzibar was enhanced. The location of villas depended on the local vegetation, and was designed to have minimal impact on the dunes.

Tatler rate it as one of the 101 best hotels in the world. Activities include whale watching, catch and release fishing, diving, turtle watching, and guided trails. There immense bird biodiversity that tourists go to see

The initiative has the ‘Friends of Maluane’ which channels donations (including for turtle tagging), and other revenue is generated from grants, collaborations, a shop and from the partner agency ZSL. Research includes turtle tagging and fish and coral surveys, and uses finance from scientists who study there. There is a conservation team which does various activities, including with local people. There are 20 rangers, but lots of human-wildlife conflict.

Micro projects are developed to support local livelihoods. They work with the fishing, horticulture and women’s associations. It is very difficult to get products to the area. They need to build up the experience of workers (who would rather be in Maputo, not 2700 km from there!) so training for local people is very important, including for language and skills. Social projects have also been undertaken, including developing a school for Vamizi.

Supporting nature conservation through tourism: The case of Niassa National Reserve Anabela Rodrigues, Director General, SGDRN

Ms Rodrigues noted that Niassa National Reserve (NNR) covers 42 000 km², and is the largest protected area in Mozambique, representing 36% of the total area under conservation in the country. The area is vitally important for conservation on a national and global scale due to its size and wilderness quality. The NNR has most of the wildlife remaining in the country, including 13,000 elephants, 14,000 sable, 350 wild dogs and between 600 and 900 lions.

The human inhabitants are among the lowest population densities in the country. There is an expanding population of 35,000 people in 40 villages with 2 District Administrations: Mecula (4 500 people) and Mavago (9 000 people). The ethnic groups are Yao and Macua.

The NNR was established in 1954, as a ‘paper’ reserve without any management. A pre-project was then established between 1995-8 and an MOU signed between Government of Mozambique and the private sector to initiate the rehabilitation of the NNR. The first Management Plan was

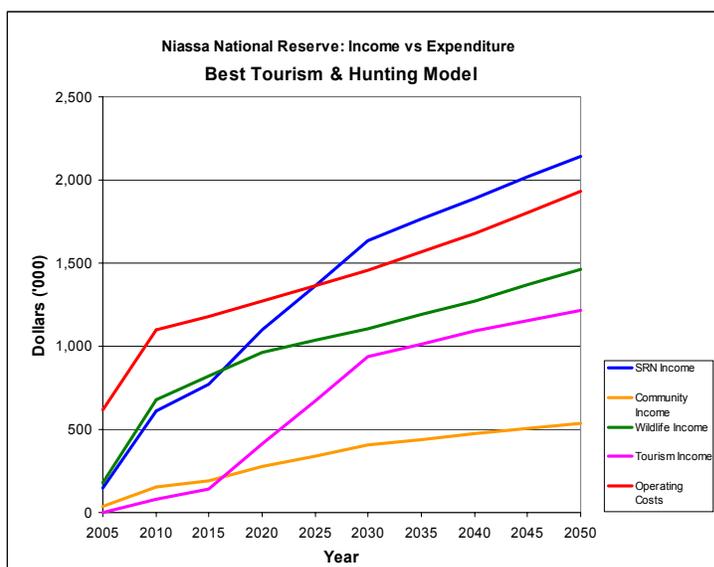
prepared and activities began. A consolidation of management and institutions took place between 1998-2000, and the Society for Development and Management of Niassa Reserve (SGDRN) was established as the first Public-Private Partnership. In 2002 SGDRN was given mandate to manage and develop NNR and a Management Contract was signed with MITUR.

The focus of the management plan for 2007-13 is on biodiversity, community issues, financial sustainability through tourism, and creating an enabling environment to implement the management model. There are three categories of management zones: Special conservation areas; wilderness areas and natural resource use conservation areas.

Tourism activities include conservation hunting and nature tourism. The challenges of tourism development include the following:

- It is a remote and unknown destination
- Low densities of wildlife populations to support tourism
- Expanded human settlements
- Poor internal road network
- Logistical difficulties of operation
- High dependency of hunting safaris on sensitive species (e.g. leopard and lion)
- High investment costs and relatively low financial returns. The reserve still below its potential

A tender process was launched for the management units in 2008, which received 34 expressions of interest (47%) from Mozambican entities. There was an audited evaluation of tenders and contracts were negotiated that included obligations, and investment in infrastructure and anti-poaching units). A business plan was done before the tenders took place. Hunting quota-setting was done by SGDRN, with final approval by the government. Aerial surveys were used, in addition to existing quota figures. She noted that there is a growth trend of the wildlife in the NNR.



Licensing, monitoring and evaluation systems have been developed, including reporting and annual planning, with feedback annual meetings. Hunt Return Forms and tourism regulations have been developed and carnivore surveys take place (e.g. 6 lions and 5 leopards collared for the carnivore surveys, and lions less than 6 years old cannot be hunted. Hunting of lion and leopard was the reason to start a research program on these species).

Since 2000, 6 Blocks have hosted 273 hunting safaris (37000 hunter days), and growth is limited by the quota, and the availability of key species specially buffalo. The

estimated overall income since 2004 is US\$ 4,035,354. Nature tourism is still in its infancy. A 16-bed high quality tented camp opened in 2006, and contracts are to be signed in 2008 with three new investors to increase the capacity to 50 beds.

Revenue accrues to the community from the 20% community levy (from abate tickets and concession fees). The conservation cost (US\$/km²) is 4 x Annual Scout Salary / √Protected Area.

For NNR this is US\$ 40/km² or US\$1.68 million (excluding capital investment in infrastructure). On average conservation areas have a shortfall of \$150 per km².

SGDRN is effectively managing 17 protected areas. The operating budget is US\$800,000, with revenue from concession fees, hunting licenses and some donor support (by comparison, South Africa spends US\$15 million on 37,000 km². Revenue can be increased by having long term concessions, diversifying the product, and attracting investment (e.g. carbon credits, philanthropy and fractional ownership).

Results from a recent tender process shows that the CAPEX is far higher for non-consumptive tourism than hunting (\$457 vs \$70 per km²) but the offers on concession fees are the opposite: hunting has higher fixed fee than non-consumptive tourism, and lower variable fee. Therefore, non-consumptive puts risk on the protective area. Until the nature conservation picks up, hunting will be required to sustain the park. The NNR is trying to reduce its operational costs by:

- a) "Outsourcing" routine management responsibilities (law enforcement, fire management etc.)
- b) Integrating stakeholders including communities (through associations); Local, Provincial and National Government; and improved regional cooperation (cross border illegal activities). This includes creating associations to liaise with.
- c) Improving the enabling environment, by filling the "policy vacuum" and encouraging political will

Challenges include people living within the park, and conflicts that result. Many people also cross the reserve using pedestrian routes, and start fires to protect themselves. Some of the legislation is very good but implementation is very difficult. Animals are trapped by snares, and wire is stolen from fences to protect villages from the elephants. The fishing methods used are unsustainable, and there are fishing camps along 20 km of the river. People are even growing cotton in the NNR.

Harmonisation of legislation is required. For example, even though the forestry and mining laws are clear that it should not happen, it does. There is a weak commitment to initiate appropriate land use strategies for communities who are accommodated in conservation areas.

If zonation of the reserve could be agreed at all levels of government, it would be easier to promote investment. This is particularly if the investment areas were zoned together. Ms Rodrigues stated that the NNR has great potential for tourism and conservation.

Discussion and debate from session 3

- One of the critical issues is the conflict of wildlife with humans. Sometimes district government has put pressure on park administration to intervene because of elephants. There are a number of actions to reduce conflict, such as surrounding farms with wires impregnated with chilli; burning elephant faeces infused with chilli around villages, and installing electric fencing. Chilli guns were also bought by the Ministry of Defence.
- Another critical issue is poaching. In Gorongosa communities do not have money to pay the fines even if they are sent to the tax judgement. According to wildlife law in Mozambique, the only crime that people are imprisoned for is setting fires.
- Poaching is very serious, and there is good support from the Tribunals. Within 48 hours poachers are arrested, and convicted. Some poachers cannot pay the fines, and some of those caught were trying to get a job in the project to stop the poaching. Some were caught for first time, but others had been poaching for 15 years. In the park there is a musician who is an ex-poacher, and he has been working in the field.
- Fires are a major problem in Gorongosa. 6 elephants were brought from Kruger NP, and radio collared. Due to the burning, and because of the loss of food, elephants were able to cross the river and entered local farms. Gorongosa elephants are scared of people, but those from Kruger NP were habituated. The elephant that escaped had been under a lot of stress. Fortunately there were no deaths. Using cranes the park managed to bring them

back, but 50 metres from the park the elephant died. This was all because of an uncontrolled burn. The problem is that there is no legislation, and we need communities to work with us. We are trying to rehabilitate the poachers.

