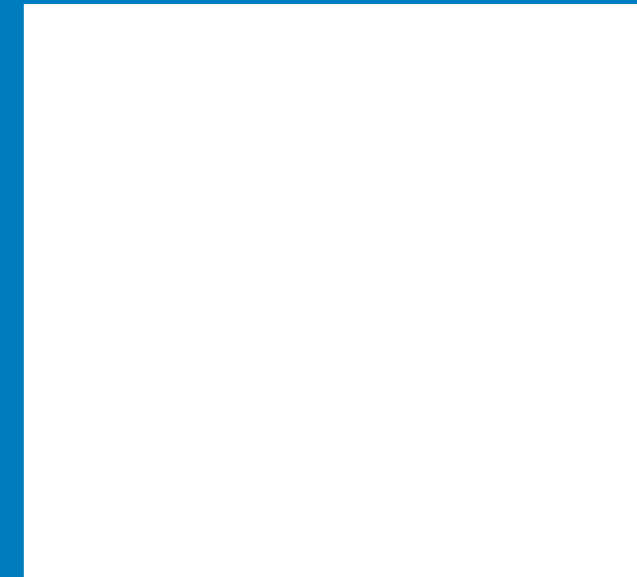


Conceptual Land Use Planning & Design



A Framework for Tourism Development in Northern Mozambique



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A Framework for Tourism Development in Northern Mozambique



MAY 2008



Prepared for:
Nathan Associates Incorporated
by:



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INTRODUCTION

The United States Agency for International Development (USAID) is providing technical assistance and funding to develop the tourism potential of three Northern Mozambican Provinces: Cabo Delgado; Nampula; and Niassa. The goal is develop and position the three provinces as major international and sustainable tourism destinations based on the region's unique historic, cultural and natural resources. Specifically, the project seeks to enhance competitiveness and sustain economic growth by creating an industry friendly policy environment and transforming tourism into a major sector that:

- Attracts large private investments and partnerships.
- Stimulates tourism related businesses and agricultural transformation.
- Creates increased opportunities for employment.
- Contributes significantly to enrichment and empowerment of destination communities.
- Preserves the environment.

Three Potential Tourism Investment Areas (PIAs) have been identified to attract tourism investment in resorts, tourism accommodation and facilities. These are:

- Cabo Delgado Province - The Pemba Bay and 14 km stretch of coastline to Murrebue in the Mecufi District. Ilha do Ibo (The Querimbas).
- Nampula Province - The Cabaceiras i.e. 5km Lumbo-Sangule beachfront, including the old town of Lumbo with substantial stock of abandoned buildings. (District of Ilha de Moçambique) and Chocas Mar (District of Musorril).
- Niassa Province - Metangula Lakeshore (Metangula District) and Lichinga City (Municipality of Lichinga).

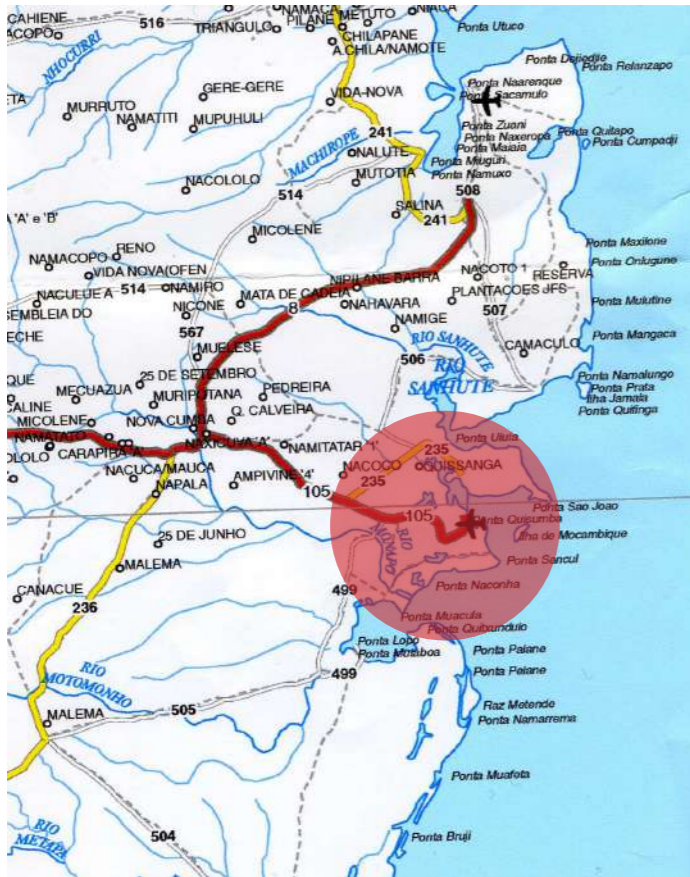


Northern Mozambique Provinces

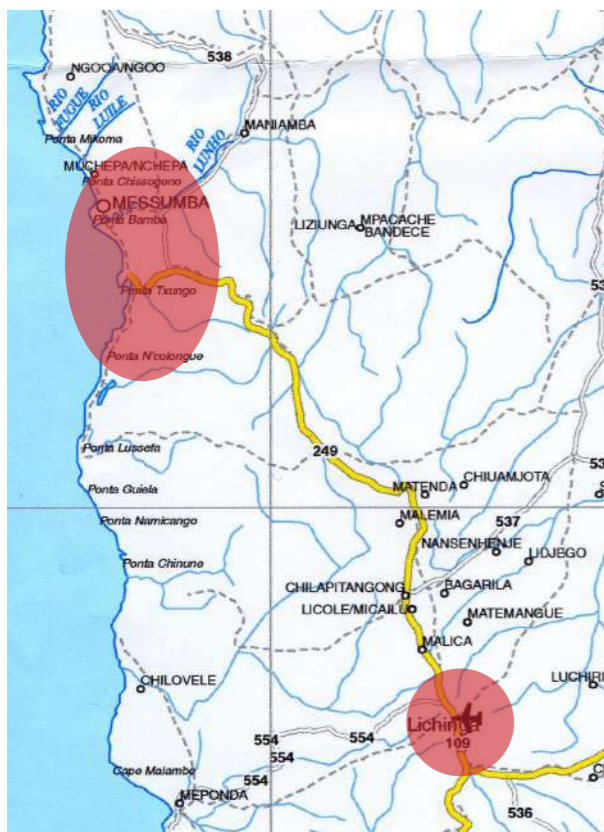


Pemba Bay and East Coast PIA





The Cabaceiras PIA



Metangula and Lichinga PIA

This report, reflecting the output of eight weeks intensive preparation, presents an overall framework for future development of these areas, identifying key projects for implementation. It provides the basis for the improvement and orderly expansion of tourism in order to increase employment and economic benefits derived from the sector. The aim of the report therefore is to identify tourism development opportunities, giving focus and direction by identifying possible projects for implementation.

The overall USAID funded tourism development programme activities will compliment the conceptual planning work and expand the information on the Northern Mozambique product and market. The indicative projects presented here will therefore be tested, refined and modified over the next few months in response to further research and feedback from the programme team and public/private sector stakeholders.

Formal acknowledgements have not been given in this document. But many people have contributed their views and information to our work. In particular we have been working closely with Provincial and Local Administration to identify sites and develop guidelines to assist in the promotion of sustainable development and good design.

The report is in two parts:

Part 1: Tourism Development Opportunities

The main report sets out a planned approach, identifies the development potential of each PIA and presents initial concepts. Realising the potential of each area will demand resources, capable management and vision. The Ministry of Tourism will be the leading catalyst in this process but it will require help in terms of capacity building and establishing partnerships between the public and private sectors to drive the implementation of the plans. These issues are briefly addressed, as well as possible risk considerations as a consequence of not moving quickly on plan implementation.

Part 2: Tourism Development Guidelines

The report places emphasis on a total approach to planning and design. The treatment of every facet and detail of a resort and tourism facility needs careful considerations from the master planning of an area through to the treatment of such elements as signage and pathways. This second part of the report therefore puts forward recommendations on: assessments and approvals of proposed plans; development guidelines; environmental design and management; and urban design.

Also addressed is the concept of community action planning (CAP). Key components include: setting the stage, community action planning steps and communications. The CAP is a valuable addition to the development process.

To develop the true potential of Northern Mozambique, patience and persistence is required. Time is required, not only to prepare the plans, but also to find the financial resources, create marketing momentum, develop tourism awareness and above all, time to gain credibility in public/private sector partnerships. Planning for the future tourism development of the region however must begin now.

PART 1

TOURISM DEVELOPMENT OPPORTUNITIES



1

A PLANNED APPROACH

Northern Mozambique is noted for its terrestrial and marine resources and together with its rich cultural heritage, has the potential to become an internationally renowned quality tourism destination. However there are challenges. While substantial investments have been made in tourist accommodations in the last five years, these have been in small 10 – 20 room island and lakeshore luxury lodges targeted at the high end 'get away' market segment. Currently, the Region has only around 300 rooms of international standard, spread in twelve properties. The largest of these (100 rooms) is Pemba Beach Resort and Spa in the provincial capital of Cabo Delgado.

Many of the other tourism facilities on offer are either poorly designed or located, or require major upgrade to bring them to international standards. There will therefore be a need to improve and diversify the existing range of products available.

Environmental protection of the natural, historic and cultural heritage is in place but many regulations and management plans are not implemented due to lack of human and financial resources. Environmental matters are crucial to the acceptability of tourism. With any planned increase in numbers of hotel rooms, there will be further pressure on the coast, lagoons and general infrastructure. The area has many rare habitat types and species that are in decline due to mounting pressure on nature. The discharge of sewage and waste water into the coastal waters from development is a serious issue. Other issues such as solid waste disposal and many illegal practices have been well documented in previous reports.

Many of the problems are due to a weakness in implementation of the system of planning and development control, and there is a high level of non-compliance and unplanned development. This has led to progressive deterioration of the environment in which the tourism sector operates and represents a factor which, unless addressed, will contribute to an inability to sustain tourism development, let alone the promotion of a quality tourism product for the Region. Consequently, there is an urgent need to establish and enforce planning procedures and environmental controls.

However, there is currently a serious weakness in an organisational structure that is intended to plan for and develop sustainable tourism within Mozambique and this reflects the way in which tourism has developed to date. Without an all-embracing structure, tourism planning and development takes place in an ad hoc manner and with little heed to how one development may impinge on either the national objectives or even the performance of another development. The lack of engagement of both public and private sectors within a unified forum sets a stage for a failure to achieve the basic objectives of the tourism industry.



There is therefore a need for:

- Enforceable planning and environmental controls, not only to protect the environment, but also to protect the substantial investments made by developers, as well as tourism marketing investments made by Government.
- Measures to ensure reservation of areas for future tourism development to avoid inappropriate development for short-term gain.
- An understanding by the tourism industry of the complex planning and development procedures through which tourism development proposals must pass and to streamline and assist the development process, complemented by financial and tax incentives.

Although many of the issues above can be set in motion immediately, a long-term approach to development is still required. From a practical perspective, growth in tourism will only be achieved by planning that future. The tourism development concepts put forward in this report thus seeks to:

- Demonstrate feasibility by allowing the market to identify and implement development opportunities, while providing a vision of tourism development over a 20 year time frame.
- Demonstrate the benefits of creating a framework to integrate development by providing a clear structure for organising development and responding to opportunities as they arise.
- Provide an overall design approach, creating a sense of place, good development sites in an attractive environment and practical guidelines for sustainable tourism development and operation.
- Protect and strengthen the existing product, through a better environment for all.
- Demonstrate related economic, social and community benefits, and provide a stimulus to local people's employment, entrepreneurial activities and investment opportunities.

It is within this context that the following development opportunities have been identified.