- The process of registering communities is not easy. They first have to be organised into natural resource committees, and they form an association. An agreement is then developed between parks and the wildlife department. It is quite a long process to register associations. However, after a year they had certificate and agreement signed with the park management. They had to open a bank account, and to do so needed a constitution and minutes of a meeting where all trustees attended. The association was assisted by a KfW funded project. When the community came to use the 20% of park revenue problems arose with issues of transparency with the funds.
- In Quirimbas, \$4m is the gross revenue of operators before the taxes etc are deducted. 20% of this is distributed to communities, and this process started before associations were established. It is hard to show the community that money is coming from the activity of a specific tourism operator. Money was used to support the creation of the associations. Other funds are sent to the Ministry of Tourism. Here associations have been created but are not legally registered, so accounts have very real risks. It is important to have all stakeholders involved, but what happens if they take the money and vanish? Legal frameworks are limited in Mozambique. The experiences seen in Namibia and other countries, where communities become partners, is the kind of mechanism needed here now.
- In Niassa it would be better not to have hunting, but it is a form of tourism that contributes to conservation. In Niassa it is even related to the habitats: i.e. miombo woodland is hard to operate photographic tourism in. There are also options for adventure tourism, but this is not going to happen yet.
- There was a statement that conservation with finance is just conservation. However, conservation can be done without funding. Education is key. This is an opinion: some think that conservation pays for itself, and in part this is true. But there is some scepticism, and extra financing mechanisms are needed because conservation more than just using resources. It also requires monitoring and management.
- The use of carbon credits is still being debated at a UN level. In the application of this, it was known that 42,000 km² of miombo needed to be looked at. Niassa has a strategic partner helping (Floral and Fauna International) with technical assistance. Niassa is also looking at time shares, and have tendered 6 areas. The legislation is very recent for time shares in Mozambique.
- Gorongosa is looking at carbon trading. However, so far forests are not included, because they have difficult with land tenure, and the security of the 'investment' in forest is not secure (e.g. to prevent deforestation, slash and burn agriculture, charcoal production). Therefore forestry is within the voluntary carbon market.
- The Spanish Development Corporation can finance items that are not in a master plan. What is required for an application depends on whether you are an NGO or government. The procedure is complex, and it is best to work through the technical cooperation offices in each country to find the best mechanism. For example, they can relate to national parks, and assisting the local population to generate income. There is a wide range of possible projects that are possible, as long as criteria are taken into consideration.
- Contracts with communities need commitment from both parties. They take various forms, such as MoU's with communities where they produce vegetables. There are also agricultural development contracts in return for not deforesting areas. There is a need to replace charcoal production with alternative livelihood and energy sources.
- It is very difficult to deal with communities living inside reserves, particularly when populations grow. Destruction continues unsustainably, so in Kenya sometimes we advise government to de-gazette reserves.
- A climate change fund has been created, but as yet no African country has access to that fund.
- With the issue of communities and integration in the reserves, there is a challenge that populations in the parks should limit their activities. This means that a segment of society

has less rights than others. Parks have infrastructure and roads to satisfy tourists, but in a park you cannot build schools and resources for people. Managing large numbers of people is not easy, and integration with the tourism product is needed.

- There have been several initiatives since the 80's in Gorongosa to remove mines.
- Niassa is aware of the problem of people living within the reserves. Some people were born there, and will stay there for their entire lives. People move according to incentives they have. People have a natural trend to improve their livelihoods and quality of life, so one of the secrets is to provide incentives to encourage people to voluntarily move to areas where quality of life is better.
- Conservationists get constrained when we discuss conservation areas in relation to human rights. However, these constraints are not there when we talk about a dam. Look at mining of heavy sands in reserves. Conservation must be seen as an economic opportunity. At Niassa we train monitors and drivers. There is no technical skill in the area, and so we run catering courses. People then go and find jobs elsewhere.
- One of the issues in the new conservation policy for Mozambique, is that there were very few alternatives in terms of categorisation of protected areas and socio-cultural value. This limited the type of institutional arrangement. There are problems in the over use of resources – and solution for conservation of protected areas. In Quirimbas, the human-wildlife conflict was largely resolved by re-categorising the conservation area from one of the most strict, to community based management. Some conservation areas are not suitable for habitation. For example in Bazaruto NP the sandy soil cannot be used for agriculture, but people still try and use it because they are poor and have few alternatives.
- There is no universal solution to human wildlife conflict, and initiatives vary between regions, countries, and destinations. Part of the solution can be exchange of experiences. It is common that African countries have rich protected areas. We should learn from each other and draw from this experience. The relationship between conservation and tourism is what we are talking about.
- In Quirimbas there is pressure on marine reserves for fishing. The fish is not usually for local consumption. A photographic exhibition was undertaken, and 25 disposable cameras were given to local people who photographed what they wanted to conserve. This was the vision of people living in the reserve.

3.6 Anchor tourism investments in Mozambique

Program of Anchor Investments in Tourism Irene Visser, International Finance Corporation

Mrs Visser announced the pre-launch of tender options for tourism investment in the Maputo Special Reserve in Mozambique, and stated that the IFC looked forward to applying the recommendations of the seminar, in order to realise quality investment in protected areas.

The anchor tourism investment program is joint initiative between MITUR and the IFC, implemented by FUTUR. The objective to promote the growth of the tourism sector and to identify and market quality investment in selected areas, called anchor investment sites. By doing so, the program aims to create sustainable model for investments, and maximise local benefits with participatory models. The IFC is streamlining procedures to encourage investment in tourism.

The anchor process was launched in 2007, and is now in phase 2 realising investment in the anchor sites. On conclusion of the investment agreements, the IFC will move towards a phase of MITUR supporting investment (e.g. with SNV assisting with community programs). The program supports two distinct models of development: private sector and joint-ventures with communities. The program will facilitate investment of about \$1 billion for large resort developments. These will maximise benefits at local level, by working with communities.

Strategy for tourism concessions in Maputo Special Reserve **Dr Bartolomeu Soto**

Dr Soto highlighted the general objective of promoting tourism in the Maputo Special Reserve (MSR) in 3 areas: Ponta Chemucane, Ponta Dobela, and Ponta Milibangalala. These are investments for regional and local investors that will promote community participation and local economic development and support of the management of the MSR.

At Chemucane, communities will have lease for land, and would sub-lease (or have some other form of partnership) the site to a private sector operator. Competitive bidding might bring innovative proposals for partnerships. At Dobela and Milibangalala, there will be a bid launched for private sector to operate the two sites.

The sequence of events for the competitive bid will be an Expression of Interest between December 2008 and February 2009, led by MITUR, which will lead to prequalification of operators. The second stage will be a Request for Proposals for the three sites. The result will be the selection of private operator between March 2009 and June 2009.

Criteria for pre-selection of investments will be:

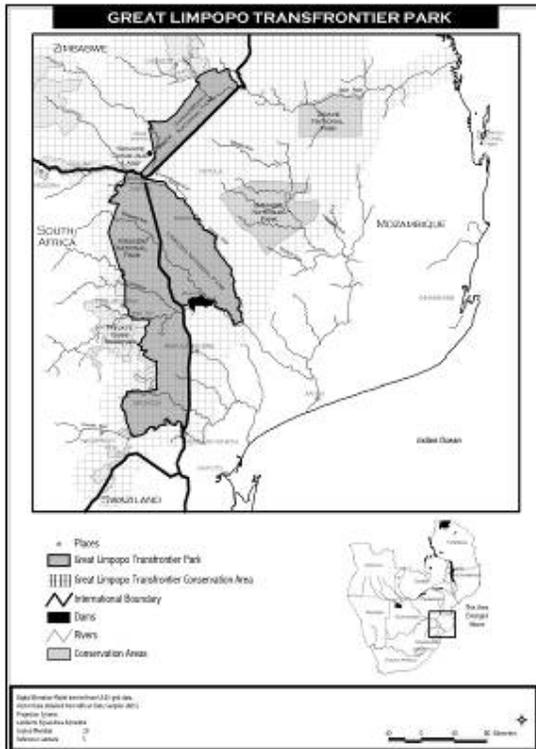
- Chemucane: a regional investor with high end tourism market and community partnerships
- Milibangalala: an international investor operating in the high end market
- Dobela: a local investor with several types of accommodation, including camp sites with variable prices structure.