2

DEVELOPMENT OPPORTUNITIES

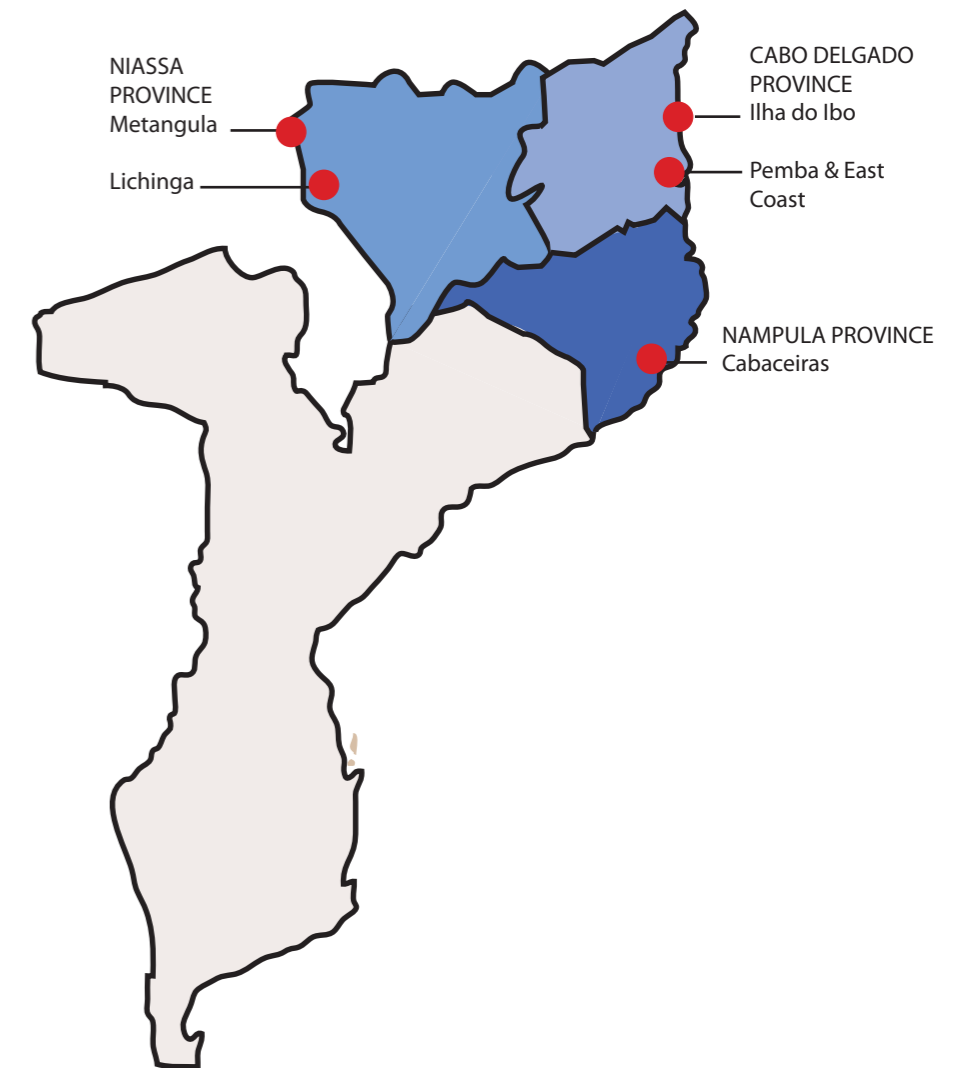
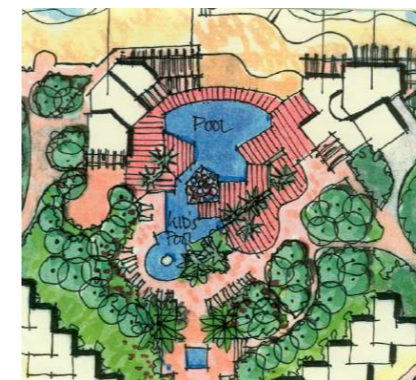
Taking into account the current low base of existing tourism development and infrastructure, the Strategic Plan for the Development of Tourism in Mozambique set out a Tourism Vision:

By 2020, Mozambique is Africa's most vibrant, dynamic and exotic tourism destination, famous for its outstanding beaches and coastal attractions, exciting ecotourism products and intriguing culture, welcoming over 4 million tourists a year.

The following development opportunities presented here, are designed to help move towards achieving this vision. However, many of the projects may take years to complete and straddle several market cycles and changes in taste and expectation. Some will fall by the wayside. The concepts therefore seek to unify and strengthen the tourism product by providing a framework to integrate development into a cohesive plan rather than allowing development to occur piecemeal, thus enhancing the value of future opportunities.

Further, successful and sustainable tourism development must meet the demands of today's and tomorrow's tourist. Several of the Regions tourist products are in fact aimed at specialists/enthusiasts in a particular activity. For example, hunting is aimed at only a few hundred potential hunters that visit Mozambique. General adventure activities, however, can sell to specialists around the world. General sightseeing and casual wildlife viewing is still small in the region, however this sector will grow as tourism circuits are developed. Good beaches will always act as a draw for tourists but diversifying the product will add opportunities for visitors to experience heritage, culture and natural resources. By doing so, the region will:

- Enable the diversification of its tourism product and strengthen its competitiveness internationally especially through its beach product.
- Cater to both the mid-market and upscale, mature markets that can increase value added to the country's economy.
- Encourage cultural and historical preservation.



Northern Mozambique PIAs

Tourists are also becoming increasingly sophisticated and knowledgeable and are aware of what tourist experiences can and should be, and thus increasingly demand higher quality and more specialised products that cater more to individual needs and tastes. They will also want:

- A greater range of activity orientated experiences.
- Less crowded environments.
- More innovation in destinations and activities.
- Better value for money.
- To become involved with their holiday environment and interact with communities and cultures of their destinations.

The challenge will be to increasingly focus on tailored holidays and special interest holidays – all against the background of higher standards of product and service.



Tourism Action Plans

It is therefore highly recommended that tourism plans be prepared for the three Potential Investment Areas (PIAs), integrating developers' proposals, environmental management plans, government plans and infrastructure programmes. The level of planning will present the tourism opportunities for each area and set out an overall strategic approach and development guidelines for all major aspects of physical tourism development

The principles underlying the designation of the PIAs are:

- Distance to air gateway.
- Maximum product and marketing potential.
- Close to population densities.
- Existing and planned levels of infrastructure.
- Existing and planned volume and quality of accommodation.
- Potential for clustering tourism accommodation and attractions.
- Existing and potential linkages to major national and regional sectoral initiatives.
- Areas of strategic national importance from a product, market and/or infrastructural development perspective.

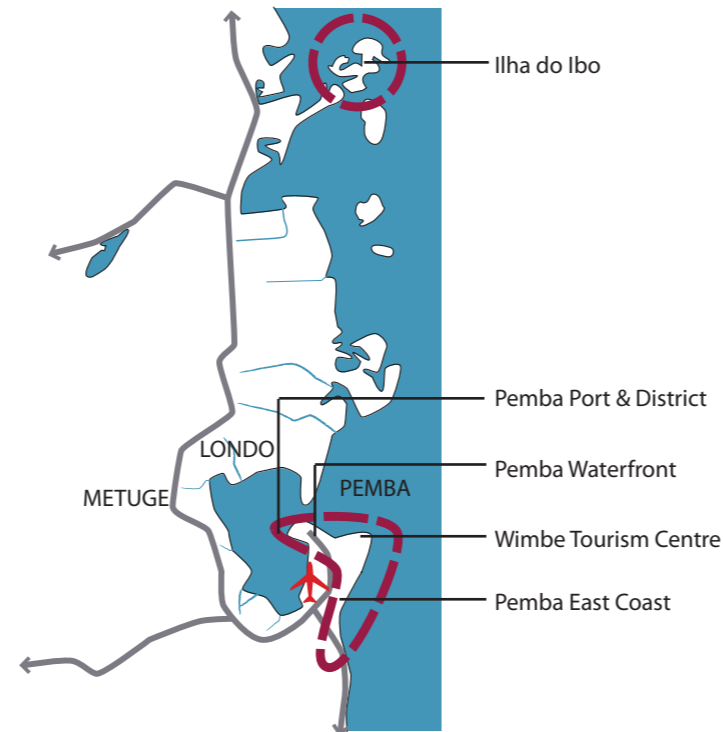
The rationale of having designated PIAs is that they:

- Help create critical mass – making it economic to provide a range of facilities and services in the area.
- Provide value by creating a whole greater than the sum of the parts.
- Diversify the product offer in a way that can be promoted to different niche markets, thereby facilitating product branding.
- Allow different forms of tourism development to co-exist – designating particular areas for exclusive nature tourism only, other areas for more intensive use.
- Provide the opportunity to design an environment that will ensure compatible and complementary land uses.

Within each of the PIAs, Tourism Action Areas (TAAs) have been identified:

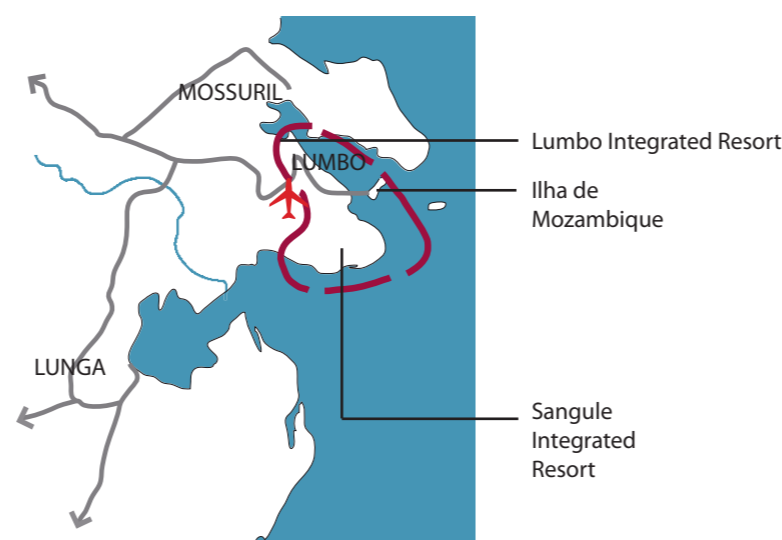
Pemba/East Coast and Ilha do Ibo (Cabo Delgado)

- Pemba Port and District TAA
- Pemba Waterfront TAA
- Wimbe Tourism Centre TAA
- Pemba - East Coast TAA
- Ilha do Ibo TAA



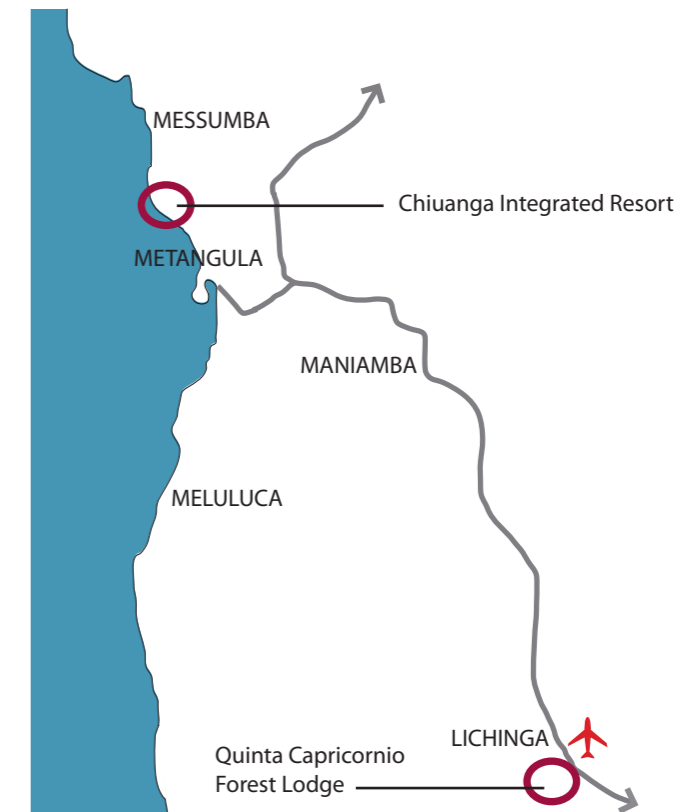
The Cabaceiras (Nampula)

- Lumbo Integrated Resort TAA
- Sangule Integrated Resort TAA
- Ilha de Mozambique TAA



Metangula and Lichinga (Niassa)

- Chiuanga Integrated Resort TAA
- Quinta Capricornio Forest Lodge TAA



The TAAs have been identified through a rapid appraisal of the PIA context, individual site analysis and discussion with both public and private sector stakeholders.

Whilst it is recognised that the TAA proposals are to assist in increasing the numbers of visitors to Northern Mozambique, the projects also have a role to play in improving the product and helping to provide the recreational, social and living environment that will not only encourage new and improved development, but will also be for the benefit of the local community.

Concept plans have been drawn up for each of the TAAs. These will require more detailed attention, as well as development briefs. A degree of flexibility must be maintained so it is not within the capability of these TAA plans to specify exactly how each project will be implemented. However, they help to visualise how some of the sites could be developed.

The following therefore presents a brief overview of each of the TAAs.

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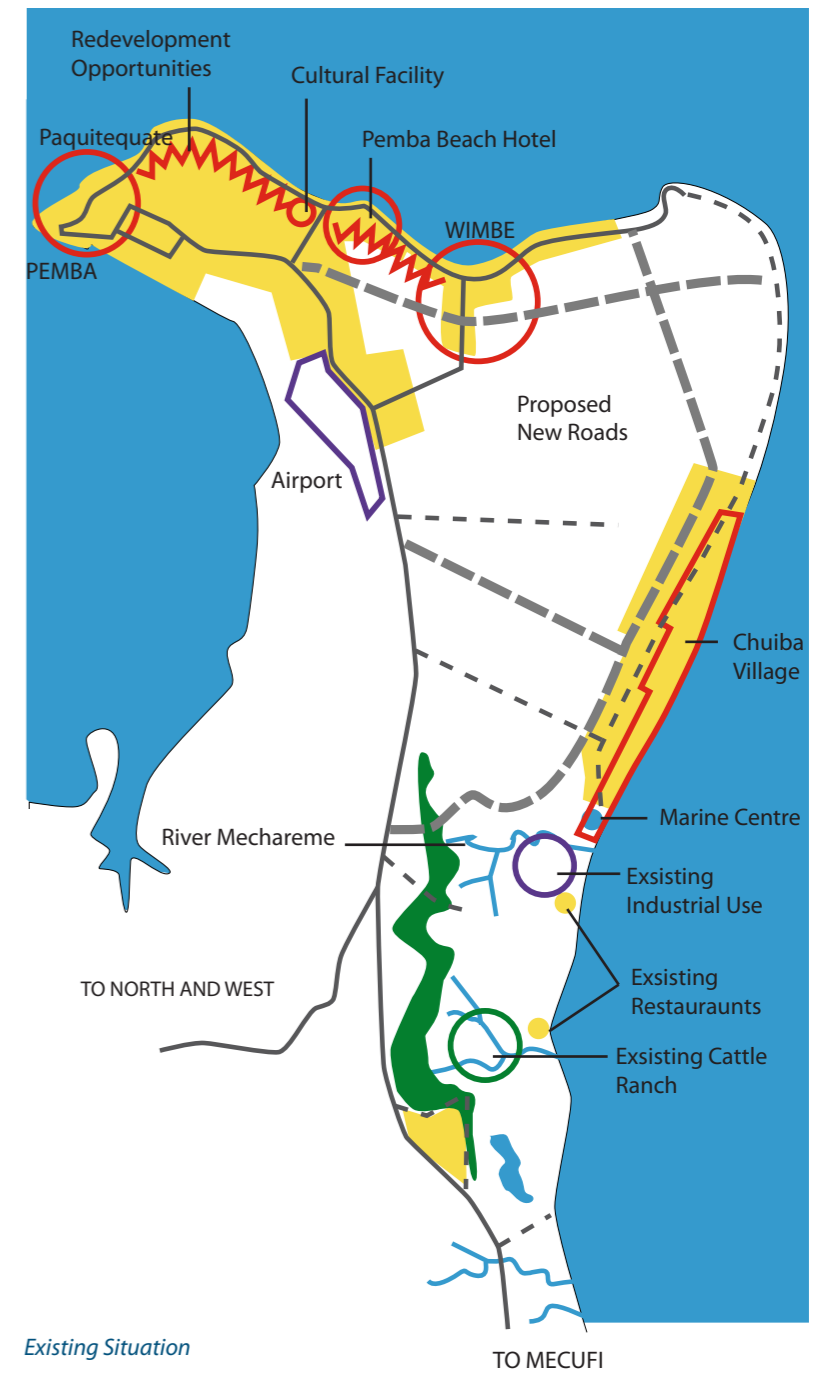
PEMBA/EAST COAST & ILHA DO IBO

3.1 Existing Situation

The PIA includes the northern and eastern coastline of the Pemba peninsula, from Pemba Port to the village of Murrebue. Pemba Bay to the north with its diverse marine life is already building a reputation as an international diving destination.

Ilha do Ibo is set within the Querimba National Park. The village includes an important historic area including the fortress of St John The Baptist.

Both study areas are economically, socially and physically complex and are increasingly coming under pressure from tourism development and squatting.



Existing Situation

3.2 Development Potential

Pemba/East Coast

The proximity to the regional airport and the existing tourism facilities in the area provides the opportunity to create a quality tourism destination in a relatively contained area.

The peninsula is therefore seen as a prime tourism development area in Northern Mozambique with potential for future marina development, quality beach front hotels, apartments with a variety of shopping, water sports and recreational activities. The establishment of Pemba Beach hotel has provided the 'flagship' development to the area, creating interest and confidence in investment.

Tourist activity has also stimulated the establishment of cafes and restaurants along Wimbe Beach providing a concentration of facilities with broad based appeal. More activity can be anticipated as development of further small hotels and apartments proceeds, creating variety, depth and appeal to residents and visitors alike.

Considerable interest is being shown in developing the eastern coast where there are wide sandy beaches. Plans have been prepared by the municipality to accommodate future tourism development.

The concept therefore envisages consolidating and building upon the already established tourism areas of Pemba and Wimbe and provide a framework for development along the eastern coast. The goal is to create a lively environment which generates a range of quality accommodation orientated to the beach, water sports and other recreational activities.

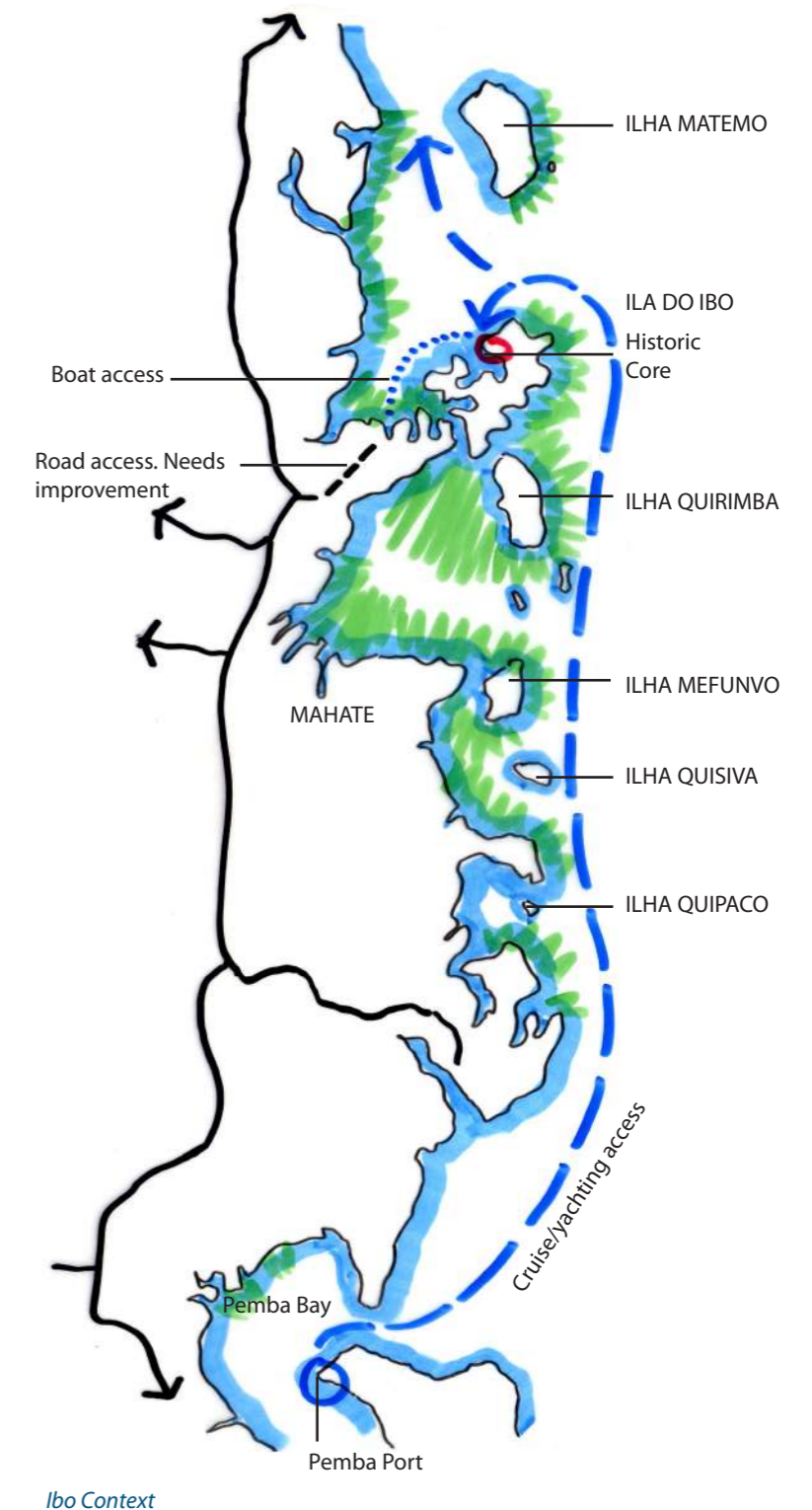
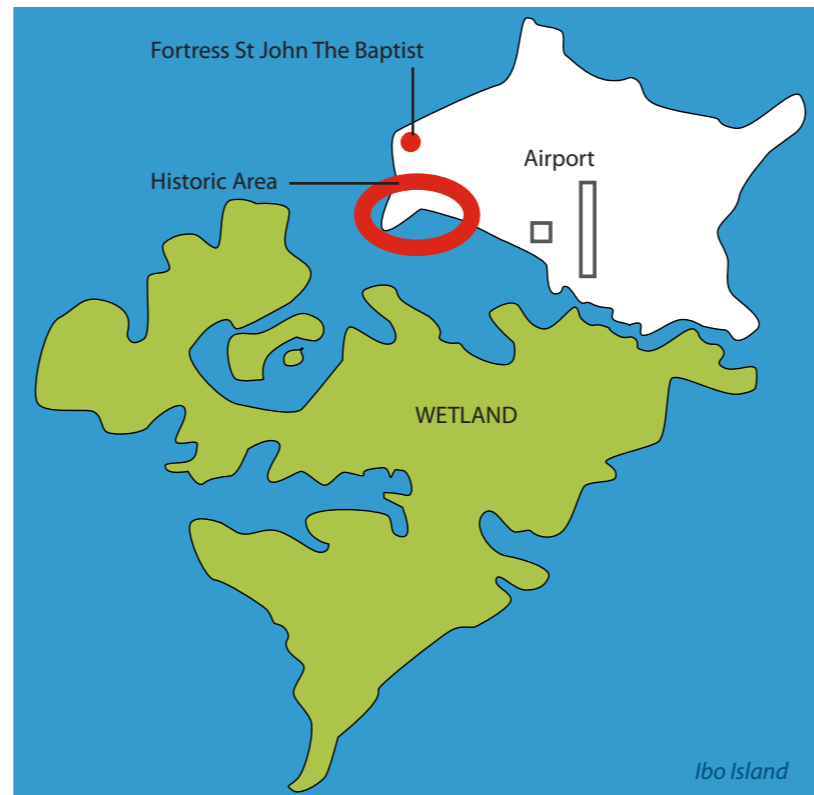
In order for private sector investment to proceed with confidence, resources will have to be channelled into the area, in particular road access and infrastructure provision to the east coast. Also, poor and sometimes illegal development must be brought under control to enable the PIA to realise its true potential.



Ilha do Ibo

The island will be positioned as a haven for cultural heritage set within a well protected marine reserve. The variety of attractions, features and related tourist activities will provide the basis for developing both cultural and nature based tourism products including diving and yachting.