4 The Great Limpopo Transfrontier Conservation Area

4.1 Introduction

The Great Limpopo Transfrontier Conservation Area Dr Bartolomeu Soto, Coordinator of the TFCA Unit Project, Mozambique

Dr Soto took delegates on a Google Earth virtual 'tour' of the Great Limpopo Transfrontier Conservation Area (GLTFCA), and then described the institutional structure and advisory committees.



A resettlement process is underway for people that are living in Limpopo National Park (LNP). A resettlement plan was devised, and a committee established that represents the Minister of Tourism. There was planning of resettlement – and a committee – representative of the minister of tourism. There will be compensation for people who are resettled, and 18,000 houses are being built for people to move to.

The presence of people in the LNP is a concern because of human-wildlife conflict. Resettling people is a sensitive process, and expectations are high. There is a step by step process to address their needs.

There is a tourism masterplan for the LNP, and 200 beds are planned. The 1st phase of tourism development consisted of Machampane Wilderness Camp: a low cost tented camp on the Machampane river with associated wilderness and hiking trails. Covane Community Lodge was developed with funds from USAID secured by the Swiss NGO Helvetas, and this lies just outside the LNP.

A border post has been constructed between Mozambique's LNP and South Africa's Kruger National Park. Construction began in 2005 and was opened in 2006. 55,000 tourists use the post each year.

Areas of interest in the TFCA vary for different stakeholders. For example, South Africa is interested in the TFCA because of the need to conserve biodiversity, and in particular give more space for elephants. Mozambique and Zimbabwe are interested in the potential to attract new investment.

Sharing revenue from the TFCA needs to be equitable and fair. KNP receives about 2 million tourists each year, and some want to visit Zimbabwe and Mozambique. A series of options are being discussed.

Land mines are present in some areas of Zimbabwe and Mozambique, and these need to be cleared.

In Zimbabwe, there is a need to proclaim the Sengwe corridor, which lies to the north of Kruger NP, and would act as a corridor to the Gonarezhou NP. There is a plan to build a bridge across the river between Kruger NP and the Sengwe Corridor.

The TFCA needs capital (both financial and human). The TFCA needs to promote employment and local economic development.

Monitoring and evaluation is another important issue for the park, and is conducted to see if it is reaching the proposed objectives. Work plans are created, and then progress towards short-term objectives are monitored. However there is also a need to create long- and medium-term objectives. Each participating country is to design objectives for 2, 4 and 5 years and to monitor progress towards reaching them. Monitoring also considers the growth of certain species population, to indicate the success of conservation.

4.2 Panel debate

Following the introduction, a panel of stakeholders discussed various issues relating to tourism activities in the TFCA. The panellists included²:

- Dr Bartolomeu Soto, Coordinator of the TFCA Unit Project, Mozambique
- Giju Varghese, Head: Business Development, South Africa National Parks
- Glynn O'Leary, Transfrontier Park Destinations, Operator of Machampane Wilderness Camp in LNP
- Henrique Massango, Ministry of Tourism, Mozambique
- Luis Filipe Dinis, Executive Director, the NGO Lupa (ex Helvetas)
- Salmao Valoi, Covane Community Lodge, Manager
- Dr Simon Munthali, Regional Director, African Wildlife Foundation, Technical advisor in Banhine National Park
- Teodósio Bento Nunes Jeremias, Coordenador do Projecto Lhuvuka, LNP
- Teodoro de Abreu, Communications officer on the TFCA Unit Project, Mozambique

4.2.1 Part 1: Question and answer session

Following brief introductions by each panelist, Mr Gabor Vereczi moderated a debate involving the panelists, and delegates, in order to identify recommendations for the GLTFCA.

When tourists enter the GLTFCA, do they know that they know they are in a transfrontier area?

- When you enter Kruger NP, you do not know that you are entering a TFCA, and this needs to be looked at. There is an opportunity from the Mozambican side to use the TFCA brand from the start. There also needs to be a central fund to promote the brand.
- There is a challenge on branding the LNP from the Mozambique side. We have to explore opportunities and create conditions for accommodation. With the creation of the border between KNP and LNP, we expose the area to the tourists as a corridor to link to the coastal zone. A management plan is in its final stages. We need to promote the area in other ways.
- There is a perception of Limpopo NP that there is no wildlife, and this perception is heightened by the fence presence. Priority should be given to this. We have seen all of the Big 5 on foot from our camp, but people doubt this and say all of the wildlife is in Kruger NP.

² Note that there were no representatives from Zimbabwe available for this session.

- We are a small operator at Machampane (i.e. a 10 bed camp with 4x4s, hiking trail, and canoeing). We are not an operator with 1000s of beds, but are doing 99% of the destination marketing and product marketing. This is very difficult when trying to develop a new destination. We need to look at some joint-marketing, for the TFCAs and specific parks. SANParks does a great job, and we need to do the same in Mozambique.

How does the TFCA contribute to community-based tourism activities?

- Tourists come through Limpopo NP and Kruger NP, so it is a source of clients. They come and visit the parks and then stay in our lodge. It is a good opportunity to be close to the park.

How do you coordinate the TFCA on a practical basis, in terms of communication and meetings?

- Management of the transfrontier park is complex, and involves ministers and people at other levels. There are experts from the three countries who prepare proposals and submit them to the ministers. Decisions are agreed by consensus.
- However, people come from different places with different ideas, and there can be a struggle to reach consensus. Below the technical committees are specialist committees (e.g. on customs, veterinary issues) and consensus is hard to reach.
- There is a national process to consult with national stakeholders, communities etc. there are also structures within each country. Once a national position is achieved, that position is defended by them.
- Political will exists for the area (or about 80-90%). When experts cannot agree, ministers have to do so. There is a fragile structure, and once there is a difference at the political level it may not be possible often to take a decision. There is a major challenge in understanding. Ministers may not feel comfortable with particular structures and then give up, so this is a major challenge.

How does communication help, and what are the challenges to communicate to a policy level?

- There is a challenge for communication on TFCA, particularly with respect to communicating at the same level with the other parts (e.g. Kruger NP and Zimbabwe). In Mozambique we have a communication strategy that has been accepted by the Ministry of Tourism.

The communities in the LNP have a problem when wildlife destroys crops. Who do they turn to, and how do their comments get to the top level?

- Awareness is being raised at the community level on problem animals and resettlement. It is not straightforward, but when possible we establish communication from bottom to the top. There are some constraints on the Mozambique side (e.g. infrastructure). We also need to link to travel agencies and operators and encourage them to visit the park. It is a major challenge.
- Exchanging information between the community and park management on issues like conflict, is done through committees of the district. There are 52 villages in the park, which is divided into 3 districts. There is a network of information distributed through these districts.

- There is communication between community leaders and park administration to solve animal-man conflict.
- Sometimes the communication is difficult, for example because a motorbike takes time to travel between a community to the administration of the park in order to report incidence of a human-wildlife problem. Forums are established and there is a need to improve the communication
- These are huge and remote areas. Sometimes radios can be useful.

What are the challenges of working in a fragmented area?

- We should not look at the Transfrontier Park in isolation – it is part of the Transfrontier Conservation Area. This includes communal areas in-between the national parks. The African Wildlife Foundation works in Banhine NP, and our operations aim to diversify the tourism product. Landscapes are similar in LNP and KNP, so Banhine provides something different.

What are the practicalities of crossing the border crossing? What are the challenges? Is it easy for a tour operator take tourists through?