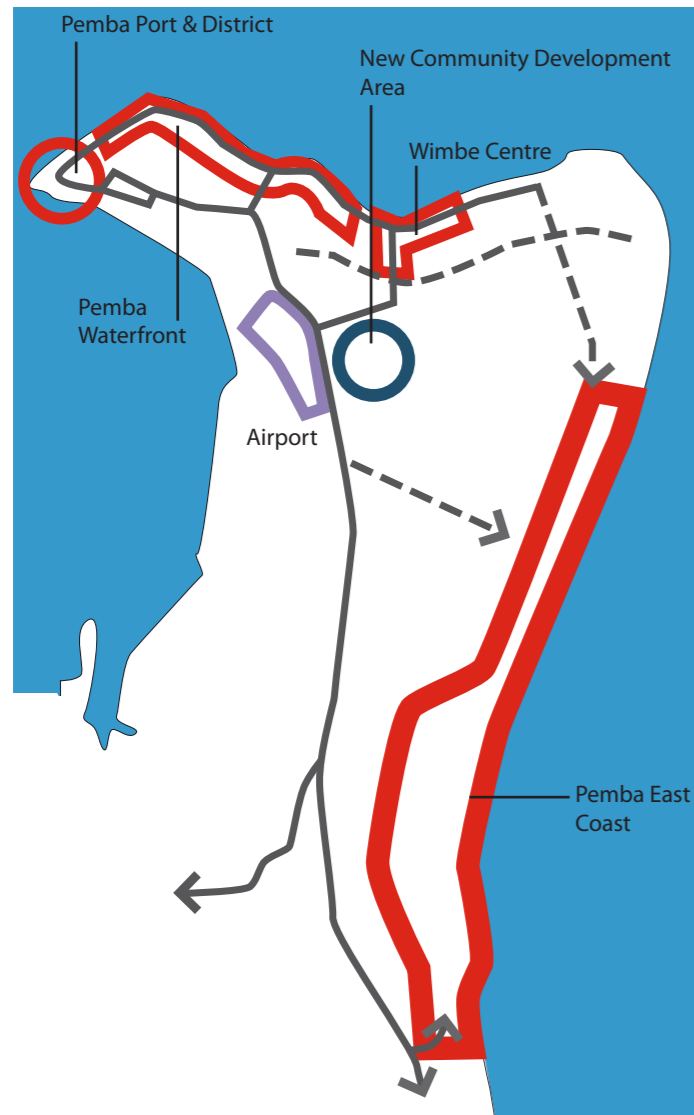
The island also offers excellent opportunities to develop a residential tourism product. Residential tourists stay longer and return frequently with family and friends. Their spend impacts more directly on the local economy as they shop and eat locally and employ builders, gardeners, pool and maintenance workers etc.



3.3 Tourism Action Areas

To help 'kick start' the development of the area, five TAAs have been identified:

- Pemba Port and District
- Pemba Waterfront
- Wimbe Centre
- Pemba East Coast
- Ilha do Ibo



Pemba Port and District TAA

The TAA includes three specific projects:

Old Town

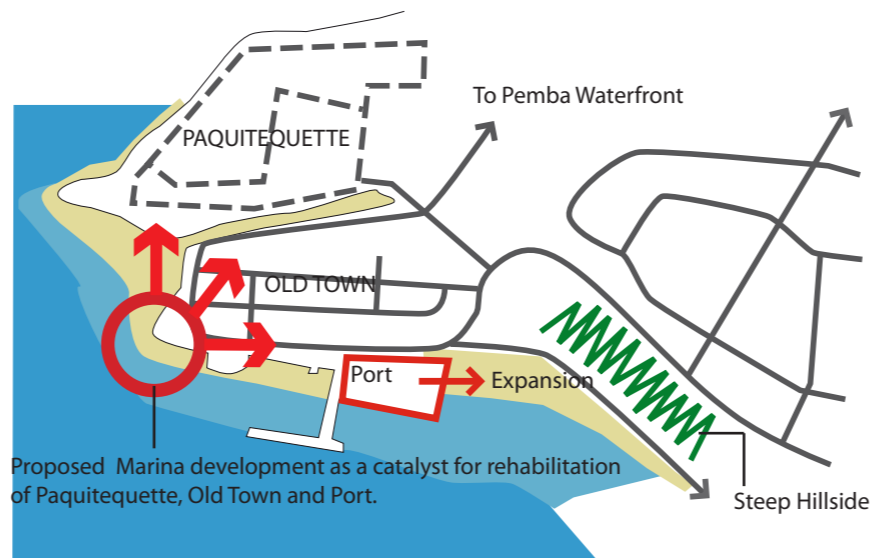
Pemba Marina will have a significant impact on the economic development of the old town where several buildings will be renovated for guest houses, dive schools and marine support services. Initially, the old town will need a concentrated effort to improve its physical setting which is visually interesting, distinctive, comfortable and inviting. See Urban design Guidance in Part 2 of this report.

Paquitequette Community Development Programme

The village is built on sandy ground that sometimes floods. This provides opportunities to not only make the village safe but also capitalise on its heritage to develop a project with a unique character that engages and encourages the local population to develop tourism initiatives including guiding, crafts and shops. See Community Action Planning in Part 2 of this report. However, before tourism is promoted, the basics of sanitation and infrastructure needs to be addressed.

Pemba Marina

The concept is to develop the port area as a premier facility for the growing dive, yachting and cruise markets. The proposed development will act as a catalyst for the regeneration of the neighbouring old town and village of Paquitequette.



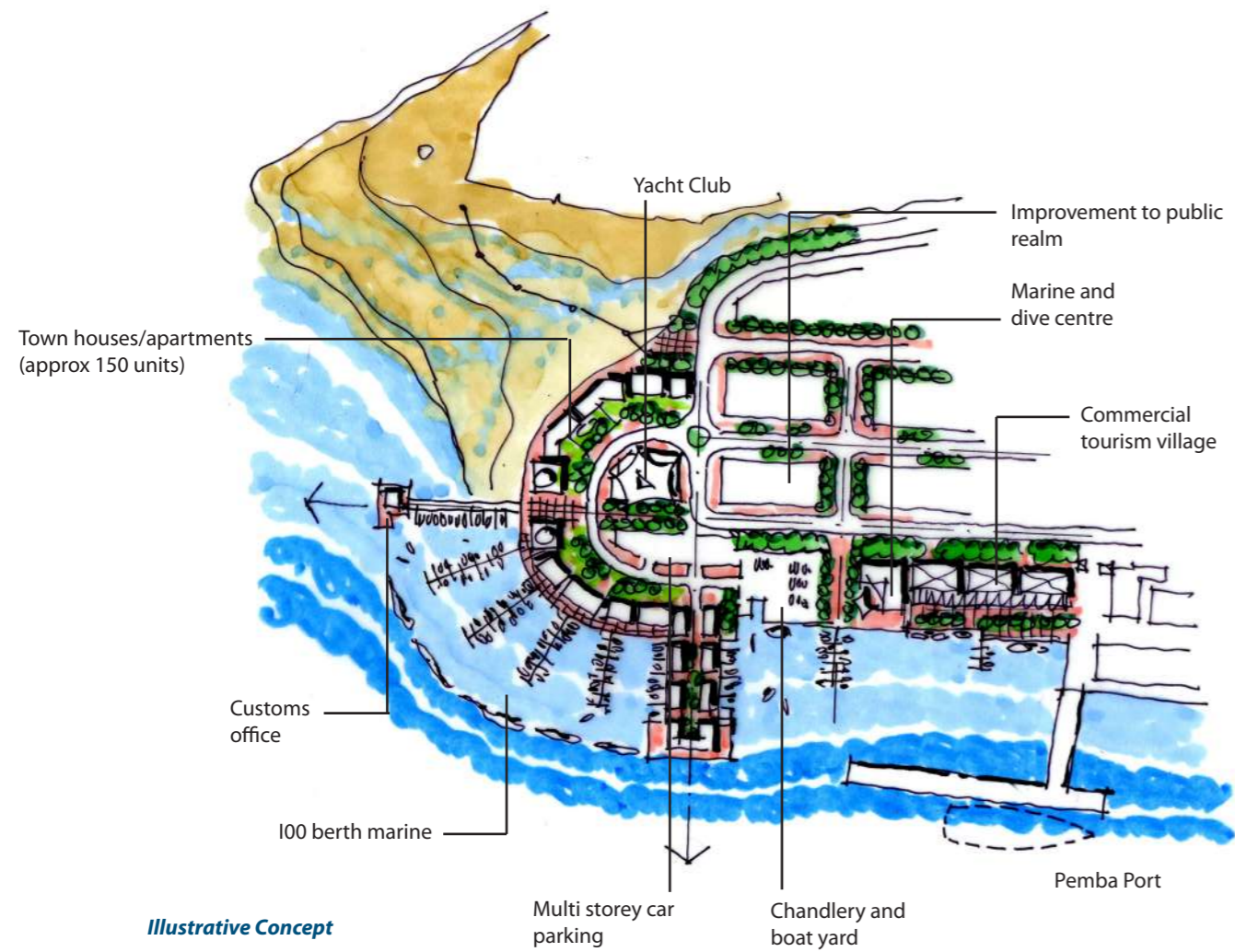
The dive market is becoming more popular and is considered to be changing with its appeal moving away from being the sole reason for travel to becoming a component of a vacation package. Pemba Bay's dive product is highly rated and is well placed to capitalise on this market, particularly with the extensive resort developments planned along the east coast. However, due to the shallow coastal waters, especially at low tide, it will be important to establish a dive centre to meet the needs and demands from future resort development. Pemba Port is ideally placed to develop this facility.

The yachting and cruise market is also expected to see rapid growth, capitalising on the Querimba islands including Ilha do Ibo to the north. However, in order to build on these products, the necessary infrastructure (moorings, support services etc.) will need to be in place.

A marine/dive centre is proposed within the Pemba Marina development. This facility will encourage visitors and locals to explore and learn about the marine environment and issues impacting the marine reserves. The components will include:

- Small aquarium/display tanks.
- Visitor information and exhibit areas.
- Research/indoor and outdoor wet labs.
- Dive centre and class rooms.
- Outdoor café/terrace.





Pemba Marina

Pemba Waterfront TAA

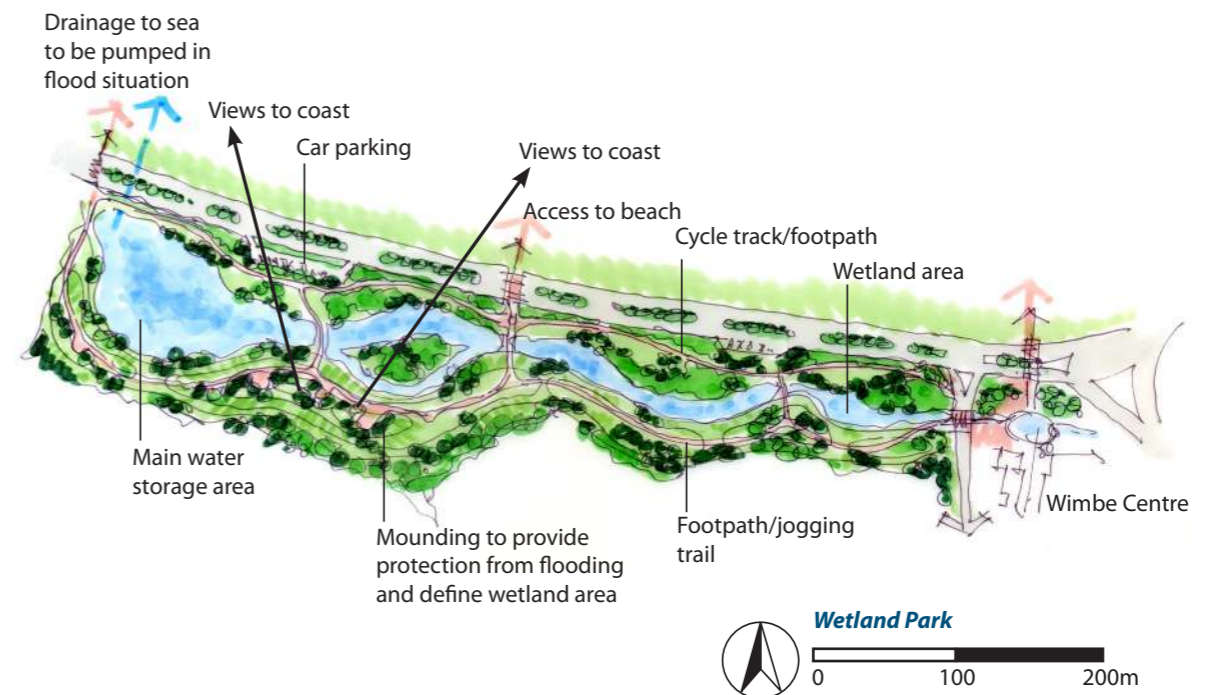
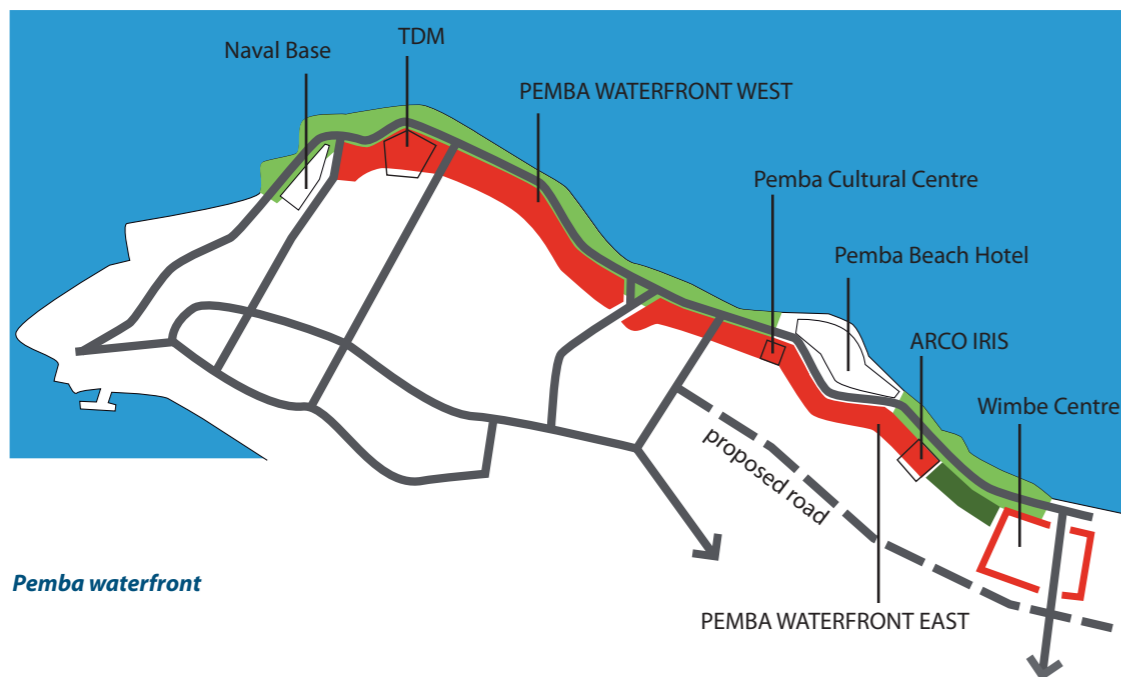
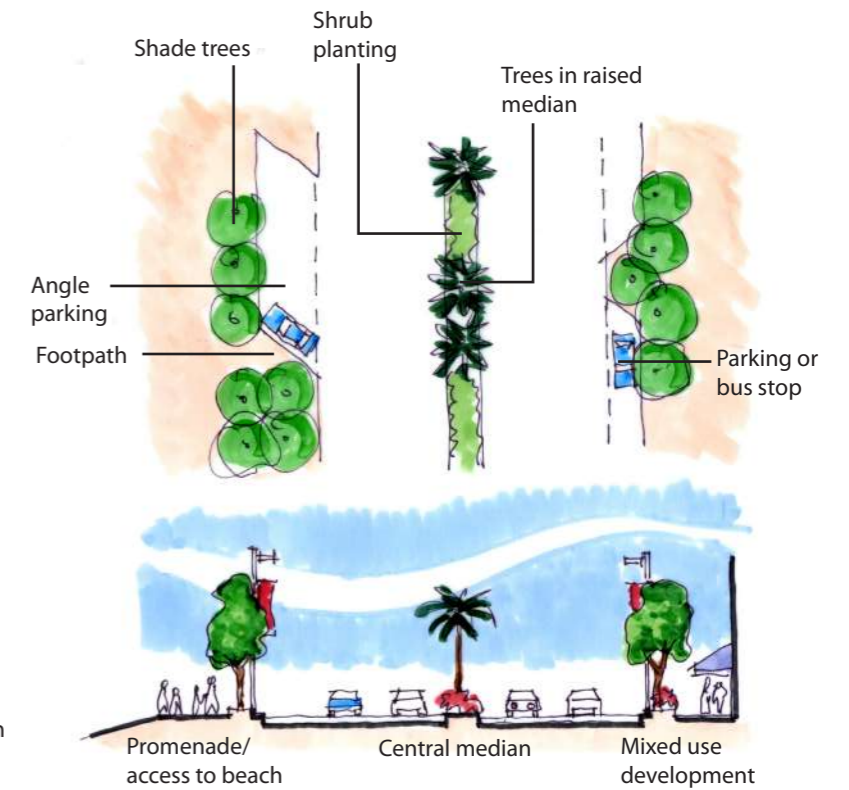
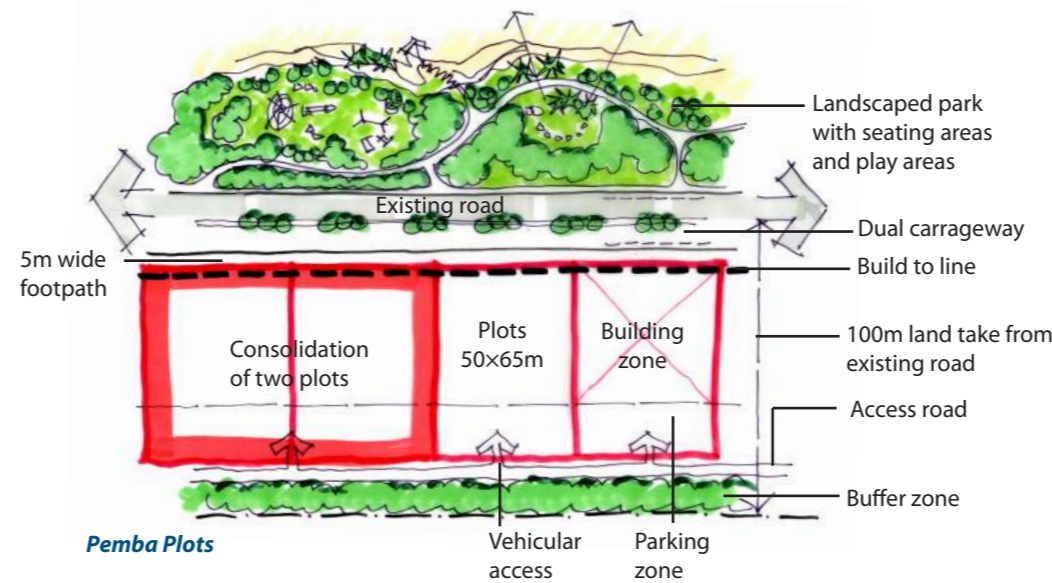
This TAA stretches from Paquitequette to Wimbe and includes two specific projects.

The Parkway

A strategy for a new waterfront providing an amenity for both tourists and locals including continuous public access, jogging track, board walks, children's play areas and open spaces within a landscape framework. Opportunities exist to include a heritage trail, incorporating many of the areas stories supported by special signage and interpretation. The objective is to enable visitors to learn more about and fully appreciate Mozambique's natural, historic and cultural resources. Two linear redevelopment strips have been identified as Pemba Waterfront East and Pemba Waterfront West

Each area is approximately 100 metres in depth providing a variety of site development opportunities. A wetland park is proposed adjacent to Wimbe Centre. Its purpose is to solve the perennial flooding of the area by capturing and channeling the flood water. In addition, the proposed wetland park will serve as a recreational amenity for the area as well as enhance the environment. The existing coastal road will be widened to two lanes each way and include provision for parking/bus stops

To encourage good planning and design, emphasis will be placed on site development briefs. These documents will not prescribe a solution for each site, but will insist on following the development process as outlined in the Tourism Development Planning and Design Guidelines in Part 2 of this report.



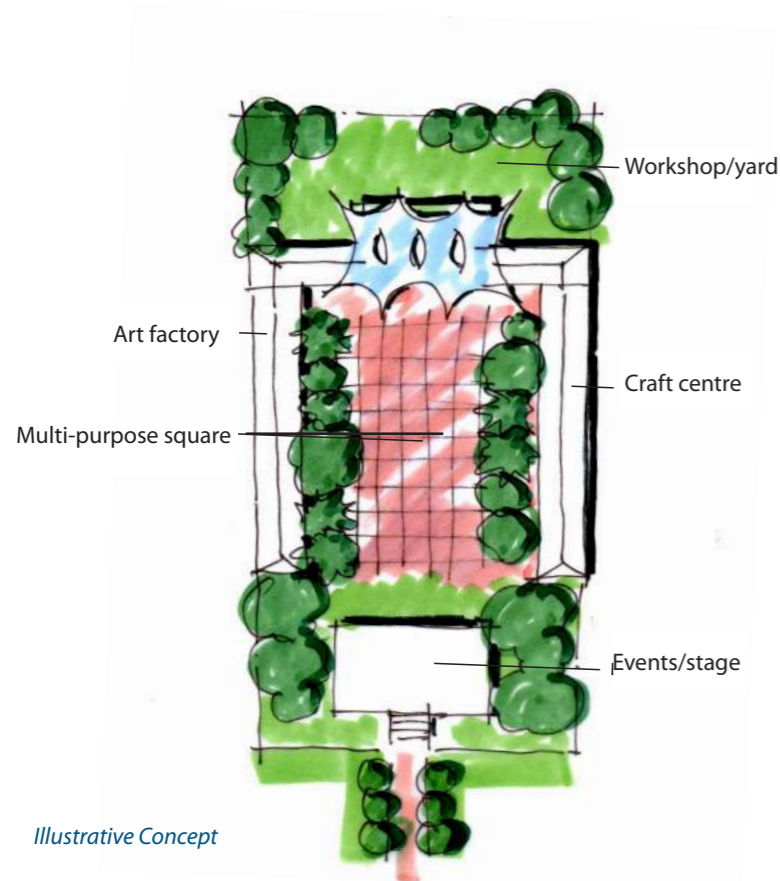


Pemba Waterfront

Pemba Cultural Centre

A visitor centre/museum/craft/arts and cultural events facility which will become the focus for the Parkway and community activity. The concept includes:

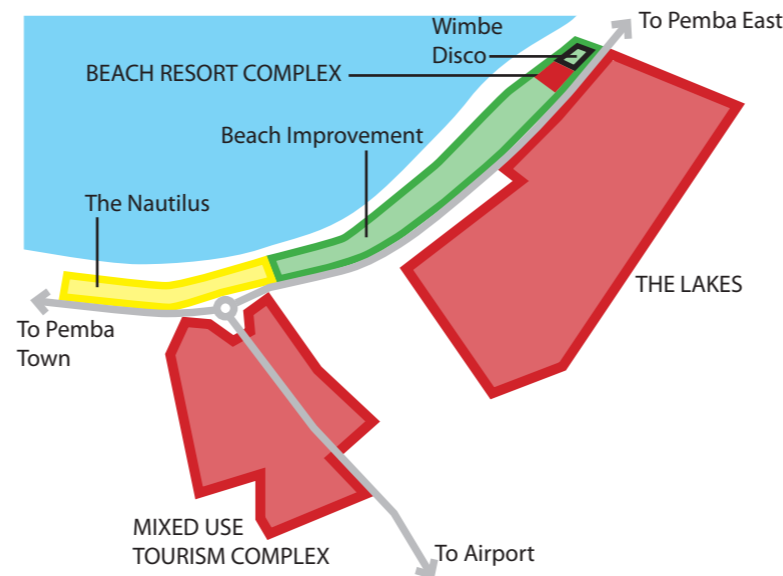
- A Workshop where visitors can see artists and crafts people at work.
- An 'arts factory' where local artists can showcase their work.
- A crafts centre that will similarly showcase local craft wares and act as a retail and wholesale centre for local crafts people.
- Events stage and multi purpose central square (seating, out door exhibitions and events etc)



Wimbe Centre TAA

The area includes several existing small hotel developments and restaurants. This is an area of special character with potential for carefully controlled infill development. The aim of this TAA is to maximise the tourism potential of the area through three specific projects:

- Streetscape Improvement Programme.
- Beach Improvement Programme.
- Mixed Use Tourism Complex.
- The Lakes



Streetscape Improvement Programme

This project focuses on:

- Promoting Pemba/Wimbe as a major 'tourism centre' that is inviting for both the local population and tourists.
- Improving traffic circulation, accessibility and car parking.
- Improving pedestrian safety, movement and linkages.
- Provision of taxi stands.
- Identifying good development sites for mixed use/commercial development in particularly along the beach front road from Arco Iris through Nautilus Roundabout to Wimbe Discotheque.