- The ministerial committee decided to develop a transit post for tourists at Giriyondo, which is a temporary border post. In the long term SADC plans to have uni-visa, and by then Mozambicans will easily be able to travel to South Africa. The TFCA does not allow the passage of goods and commercial use of the border post. There is a quick process for tourists with small amounts of luggage. Operators have to pass through there frequently, and we establish mechanisms to save people's passports by not stamping them. The border post has some difficulties, as some goods that are used in Mozambique cannot be obtained close to the park (e.g. fuel, fish). Therefore operators have to go a long distance to obtain products. Therefore, for Mozambique it is an option to have goods on the South African side and then to pay customs duties. The SADC region is also in the process of relaxing customs demands.
- You do not have to stamp elephants when they cross the border!
- The border is open for the community. They want to have a border for trade. These are some of the advantages for community, however they travel through and border people turn a blind eye to the trade. A major objective of the park is movement of people and goods.
- The reason for TFCAs is to have wildlife moving across borders. The political will for doing that is 100% in principle idea. In terms of the transition to the operational phase, efficiencies and maturity levels are needed.
- On product diversity, people talk about Kruger NP and two other parks. However Mozambique brings a cultural product, links to the beach, and different landscapes. The brand needs to be looked at.
- There was a cycling event through Kruger NP & Limpopo NP, where a participant broke a leg at 4 pm. They were only evacuated the following day, because when Kruger NP was alerted to problem they wanted to fly helicopter to the site and had to get clearance, and fly via Maputo. They were unable to fly. In a Big 5 park there can be incidents, and needs to be a process of what to do.

The discussion was opened up to delegates of the seminar for questions and comments.

How are revenues shared in the GLTFCA? What is being done to address the regulatory frameworks?

- There are 3 parks that have different objectives relating to biodiversity and sustainable development. With a long term plan it is possible to create a series of long term tools (e.g. like the tourism plan that was devised at the outset). The parks form an alliance between wildlife and the beach, and the park can offer good experience.
- Limpopo NP will not have same kind of revenue as Kruger NP, but wants to learn from Kruger NP, and benefit from extending tourists through to the coast. Efforts are being made to harmonise policies and the regulatory framework. The treaty signed is strong document.

Who has jurisdiction in the buffer zones? Are there guiding laws or development plans for these areas? Is agreement between the administrators of the park?

- The buffer zone is between the Limpopo river and the border of Limpopo NP. The buffer zone is under the administration of the park, and is an area of multiple uses with people living there.
- In the Canhane area (the community that owns Covane Community Lodge), Helvetas facilitated the zoning and definition of areas for agriculture, tourism, and accommodation according to its potential. This zoning will help with administration of the district.

What is the current involvement of Zimbabwe in the GLTFCA?

- There is active involvement of Zimbabwe whenever necessary. There was a strategic review of the GLTP which resulted in reducing the number of activities. Previously Zimbabwe had been one of the coordinating countries. It was decided that this was not sustainable, and there needed to be a central place for coordination. Coordination was passed to South Africa, because there may be some organizational problems to establish secretariat in Zimbabwe. The group of three countries is not well organized.
- In practical terms with the three parks, and security and control. The last meeting in Zimbabwe was attended by the police and managers of Gonarezhou. At this level, and regarding security and movement on poaching issues, there is communication and regular meetings, with active involvement of Zimbabwe.

The brand of 'boundless' has been launched for TFCAs. This was launched in Durban at the Tourism Indaba in 2008 with ministers of 9 southern African countries. This brand will be used to raise awareness of TFCAs.

- Terminology is confusing. We talk about the Great Limpopo, the Great Limpopo Transfrontier Park, the Great Limpopo Transfrontier Conservation Area, the Limpopo National Park, Parque Nacional do Limpopo, and also Limpopo province in South Africa. This is confusing. The parties need to agree on an identify that is clear.
- This harmonization is what was envisaged when the treaty was signed.
- We need to have political will. Since the transfrontier parks are working well, the concept has been extended to these 9 countries.
- The GLTFCA structures vary between countries. For example SANParks is a parastatal. This means operationally that revenues are ring fenced in separate business units, and expenses come from the parks. However, provincial parks report to provincial government. Mozambique does not have a parastatal, so it takes longer to obtain money. Also there is no incentive of financial benefit if the area does not retain its income. It needs to be clear how governments are aligned, and also we need to recognise diversities.

- Governance is critical to protected areas, and plowing ideas back to management. We need capacity to hire high quality staff. Some countries rely on money from the government, and this is a long process. We need to learn from each other and evaluate what has worked, and what has not.
- In Mozambique 20% of the revenues from protected areas are channeled to communities. However, Communities need bank accounts, and these are difficult to obtain. For example, communities need associations where approvals are signed by 3 people. However, signed documents at the District level are not recognized by banks which needs only 1 signature. The community cannot do this by itself, as they do not have resources. It is difficult to get identification numbers, and 3 people to open accounts. How do we sensitize banks?
- From a different angle, we talked about the dream versus the reality of a transfrontier park for an operator. There are challenges, at a governmental level and park level. One of the first challenges is to sell transfrontier parks, and sell the perception of boundary-less area and free and ease of movement within a common entity. But in the GLTFCA, you need to deliver a passport at the border, so you cannot move between them without this. You cannot simply visit Limpopo NP if you arrive at Kruger NP. There also need to be common charges. For example, a tourist pays a fee at Kruger NP entry, and a park entry fee at LNP entry and a visa etc. Then a tour operator also has to pay to cross border fee for the vehicle. When self-drive clients from South Africa enter Kruger NP with a 'wild card' (which provides free entry to national parks on an annual basis), they leave their cars at one of the Kruger NP camps, and enter Mozambique on the Machampane open-top vehicle. However, when they return to Kruger NP to collect their vehicles, they have to pay an open safari vehicle fee. There had been an arrangement to get to Machampane without the extra charges, but now tourists pay extra. This has increased costs for people visiting the area, which is a major issue. SANParks suggested they buy a closed vehicle, or cut prices. However this makes them non-competitive and less attractive to both tourists and other operators. Parks have to sort out the issue, as future concessions will be hard to operate. Duties and taxes are also difficult. Machampane operates a 4x4 trail, and since there is none available at the border, they bring additional diesel with them. They are charged duty on this. We need governments to get a deal on these issues and common prices. By contrast at Kgalagadi Transfrontier Park between South Africa and Botswana, you pay one fee, and you do not need a passport as long as you exit from the same gate that you entered.

On resettlement, what actions are going to be introduced to avoid human wildlife conflict?

- Along the rivers there are problems, in the buffer zones of the Limpopo NP that are to be resettled. The first people to be resettled are in the Massingir area, and that process that ended in October 2008. This is an area to be considered for tourism and ecotourism. Other areas are also to be resettled, unless people are in the buffer zone. The south has greater wildlife problems, and there are lots of community members and agricultural activity. Elephants go to this area because it is green along Olifants river, and water is available. We will be making contact with associations and farmers, and need to see results so that efforts can be replicated.
- Mozambican legislation on wildlife considers that animals are man's enemies (not vice versa). If an animal attacks a person, the animal does not compensate the person. They will continue to attack people if there is no accountability. When an animal attacks a person outside a national park, the District authorities are responsible (e.g. the ministry of agriculture). There is a need to include a compensation system.
- Humans are part of biodiversity. We have to avoid these problems, but cannot see animals like goats. Wildlife is asset of the state.

Where is the TFCA committee based, and are the countries coordinating with this?

- The coordination used to rotate between countries every 2 years. There followed an institutional analysis, and it was decided to have a stationary headquarters in South Africa with staff from each country. Zimbabwe took role of coordination. However there have been budgeting problems because countries are not contributing, and each country is varying its contributions. The treaty indicated a fund would be established, which is not in place yet and needs to be developed. Employees that were initially there have left.

4.2.2 Part 2: Scenario development

Mr Gabor Vereczi asked panel members to imagine a fictitious scenario in the future, where the year was 2020, all problems had been solved, and the TFCA was operating well. In a series of key questions, he asked them to reflect on how they had achieved this success.

What are the key policies that created this success, for the benefit of communities?

- Success has depended on policies and partnerships with the people. Land is one aspect of this, to bring in capital so that communities could buy shares in businesses. Local employment alone would not have made this impact.
- Members of the community were involved with decision making organisations in the park itself. The issue of protection and safety has been addressed by the management of the park.
- Some years ago we were afraid that there was too little land for all of us, and we thought that we would remain where we were. We were worried that the TFCA would take all our culture away, but we are still in those communities. We have our culture where we are now, even after being resettled. We had workshops, and we are part of the park working jointly with the park. We have the benefits of development. There was a lack of integration of other conservation institutions, and they brought other ideas. We now have a similar way of speaking about these areas.

Imagine that Covane Community Lodge has 90% occupancy, local products and services are purchased, all of the village is supporting the business. Tourists come from across the region, there is good marketing, good capacity, and the lodge is a success. How was this done?