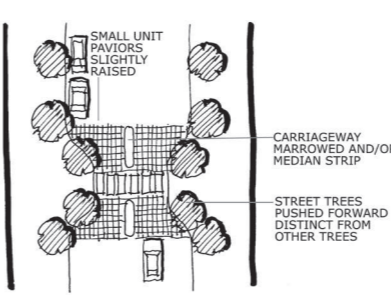
The concept therefore is to widen pavements, introduce traffic calming measures, such as bollards and planters, paved and raised pedestrian crossings, and identify potential redevelopment sites. See Urban Design Guidance in Part 2 of this report.

Beach Improvement Programme

The beach and the quality of the surrounding environment are of vital importance to the future of the PIA. Currently the beach includes some unsympathetic development that add to the poor image of the area. It can accommodate a large number of visitors, which is important in its revenue generation potential, with ample scope and need to provide good and well maintained beach facilities. General landscaping and a range of activities and facilities will transform the beach and surroundings.

Environmental improvements are likely to include:

- Relocation of some of the existing bungalows into a new beach resort complex containing around 30 apartments.
- Improvements to the overall image (landscaping and shade structures).
- Making better use of the hinterland (car parking, picnic areas etc.).
- Toilets, showers and changing facilities.
- Effective ongoing management and maintenance.

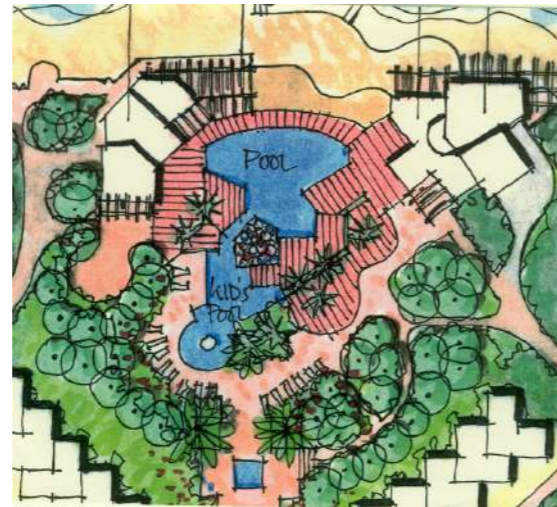




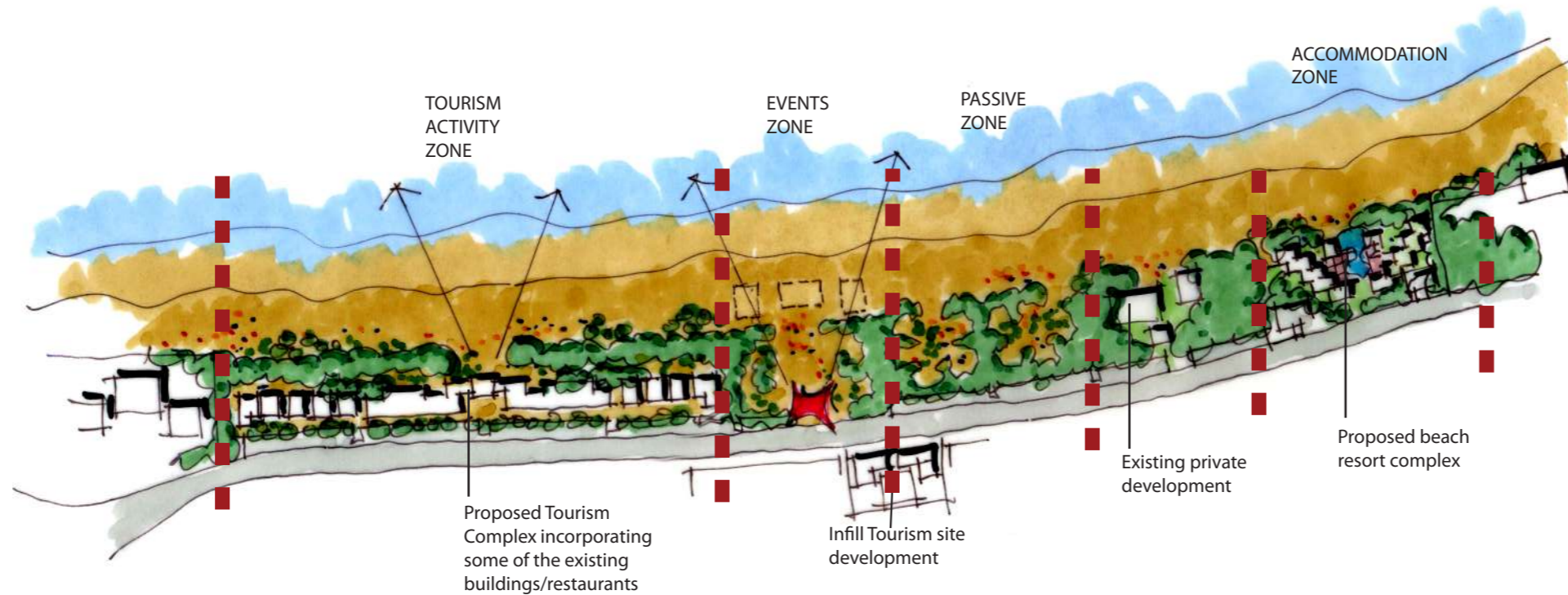
Overall Zoning



Beachfront Zoning



Beach Resort Complex



Illustrative Concept



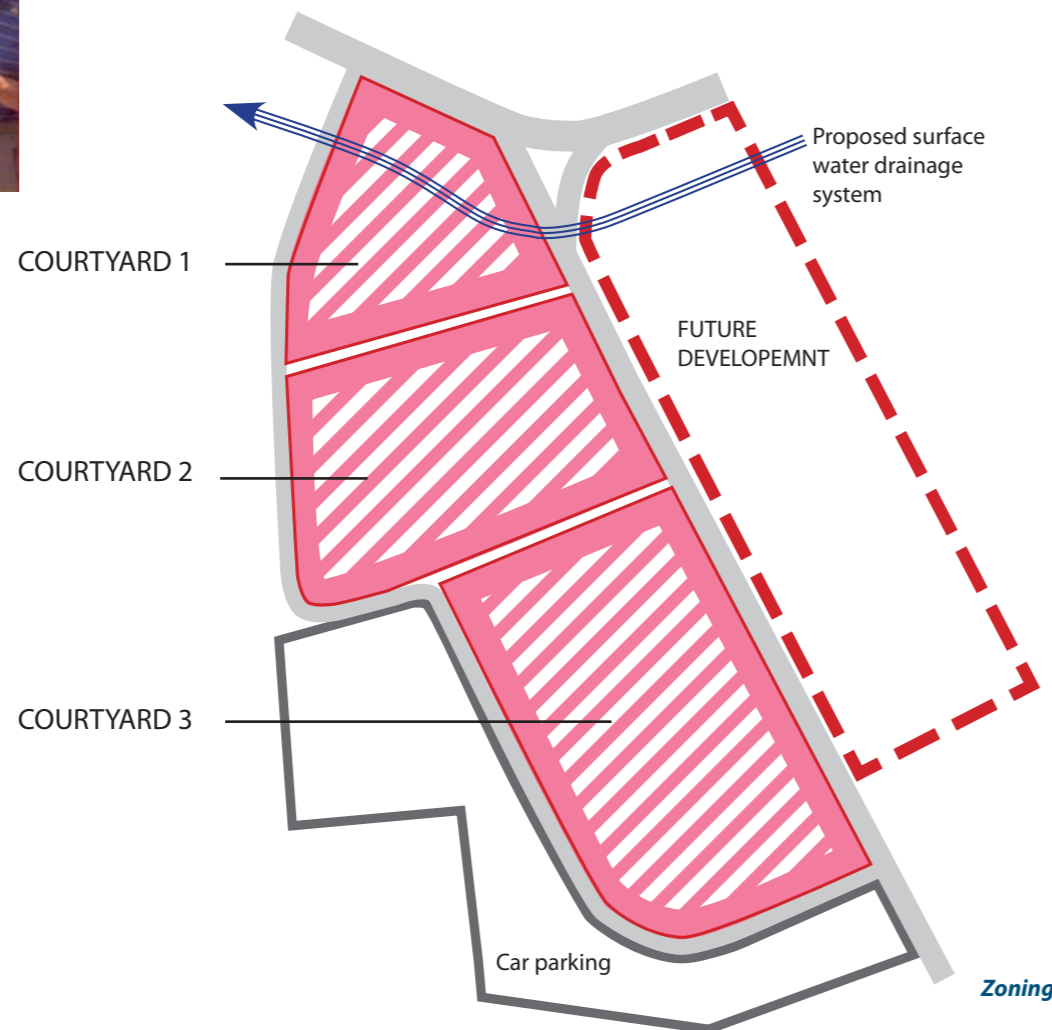


Wimbe Beach Resort Complex

Mixed Use Tourism Complex

The aim is to make the area a vibrant day and nighttime experience with restaurants, specialty retail, entertainment, arts and culture. The concept is that of a two/three storey linked courtyard development. Courtyard 1 is devoted to retail/café type operations and visitor information. Courtyard 2 includes an hotel, offices, an arts and cultural cluster and possibly a casino (relocated from the Nautilus). Hotel rooms (say 60 rooms) are located in the upper floors of the overall complex. Courtyard 3 gives access to the supermarket and associated retail shops with surrounding car parking. See Urban Design Guidance in Part 2 of this report.

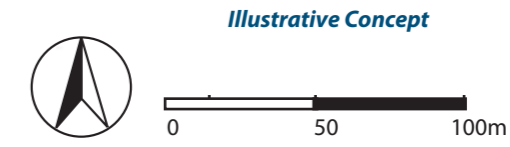




COURTYARD 2
Hotel, boutique shops,
offices, arts/culture and
theatre

Possible casino

COURTYARD 3
Retail/supermarket



The Lakes

The area south of the coastal road is subject to flooding and consequently, little development has taken place. However, the area presents a good development opportunity through the provision of a planned drainage system to create a permanent body of water thereby increasing land value and allowing for a quality waterfront development.

The concept involves incorporating some of the road frontage houses and turning the area into an exclusive lake side development consisting of villas, hotel/apartments and leisure facilities.



Pemba East Coast TAA

The proposal is for the integration of three projects:

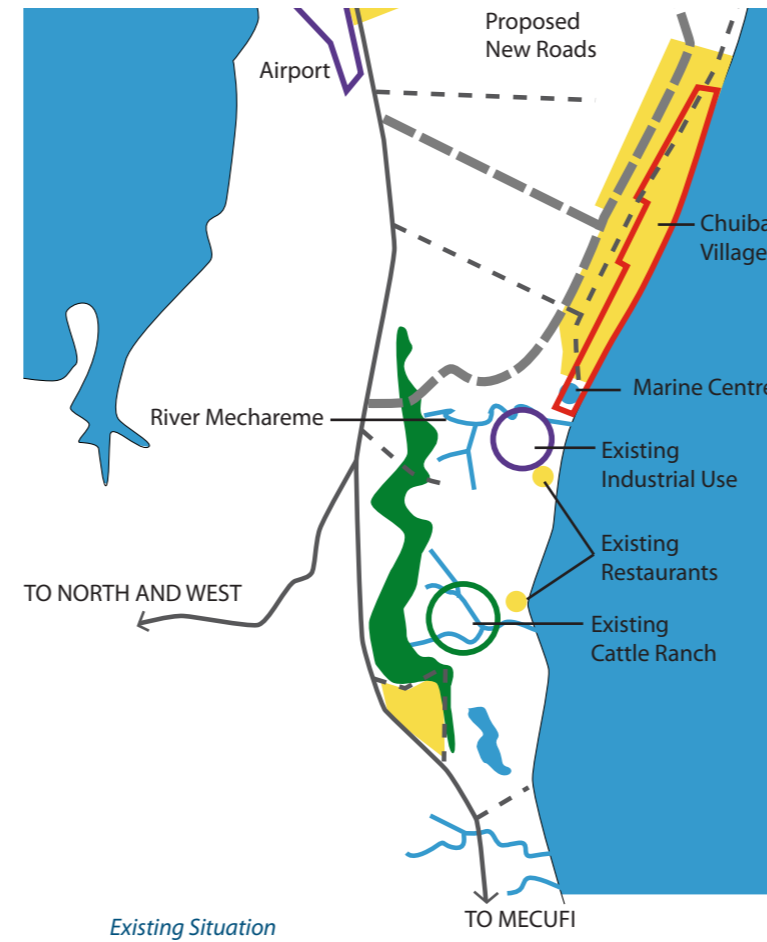
- Chuiba Integrated Resort
- Muitua Integrated Resort
- River Mechareme Centre

The major and overriding reasons for this integrated concept are:

Synergy provides value by creating a whole greater than the sum of the parts. Integration allows for cost effective efficiencies and revenue enhancements that a single resort hotel cannot enjoy. For example, utilising joint sewage treatment facilities, desalination plant and other infrastructure and utility provision.

Critical mass adds considerably more value in emerging destinations such as Cabo Delgado, providing a high level of facilities and amenities. Additionally, the marketing process becomes much more powerful, combining the marketing efforts of several hotels within an integrated development. By bringing together all the necessary players, including airlines, the developer can lessen the risk of failure.

The level of control afforded by the developer of an integrated development expands the opportunities to design a quality environment that will also ensure compatible and complementary land uses.

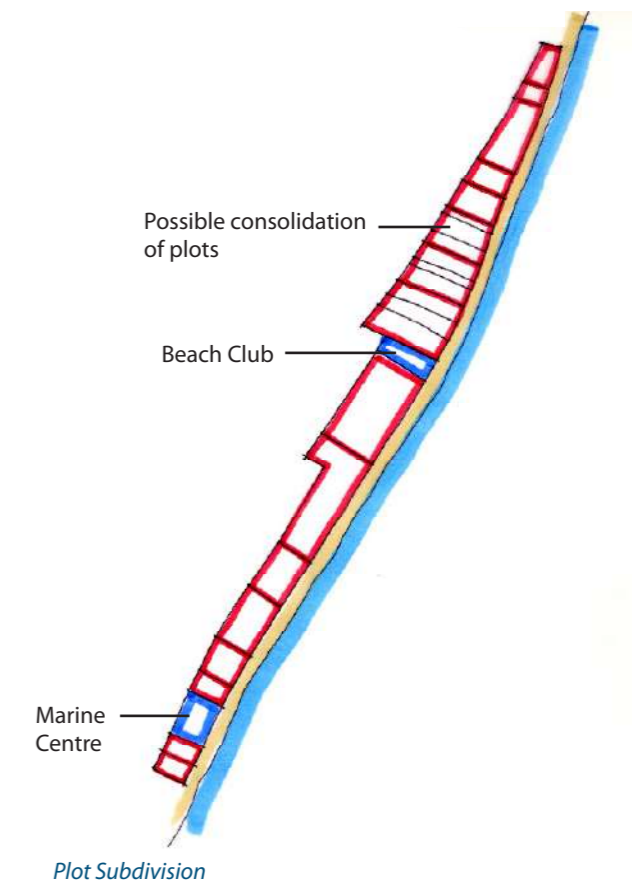


Existing Situation

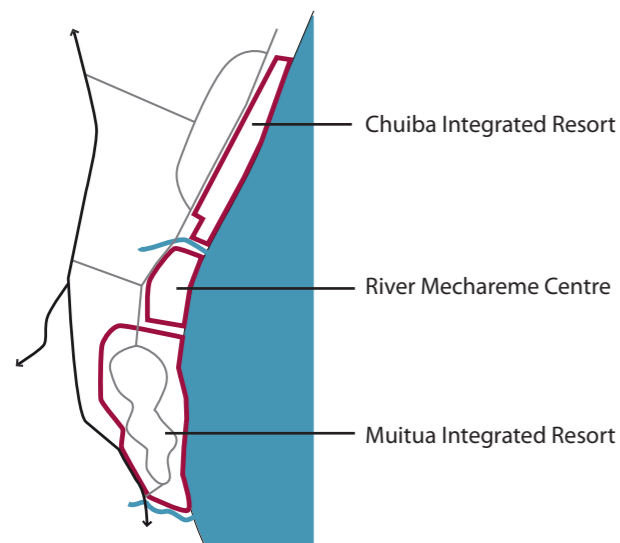
Chuiba Integrated Resort

This area has been identified by the municipality as part of an overall plan for the east coast. The plan also includes expansion of the existing village of Chuiba. New roads and infrastructure are planned to open up the area.

Hotel sites have been defined however, some sites are too narrow to allow for efficient and commercially viable development. Consolidation of some of the sites are therefore proposed but with some degree of flexibility to cater for variations in demand. It will also be important to allow ease of access to the coast for nearby villages and visitors to the area. The concept presented includes 14 individual hotel/apartment sites of between 5 and 25 hectares.



Plot Subdivision

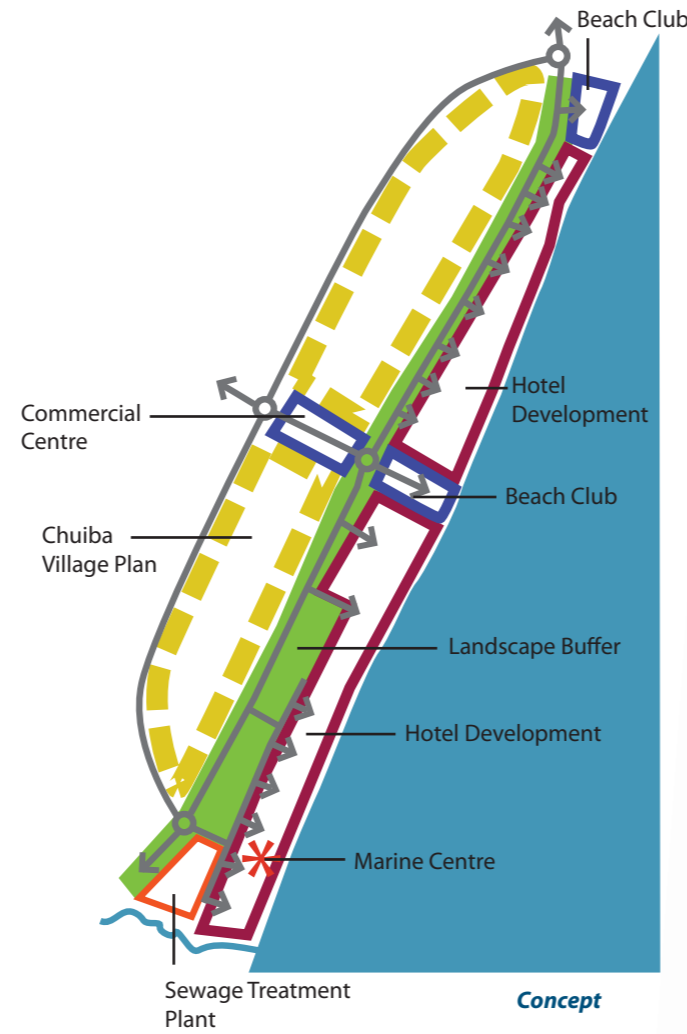


Tourism Action Areas





Chuiba Beach

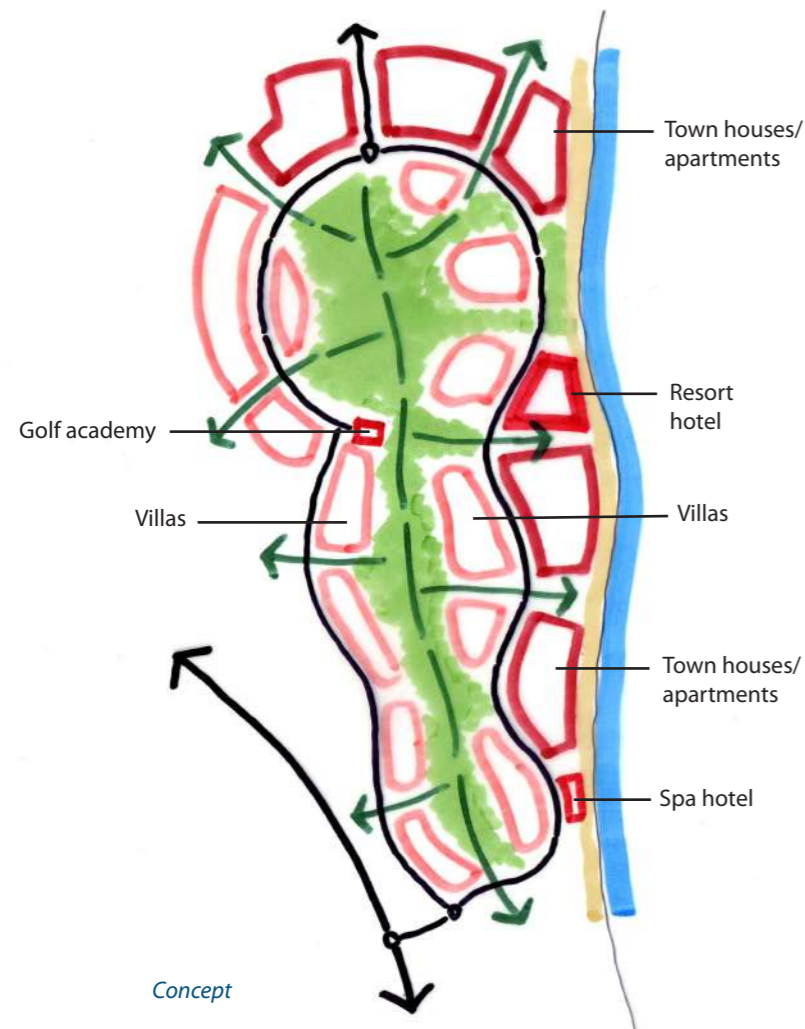


Muitua Integrated Resort

In the longer term, Muitua will provide a great residential/leisure resource close to Pemba/Wimbe and the airport. The concept envisages conserving much of the agricultural land to the west and retaining as much green space as possible, thereby providing a pleasant setting for living.

A market study will need to be carried out to determine the scale of development and potential growth. The framework provides for a high growth scenario involving a deliberate stimulation of development which could create its own momentum in terms of market demand, airlift and accommodation capacity. The initial concept includes:

- 300 - 500 villas.
- 100 -150 town houses.
- 1,000 – 1,500 apartments.
- 250 – 300 room 4/5 star hotel/conference facility with 30 associated villas.
- Boutique spa/hotel
- Golf academy
- 27 hole golf course (3 returning 9's)