- This seems like a dream. When I think about previous years, I did not know before what tourism meant, and some members of the community are still like that. It was good to get close to the communities and address their well being, and certain works were carried out, to clarify things. I have managed the lodge for a long time, and the community now is not the same as what I saw in 2008.
- Investment was important, to provide more training, facilitators and brokers. The capacity of brokers was also improved at the local level. Service providers were established at a district level, with training
- The private sector was mobilised.

Imagine that there is full coordination between the three countries, the committee is working, and the concessions are functioning. How was this achieved?

- We are now in a position to drive the development of the TFCA because a few years ago we realised that coordination of the countries was not happening. This was because there were different policies and understandings of infrastructure, goals and objectives. It took a

lot of time to address them. We did not have human capacity to solve the problems, so went to governments and told them that the conservation area goals need to be addressed with incentives. People began to study conservation as a way of life, and it became a profession that was competitive with medicine, law and engineering. NGOs were weak so we strengthened them. Policies were harmonised. The structure today is efficient and there is coordination. We created good capacity to communicate with people and make them understand that national parks and wildlife are a resource that we rely on. We have a green society that understands the value of conservation. People visited other areas and are environmentally aware. The three governments decided to use education, and people had never thought that it would be the starting point. The result was a change in service quality.

- Now the GLTFCA is widely known. There was considerable work with communities, and people feel ownership of the park. They started sharing a dream between communities and civil society. At the community level the communication system was improved. Previously needed a motorbike to go from community to community. Systems are now all interlinked with good communication system. There was great work in communication between the three countries, and they developed a strong brand that was the dream of all parties.
- 'We had a dream' about conservation and tourism, and we achieved it. There was sufficient funding for conservation, and demand grew for the product. Communities are better off than they were. The private sector came in as there was a demand for the product. This is because we did the marketing right. We looked at the market and catered for that. Our economies grow to 2020, and now there is lots of domestic tourism in Mozambique. There was a foreign market to Mozambique that had not been fully exploited. Now there is a growing market, and we have fantastic products. These are not all at the top end, but also in the 3* market. This is because the South African market is largely self-catering.

So now there is good marketing and promotion, and products are available that meet the market demand. There is no fence, the border is just a nice building that has facilities for tourists. There is only a 1-hour wait for evacuation of injured people. How did we get here?

- We reached this point very simply: by refining the word partnership. It was not just presidents saying 'we're going to be partners', but their statements were implemented. We had the parks working together to achieve this situation as true partners. Now the GLTFCA is one protected area with four sections. Communities are partners in the lodges, and a number of activities have sprung up. Park authorities are partners with the private sector working to achieve a common goal. Another thing that got us here was understanding that while conservation needs money, so does infrastructure. This was about funding for access and activities. Governments are facilitators but previously had invested too little to allow communities to be participants in activities. These are remote areas and it was clear that communities needed funding. Risks are huge for the private sector to put in infrastructure. Governments, NGOs and donors have made an investment to get infrastructure running, and to allow them to become self sustaining. The risk was taken by those that would get long term benefits. There is a true partnership in investment that has worked.

5 Working Group Discussions

5.1 Introduction to the Working Group Presentations

The working group discussions gave Delegates the opportunity to explore the key themes of the seminar in more detail, and to share their experiences. In addition, the additional issue of monitoring and evaluation was also addressed. Delegates selected groups to work in that they were interested in, from the following:

- Working group 1 – Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders.
- Working group 2 – Reducing poverty and providing community benefits through building up local supply chains
- Working group 3 – Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts
- Working group 4 – Monitoring tourism development and operations: supporting decision making through accurate information on tourism impacts and policies

5.2 Background Briefing for each Working Group

Each working group was asked to:

- A. Identify the key challenges
- B. Identify the key opportunities
- C. Develop some recommendations to overcome the challenges and realise the opportunities (specifying the roles of different stakeholders)
- D. Identify 2-3 good practice examples from the different countries of the region

The discussions within each working group were guided by the following talking points:

Working group 1 – Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders:

- How should tourism policies and strategies for protected areas be developed, in line with policies of other sector (i.e. conservation, agriculture, poverty reduction etc)?
- What are the key policy tools to help implement them? (i.e. regulations, voluntary initiatives, financial incentives and marketing)
- How can good governance and transparency be achieved?
- How can the day-to-day operations of tourism be best coordinated between park authorities, operators and communities?

Working group 2 – Reducing poverty and providing community benefits through building up local supply chains:

- How can stakeholders increase the level of local benefits from:
 - Employment
 - Supply of goods and services
 - Direct sales of goods and services to visitors
 - Running of tourism enterprises or community based enterprises
 - Joint-venture partnerships with the private sector
 - Taxes or levies on tourism benefiting the poor
 - Voluntary giving/support
 - Investment in infrastructure stimulated by tourism
- What policies, actions and support programs (e.g. training, marketing, planning) facilitate the involvement of local communities in tourism?

Working group 3 – Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts:

- What types of diverse and innovative financial mechanisms can be used to finance protected areas and support ecotourism resources?
- Can they be implemented?
- How can nature conservation and wildlife management be conducted through tourism so that it supports local livelihoods and lifestyles and avoids negative impacts?

Working group 4 – Monitoring tourism development and operations: supporting decision making through accurate information on tourism impacts and policies:

- What are the key aspects to be monitored in relation to tourism operations (environmental, social and economic aspects)?
- What are the key challenges in gathering baseline information on visitor statistics in parks?
- How can data be gathered and analysed in a systematic way?
- How can the data and information be reported and shared to support policy and management decision making?

What capacities are needed for regular monitoring processes?

5.3 Working group 1 – Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders.

A. Challenges:

- Fragmented implementation of policy (i.e. presence of policy is not necessarily reflective of what is happening on the ground)
- Conservation management area plans are not respected.
- Areas of conflict (e.g. district councils in Kenya, where the councils override conservation objectives).
- Establishing clarity where the management of conservation is unclear or conflicting, to avoid power struggles
- The importance of understanding need and responsibility for destination marketing versus product marketing.

B. Key Opportunities:

- Clearly defining the responsibilities of different ministries around policy coordination, to avoid conflicts between government agencies (e.g. ministries of tourism with roads, fishing, conservation agencies)
- Promote conservation objectives and benefits across all government ministries, so that they understand the value of tourism to the economy as a sustainable earner of export revenues.
- Sustainable revenue generation from tourism and conservation areas
- Promotion of the Ministry of Tourism among other government bodies to create a comprehensive understanding of what tourism can do for the economy and conservation
- Understanding the challenges that various parties have (e.g. access, visa fees)
- Using a coordinated approach to develop good policies
- Identification of key issues by consulting key stakeholders
- Implementing policies that have been developed
- Understanding multiplier effects
- Understanding key issues around conservation and tourism

C: Recommendations to overcome challenges and realise opportunities

- Develop practical regulations relating to conservation
- Separate policy formulation/coordination and regulations, and implementation
- Recognise the relationship between stakeholders, and when implementation is taking place people are working as partners on the ground.
- Understand the uniqueness of each situation (e.g. Kruger National Park is not like Limpopo National Park).
- Give stakeholders who live around parks the opportunity to be involved in decision making.

D. Good practice examples

!Xaus Lodge in the Kgalagadi Transfrontier Park : This is a lodge that was result of land claim by the Khomani San and Mier communities. The two San communities made the claim against SANParks, which was settled in 2002 in 'national interests'. The lodge was developed as a 'cooperation lodge' between different stakeholders. A cooperative environment was created that led to an agreement being reached. This was signed by the Government of South Africa, the Department of Agriculture, Land Affairs, Tourism, SANParks and the two communities. There is a need to replicate this type of win-win agreement between parties.

Gorongosa National Park: In the planning phase, many negotiations took place between communities regarding the functions of different stakeholders. The park has been developed in a relatively short period of time through this cooperation. A key outcome has been to understand the need for cooperation, and to consolidate activities within one ministry.

5.4 Working group 2 – Reducing poverty and providing community benefits through building up local supply chains

A. Key Challenges:

- Getting local people to buy into the idea – and the need to work 'bottom-up' with the 'target' involved from the start
- No strategic parallel craft development strategy
- Historical conflict between the private sector and communities
- Lack of entrepreneurial skills and spirit
- Salaries are low
- Poor agricultural potential in remote areas
- Middlemen have power and relationships between producers and clients, and may exploit producers
- Fair pricing and negotiations
- Distribution of local products at the point of sale
- Quality and quantity of local products
- Lack of technical skills (e.g. carpentry/maintenance/agriculture/understanding of tourism)
- Raising awareness of opportunities
- Local trainers – to train local people
- Profitability – for producers, middlemen and customers
- Population involvement (not only in tourism) – such as women's associations involved in chicken production
- Promoting local culture
- Communication between the tourism sector (demand) and producers (supply), on the types of products and quality (e.g. hotels where the furniture and craft is all imported)
- Lack of awareness in the private sector of how to source local produce

- Timing of information – i.e. to producers at the design phase of an enterprise so that skills and produce can be developed.
- Monitoring and evaluation of the supply chain by local people, and to observe demand changes over time
- Institutional capacity to increase local skills at lodge planning phase
- No requirements for local staffing/supply
- Poor communication in rural areas (e.g. phones)
- Economies of scale – with enough small farmers to fulfil demand
- Low base education levels.

B. Key Opportunities

- Finding institutions to bring producers and customers together, and bridge the gap (e.g. middlemen)
- Building capacity in government and civil society to identify the type of linkages and associations, and type of skills required
- Bringing local people into the commercial environment
- An overseeing board/committee to ensure fairness and best practice and identifying changes in demand
- Improving communication
- Training
- Craft in interior design and direct sales to tourists
- Ethical production and labelling of products (e.g. wood craft made and associated with re-forestation: Commercial opportunity for tourists to buy a replacement tree)
- Use the 20% from part entry for community projects (e.g. improve schooling; partnerships between NGOs and communities to use it)
- Start up funding – microfinance and capital
- Political stability
- Exchange visits to learn from good examples
- Coordinated efforts of aid agencies / donors to decrease overlap and more strategic – a forum
- Sharing experiences – what works and what does not (being more pragmatic and realistic)
- Monitoring and evaluating results – knowing the outcomes
- Publishing results (e.g. Spier annual report)
- TFCAs – an opportunity to share knowledge and revenue
- Ensure benefits to communities are not from damaging biodiversity
- Communities obtaining direct income from tourism
- Empowering local people to make decisions about their resources
- Local cultural products (dance, food etc)
- Biodiversity provides an opportunity to conserve it, and would be aware of the importance of these resources (e.g. conserve a tree – sale to tourist)

C: Recommendations to overcome challenges and realise opportunities

Recommendation	Responsibility
<p>National level:</p> <ul style="list-style-type: none"> • Identify opportunities (e.g. where tourists will be going) • Develop skills • Review policy (e.g. land use) to protect opportunities • Product and service development strategy, in parallel with tourism development 	<p>Ministry of tourism and the private sector</p> <p>Private sector and collaborators (e.g. community brokers)</p>

<p>Local level:</p> <ul style="list-style-type: none"> • Identify opportunities – with suppliers / demand / capacities • Private sector communicate demand before development <ul style="list-style-type: none"> • Community brokers to interact and mediate between government, the private sector and communities (brokers at national and local level), and standardised <ul style="list-style-type: none"> • Advanced planning and understanding timeframes 	<p>Provincial forum to introduce investors to suppliers (e.g. chamber of commerce) Provincial tourism directorate Marketing and promotion agency</p> <p>Operational local development agencies</p> <p>Government departments that deal with planning and permissions</p>
<p>General: Dissemination lessons (e.g. use of 20% of protected area entry fees and how it is distributed; accountability of presentation of information in an accessible format and location. Tailored local solutions based on basic principles.</p>	<p>NGOs, research institutions, universities, think tanks</p>

D. Good practice examples

Tinti Gala: A community tourism lodge which has had additional training through the UNWTO/STEP program in chicken and pineapple production. This is in its initial stages, and the market demand is uncertain, but small entrepreneurs are already diversifying their income.

The International Trade Centre: The ITC has been working near Maputo to develop a series of greenhouses and a packing/processing area for vegetables. This has led to a 100-fold increase in income for farmers. There was a demand analysis, training with industry, curriculum development, entrepreneurial skills development (for entry level, not managers). 120 trainers have been trained and 6000 farmers. Those trained will not only depend on the tourism market

Regional rotating craft market in central Asia: This market moves between 5 countries. All countries present their craft at the tourism fair. Initially facilitated by an NGO, the communities now run the fair independently. Similarly another annual fair developed in Maputo each December, and led to a local NGO development 'As mãos'

The Toda community in South India. A private company began working with them, and taking groups of people to their beehive huts as part of an adventure travel trip. The situation when from having no development, to spreading money through the community. The company rotated which community members they stayed with. They developed a supply chain for providing food to the tourists. Gave basic training in hygiene and waste disposal, and developed local craft. They established a time and place to sell to tourists (i.e. 1 hour in the evening, and 1 hour in the morning). There were guidelines on taking photographs, and one person would take a digital camera and then photographs would be shared. There was nothing there beforehand, and the company began to spread money through the community. They had discussion about the money (as a percentage went to the community, and a community fund), and how it would be used in the community, including defining who is stakeholders and have power to make decisions.

5.5 Working group 3 – Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts

The group began by reviewing the range of financial mechanisms available to support nature conservation through tourism. These included:

- Entry fees
- Shops with merchandise
- State funding
- Cultural tourism
- Concessions
- Donations
- Trust funds
- Volunteer work
- Activity fees
- Sponsoring (e.g. naming animals)
- Bed levies
- Carbon offsetting
- Training
- Business tourism
- Research activities

A. Key Challenges:

- Limits to density (e.g. carrying capacity)
- Mitigating environmental impacts of developing tourism
- Zoning areas
- Limits on resource use.
- Awareness raising
- Guidelines for building and operating infrastructure for tourism
- Waste management, energy sources, transport.
- Quotas for visitor numbers – with respect to environmental and social limits (i.e. people have different levels of tolerance to crowding, and this relates to costs)
- Environmental Impact Assessments in planning stages
- Management plans for protected areas
- Law enforcement
- Political will
- Legislation and policy frameworks that facilitate tourism
- Need sufficient demand from tourists
- Access to tourism product
- Tourism infrastructure (roads, hotels etc)
- Good marketing strategy
- Financial resources need to exist
- Reasonable human resources
- Interaction with the local, national and international economy
- Quality of tourism product being sold
- The balance between conserving and protecting biodiversity and having tourism products
- How to control the number of entries for the tourists – make sure that you have structures in place and ensure you are collecting entry fees you are supposed to.
- The impact of tourism on local communities
- Level of awareness
- Weak leadership
- A lack of communication and coordination (at all levels including local and international) e.g. local agencies may be working on common aim, but not together
- Corruption – whether it is financial, nepotism (i.e. giving advantage for personal rather than merit reasons), non compliance with the law
- Bad management
- Poverty
- Lack of transparency
- Limited environmental education
- Negligence

- Lack of monitoring
- Lack of information

B: Key Opportunities:

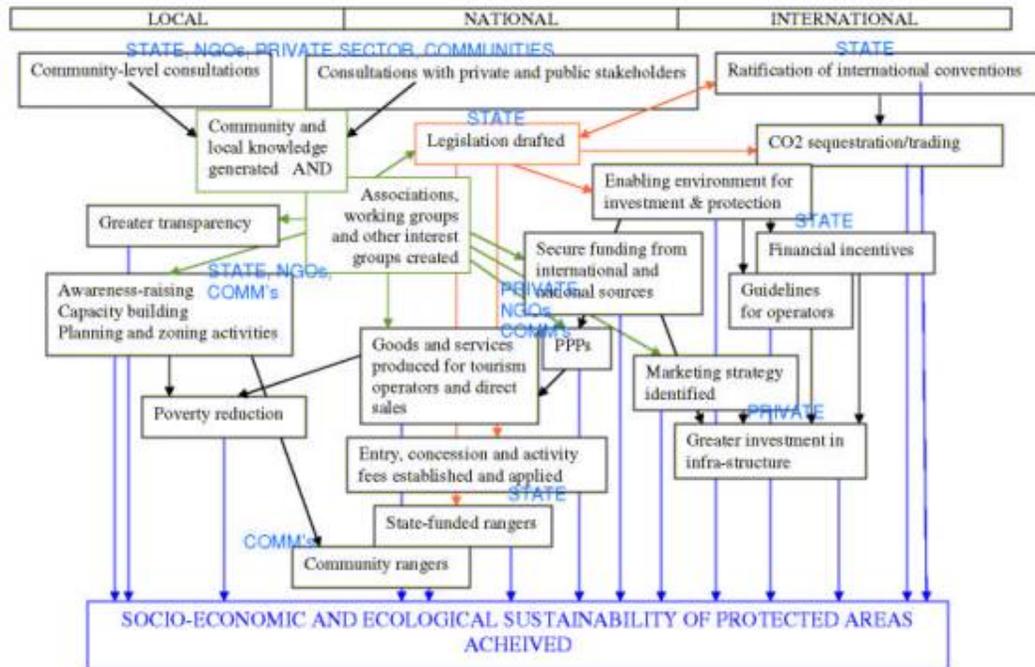
- Internationally and international interest increasing
- The media and internet
- International and national fund for protected areas
- Do fund raising events – e.g. concerts
- Growing ecotourism market (was small 20 years ago)
- Interest from the private sector
- Tax breaks
- Free trade movement
- Financial incentives
- Transfrontier conservation areas
- Domestic tourism that is growing
- Cultural prospecting
- Bio-prospecting
- Budget tourism
- Public private partnerships
- Charitable donations
- Liberalisation of movement of goods in SADC region.
- Africa is blessed by natural resources
- How to use international conventions
- Making most of seasonal events in the natural world (e.g. sardine migrations, wildebeest migrations etc)
- Research
- Local knowledge

C: Recommendations to overcome challenges and realise opportunities

Broadly divided actions into international/national/local level in order to achieve socioeconomic and environmental sustainability in protected areas:

- The need for community-level participation is most important
- All stakeholders should be involved (national, NGOs etc)
- Key outputs would include the creation of legislation to make the enabling environment. Consultations should feed into the process
- Output – creation of committees, interest groups, forums at the community level and PS associations.
- Local knowledge
- Associations with NGOs and private companies.
- Planning and zoning activities
- Sustainable use of natural resources
- Associations bring about the product of goods and services – collaborative approach – and direct impact on reduction of poverty.
- Awareness raising, planning etc.
- Legislation and operational guidelines – African associations, communities etc.
- Sourcing funding more easily . . .
- National and international funds
- Ratification of conventions
- Registration issue
- Encouraging private investment in protected areas

- Law enforcement – institutionally through state funded rangers, and community regulation too.
- People protecting things
- Final output from legislation – fees for entry would need to be collected effectively.



D. Good practice example

Green Association: As part of the Chimanimani TFCA, this association has been ‘Green association’ which is removing invasive species. Association has functioned since 2007. World Bank through Chimanimani CTF – activities should first give priorities to the community and we will have better results. When local communities are left aside there is no development. Can compare with the tourist sites. Most of the knowledge on base tourists areas may be unknown. Let us involve the local communities to have a better response.

5.6 Working group 4 – Monitoring tourism development and operations: supporting decision making through accurate information on tourism impacts and policies

A. Key Challenges

- Distortion and reliability of data: e.g. reluctance of providing accurate information, e.g. in TFCA program some tourism operators were under-reporting data in Mozambique. In first year the hotels and lodges gave underestimates on taxes. However, after building trust

(and showing there were no repercussions) the private sector began give more reliable data.

- Lack of capacity to get the data (e.g. data collection in communities, illiteracy, government officials over-worked)
- Financial concerns (e.g. for the use of modern techniques to gather environmental data, such as aerial surveys for wildlife census)
- Lack of coordination between institutions for gathering information
- Technical staff – some parks have high turnover, that hinders reliable and consistent data capture
- Frequency of monitoring
- Lack of clear monitoring guidelines.
- Communicating information to policy makers, managers, users and sources (e.g. tour operators)
- Lack of baseline data for planning and fund allocation
- Need to monitor tourist profiles and satisfaction, for tourist surveys language issues and lack of well developed exit points to conduct survey. Need to develop user-friendly questionnaires
- Harmonisation of data
- Use of immigration data

B. Key Opportunities:

The group has defined the following management and policy areas with possible indicators for monitoring purposes:

i. Managing information on policies:

- Impacts of international policies
- Level of implementation of regulations
- Existence of policies/regulation coordination
- Level of conflicts on land and resource use
- Level of compliance

ii. Information on tourism

- Number of tourism (# bed nights, tourist profile, tourist origin, age, gender, education, spend, where from)
- Employment
- Demographic dynamics
- Carrying capacity/limits of acceptable change
- Visitor satisfaction and behaviour
- Infrastructure development
- Tour operators providing information on local customs of the people.
- Number of operators
- Public private partnerships: number and revenues. Are operators satisfied?
- Tour operator activities (management of resources) support for communities for capacity building

The group discussed in detail the possibilities and technicalities of improving tourist survey processes through:

- Engagement of tour operators for data collection (e.g. online questions and by email). Tour operators can use questionnaires with tourists at lodges, or on the way back from trips to reserves on tourist satisfaction. They can share this information with tourism associations and protected areas

- Conduct surveys at airports, borders, and on transportation (e.g. bus, boats) and interviewing tourists when leaving country – can do exit surveys (e.g. airports in Botswana and Mozambique)
- Multiple choice questions – user-friendly 1-2 page questionnaires with ‘ticks’
- Suggestion books
- Online questionnaires
- Training for interviewers (costly but interviewers are important – e.g. facial expressions, open questions).

iii. Community benefits / impacts:

- Employment
- Number of community members involved in tourism
- Household income
- Community benefits from tourism (economic and social) – maintain transparency and good community relations
- Level and coverage of social infrastructure – e.g. schools – electricity
- Involvement in decision making on protected area and tourism enterprise
- Existence of a consultation mechanism in communities (e.g. Covane Lodge with a board and voting on expenditure)
- Cultural perceptions and relations - acceptance and perception of community.
- Changes in lifestyle and impact (e.g. language / dress / food) – operators provide information on community customs
- Number of local tourism associations (e.g. of women)
- Community facilities
- Level of support to communities
- Impacts on community livelihoods and resources
- Distribution of benefits in the community
- Revenue generation

iv. Impacts on the natural environment:

- Expenditure on conservation management
- Monitoring driving off track (existence of zoning in management plans; number of off-road tracks)
- Number of rangers and their level of skills (per area, distribution, hours of patrolling, are they all in the main camp or covering a large area of the park?)
- Coordinator to gather data from rangers and compile reports for decision makers (e.g. Capacities – MITUR developed an initiative with PA authorities – and repeat surveys for comparing years of data)
- Changes in land use (baseline data sets – satellite imagery)
- Population, agriculture, settlements, bio-annual surveys, partnership with ministries and sending data to parks for use.
- Environmental issues:
 - Waste management
 - Wildlife populations
 - Land use changes
 - Change in wildlife dynamics

D. Good practice examples

Covane lodge: On how to convey information from the operator to community. Community means a lot of different people – needs to be well organised, there are elected members who work with the operator – and information on monthly basis. They meet quarterly and provide feedback to the community that elected them. In the guests registry book clients can write opinion and suggestions. Manager reads this and sees what needs to be done and discuss with community to address them.

Okavango polers trust in Botswana: An association of polers (boat paddlers) in a concession area – they take tourists into the swamps and do interpretation. They monitor waste management. Have a register of tourism information. Income generated is recorded, as is the number of employees. Benefits sharing: give % to a land association.

6 Closing Ceremony

Speech by Mr. Ousmane Ndiaye, UNWTO Regional Representative for Africa

Mr Ndiaye thanked the delegates for participating in the seminar, within the framework of the UNWTO Special Program for Africa. The aim of this program is to assist African member states to better develop their tourism sector. The seminar had more than 200 delegates from 20 countries. The seminar has been one of the most successful activities in Africa. Mr Ndiaye took the opportunity to congratulate all of the delegates, and particularly the different speakers who shared their experience in the field by presenting case studies. The seminar has provided 2 ½ days of intensive work, and has addressed wide issues on the role of ecotourism in protected areas.

Commenting on some of the issues that have been raised, Mr Ndiaye highlighted:

1. The need of coordinated policies plans and actions between stakeholders. The tourism sector should be integrated in the national planning process as the key component, and as a cross-sectoral industry. All stakeholders, including governments, international organisations, NGOs and communities should work in close cooperation to achieve their goals.
2. The role of tourism as factor for poverty reduction has been clearly demonstrated. The best way to maximise benefits is through building up local supply chains. Benefits should remain in hands of local producers supplying goods and services. Operators need to employ local communities, and provide benefits to poor people. Stakeholders should all agree that the local community should not be put aside.
3. Tourism has a role as catalyst for raising awareness of nature conservation. There have many ways suggested to finance protected areas and support ecotourism resources. The contribution of the Spanish Agency also provides a new source of funding.
4. The role of information and communication has been strongly mentioned. Key aspects include monitoring environmental, social and economic issues. These have been carefully considered in the Working Group sessions, particularly with regard to monitoring the impact of tourism.

Delegates have actively participated in discussions, and we have taken cognisance of the comments to enrich our future documents for future seminars. A report of the seminar will be distributed, and placed on the UNWTO website.

Mr Ndiaye then thanked the government of Mozambique on behalf of the UNWTO secretary general for hosting the seminar in the beautiful city of Maputo. In particular, he thanked the Minister of Tourism and his staff for the excellent working conditions they provided.

Speech by Mrs Fernanda Matsinha, Permanent secretary Ministry of Tourism, Mozambique

Mrs Matsinha thanked delegates for their participation and warm debate, on behalf of MITUR. She noted that the seminar was an important landmark for development of tourism and biodiversity conservation. She gave special thanks to the UNWTO, for their hard work creating a successful seminar, and noted that Mozambique was proud to have hosted the 3 days of intense discussion.

Mrs Matsinha reflected on the debate on good management practices of natural resource management, and sharing knowledge in area of ecotourism for poverty reduction and the

development of local communities. The Permanent Secretary stated it had enriched delegates knowledge that would allow them to face the challenges of ecotourism as a key factor for the development. Experience from this seminar has demonstrated the urgent need to strengthen partnerships between countries in defining management policies, and participation for local communities that have a direct intervention in the management of natural resources.

Major challenges include using ecotourism to service local communities, national economies and nature conservation, and ensuring that decision making was based on the proper facts. There is a need for studies, and to share knowledge to develop sustainable tourism as a driving force of development on the African continent.

The Permanent Secretary was sure that each of the countries participating in the seminar carry valuable luggage home, including the invitation to visit during the Soccer World Cup in 2010. There is a clear call for a change of attitude towards conserving biodiversity to ensure continuity of human kind. The responsibility is to conserve natural resources regardless of the role we play in our society.

Mrs Matsinha then declared the seminar closed.

ANNEX 1



Seminar on Ecotourism and Protected Areas in Africa: Contributing to community development and conservation

Maputo, Mozambique, 5-7 November 2008

PROGRAMME

5 November 2008

- 08:00 – 09:00 **Registration of participants**
- 09:00 – 09:30 **Opening ceremony**
- Speech by UNWTO representative
- Speech by representative of Mozambique Government
- 09:30 – 09:45 Coffee break
- 09:45 – 10:15 **Introduction to the seminar** by Mr. Gabor Vereczi, Chief of Environment and Quality Section, Sustainable Development of Tourism Department, UNWTO
- 10:15 - 12:30 **Session I: Creating the enabling environment for nature conservation and ecotourism development: coordinated policies, plans and actions between stakeholders**
- Moderated by: Mr. Ousmane Ndiaye, UNWTO Regional Representative for Africa*
- Introduction by Ms. Anna Spenceley, UNWTO expert
- Case study presentations:
- The experience of Mozambique on Transfrontier Conservation Areas, Bartolomeu Soto, Coordinator of the TFCA Unit Project, Mozambique
 - Public-private partnerships: the rationale, benefits and lessons learned
Giju Varghese, Head: Business Development, South Africa National Parks

- Ecotourism markets and community ownership: evaluating outcomes at Madikwe
Peter John Massyn, International Finance Corporation

Discussions and debate

12:30 – 14:30

Lunch break

14:30 – 17:30

Session II: Reducing poverty and providing community benefits through building up local supply chains

Moderated by representative of the Ministry of Tourism of Mozambique

14:30 – 15:00

Introduction by Ms. Anna Spenceley, UNWTO expert

15:00 – 16:00

Case study presentations:

- Searching for ecotourism: Monitoring the links between tourists' characteristics and their impacts.
Dr Chris Sandbrook, University of Cambridge
- Community based tourism in the Quirimbas National Park
Rebecca Phillips Marques
- Solidarity Tourism: a possible framework for building up a positive relationship between Tourism, Community Development and Conservation in Protected Areas
Joana Marques, Researcher, Centro de Estudos Africanos, ISCTE, Portugal
- Community-based natural resource management in the Okavango Delta
Joseph Mbaiwa, Oppenheimer Institute, Botswana

16:00 – 16:15

Coffee break

16:15 – 17:00

Case study presentations:

- Potentials for building up local supply chains for tourism in order to provide community benefits and reducing poverty, Rudolf Hanh, Project Manager, Selous-Niassa Wildlife Corridor, Tanzania
- Inhambane Tourism Integrated Development Approach
Kristjan Suurna, SNV – Mozambique
- The implications of tourism for rural livelihoods: the case of Madjadjane community, Matutuine district, Mozambique, Felismina Langa, Ministry of Tourism Mozambique

17:00 – 17:30

Discussions and debate

- 08:30 – 12:30 **Session III: Supporting nature conservation through tourism: developing creative financial sources and mitigating environmental impacts**
- Moderated by Mr. Helder Tomas, UNWTO Regional Representation for Africa*
- 08:30 – 09:00 Introduction by Ms. Anna Spenceley, UNWTO expert
- 09:00 – 10:30 Case study presentations:
- Ecotourism and protected areas: The experience of Gorongosa National Park
Joao Viseu, Director of Operations and Infrastructure, Carr Foundation
 - Supporting nature conservation through tourism: experiences from Malawi
Chizamsoka Manda, Director, National Parks and Wildlife, Malawi
 - Environment and tourism in the framework of the Spanish Development Cooperation: The Azahar Programme
Natascha Trick, Spanish Agency for International Development
- 10:30 – 10:45 Coffee break
- 10:45 – 12:00 Case study presentations:
- A contribution to the sustainable financing mechanisms for Protected Areas in Mozambique
Helena Motta, WWF Mozambique
 - The experience of Vamizi, Isabel Silva
Maluane Project, Cabo Delgado
 - Supporting nature conservation through tourism: The case of Niassa National Reserve
Anabela Rodrigues, Director General, SGDRN
- 12:00 – 12:30 Discussions and debate
- 12:30 – 14:30 Lunch break
- 14:30 – 17:00 **Session IV: The case of Mozambique and the Great Limpopo Transfrontier Conservation Area**
- Moderated by representative of the Ministry of Tourism of Mozambique and by Mr. Gabor Vereczi*

- 14:30 – 14:45 Introduction by Mr Bartolomeu Soto, TFCA Unit, Mozambique
- 14:45 – 16:00 Presentations by a panel of officials, experts, tourism operators and community representatives and other organizations involved in tourism activities at the GLTFCA
- Panellists:*
- Dr. Simon Munthali, Regional Director, African Wildlife Foundation
 - Luis Filipe Dinis, Executive Director, Lupa, ex Helvetas
 - Henrique Massango, Ministry of Tourism, Mozambique
 - Glynn O’Leary, Transfrontier Park Destinations
 - Giju Varghese, Head: Business Development, South Africa National Parks
 - Salmao Valoi, Manager of Covane Community Lodge
 - Representatives of the TFCA unit in Maputo
- 16:00 – 16:15 Coffee break
- 16:15 – 17:00 Panel Debate on the case of GLTFCA

7 November 2008

- 08:30 – 11:00 Thematic working groups, debates on the Seminar topics: analysing issues and developing recommendations for sustainable tourism in protected area of Africa
- 11:00 – 11:30 Coffee break
- 11:30 – 12:00 Presentation of working group results in plenary, conclusions and recommendations
- Anchor tourism investment in Mozambique**
- Program of Anchor investments in Tourism, Irene Visser, International Finance Corporation
 - Strategy for tourism concessions in Maputo Special Reserve Bartolomeu Soto
- 12:00 – 12:30 **Closing ceremony**
- Speech by UNWTO representative
Speech by representative of Mozambique Government

ANNEX 2

Seminar on Ecotourism and Protected Areas in Africa: Contributing to community development and conservation

Maputo, Mozambique, 5-7 November 2008

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