Muitua Resort

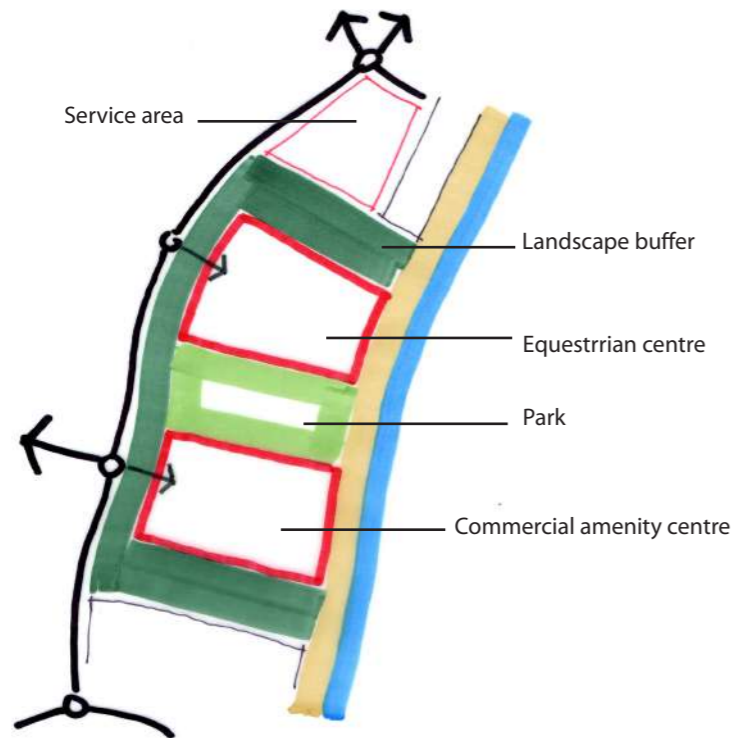


River Mechareme Centre

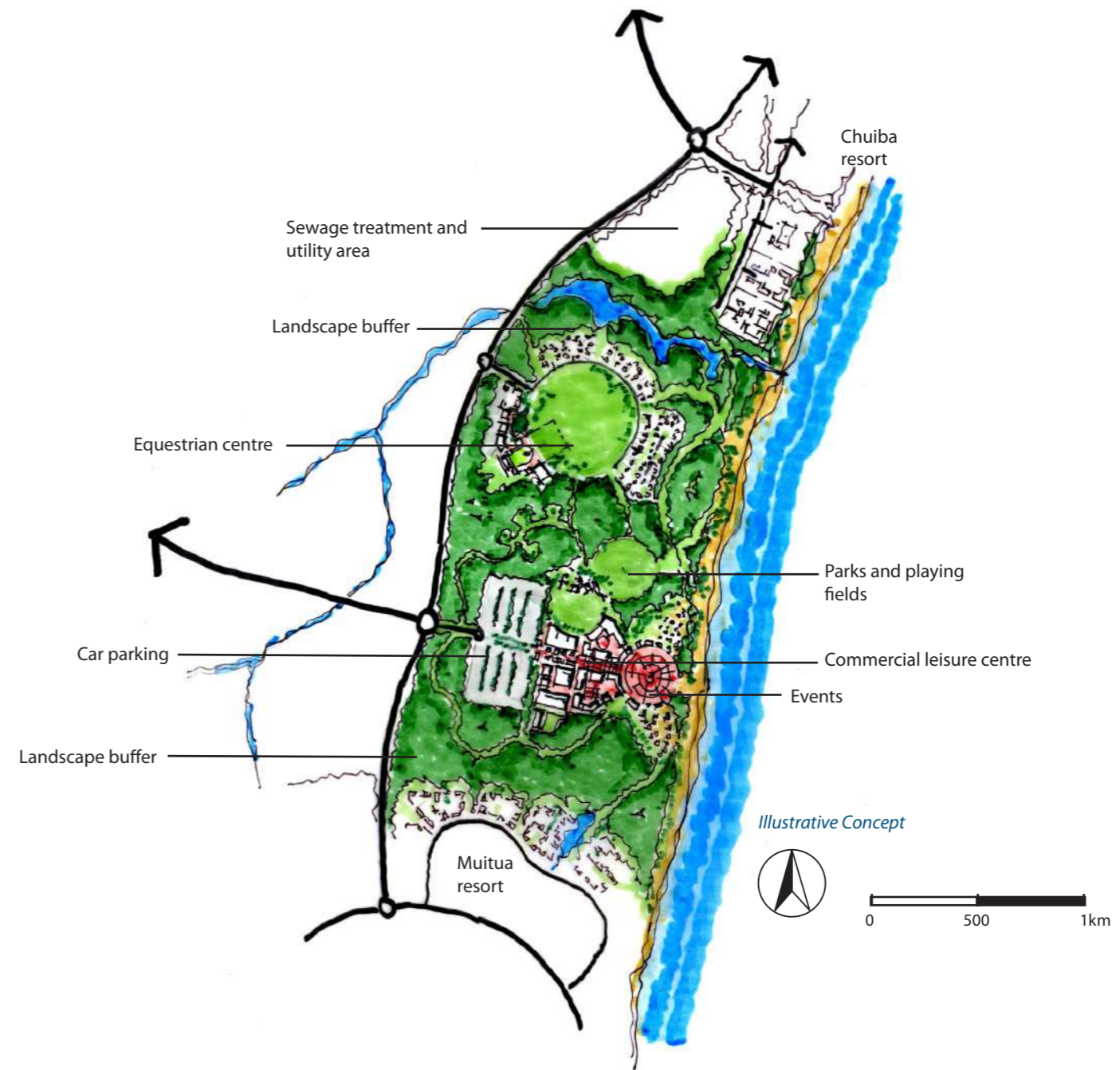
This site provides joint commercial and amenity facilities and supporting utilities for Chuiba and Muitua resorts.

The concept includes:

- Shopping mall and speciality retail.
- Farmers market.
- Performing arts centre and concert arena.
- Amenity/leisure centre.
- Sports complex.
- Equestrian centre/ranch.
- Parks and playing fields.
- Service area (utilities and reserve sites).



Concept



Illustrative Concept



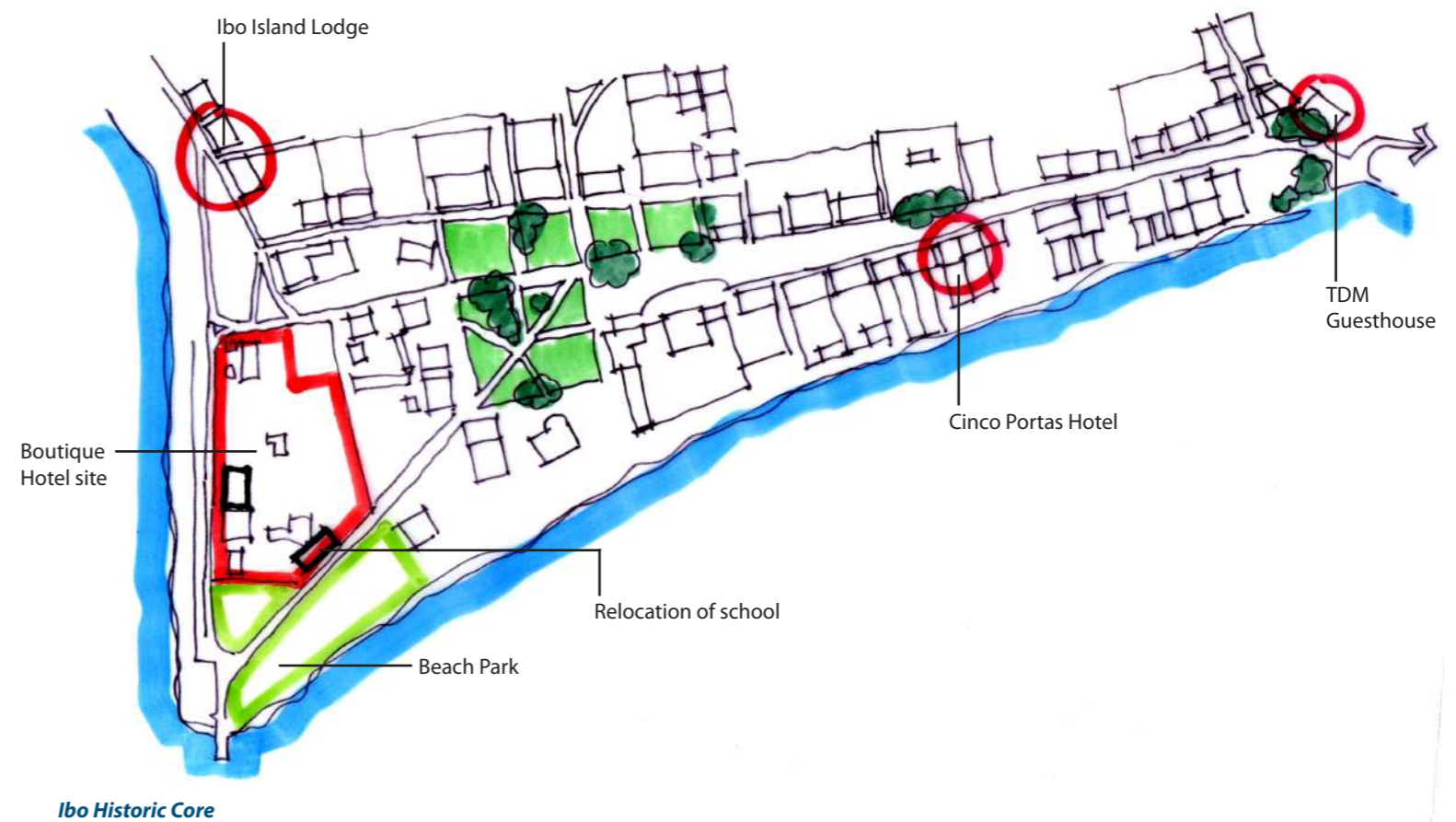
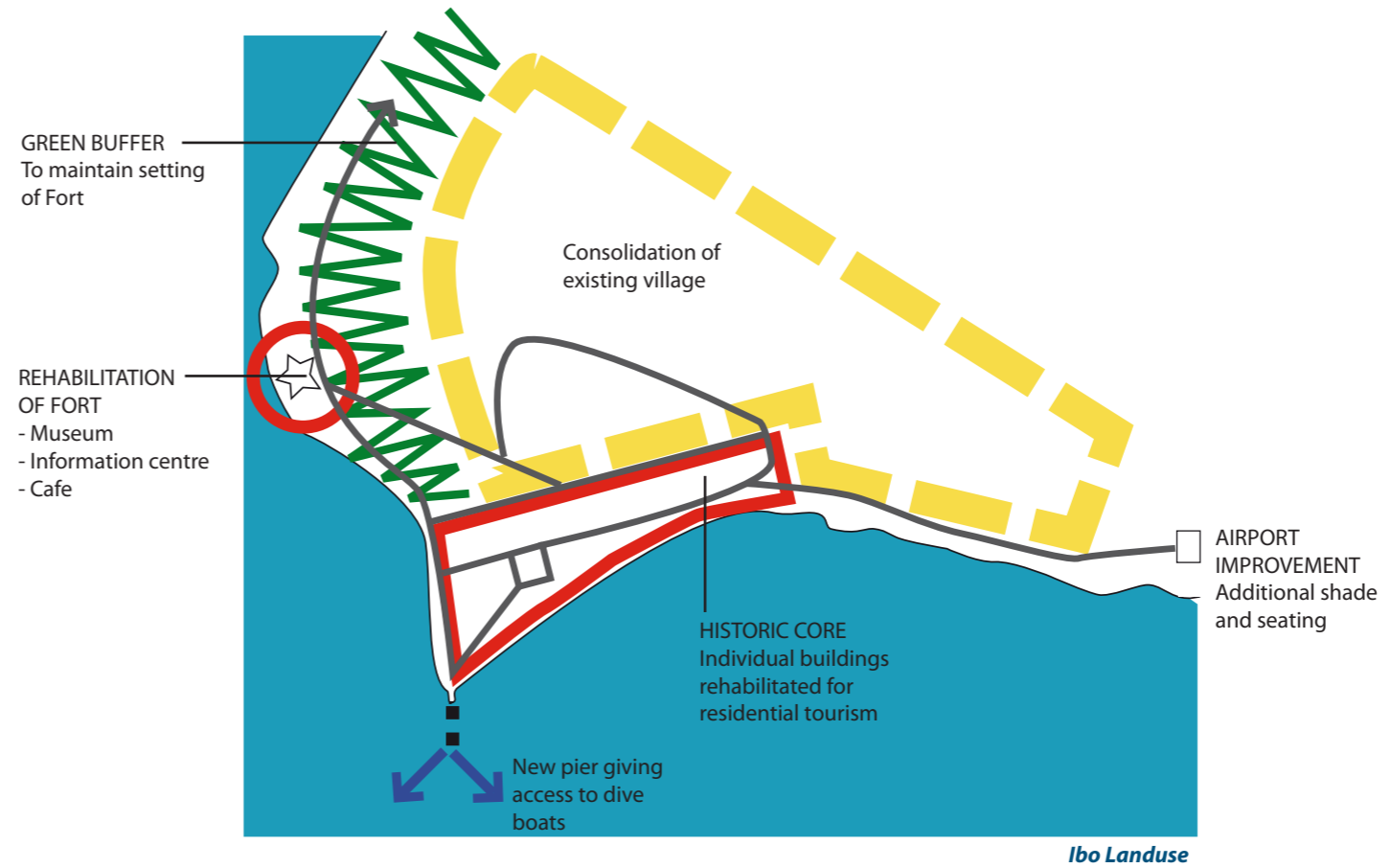


River Mechareme Resort Centre

Ilha do Ibo

The historic area of the island will be developed as a residential tourism destination. The individual historic houses will be developed for use by owners, short term or long term rents. St John The Baptist Fort will be the central focal point for visitations. Some buildings along the main street will provide retail outlets offering handicrafts, catering outlets and provision of small tourism facilities. Guided tours will explain the architectural heritage and lifestyle of the village. The target audience will be cultural adults with or without families as well as the dive and yachting markets. To help kick start the regeneration process, it is proposed that 4-5 ruins on the waterfront are restored as a cluster and operated as a boutique heritage Inn, possibly under and internationally recognizable brand name.

Given the sensitive nature of the island, environmental factors will need to be placed at the top of the agenda in all development proposals to ensure designs are acceptable, include protection and enhance the quality of life of current and future residents of Ilha do Ibo. An environmental and infrastructural review is required that will include a scoping exercise to identify key factors such as water quality, waste management, water and energy supply, an analysis of data to devise baseline conditions to test future proposals and devise mitigation measures, and a provisional plan for infrastructure provision.





Ibo Hotel



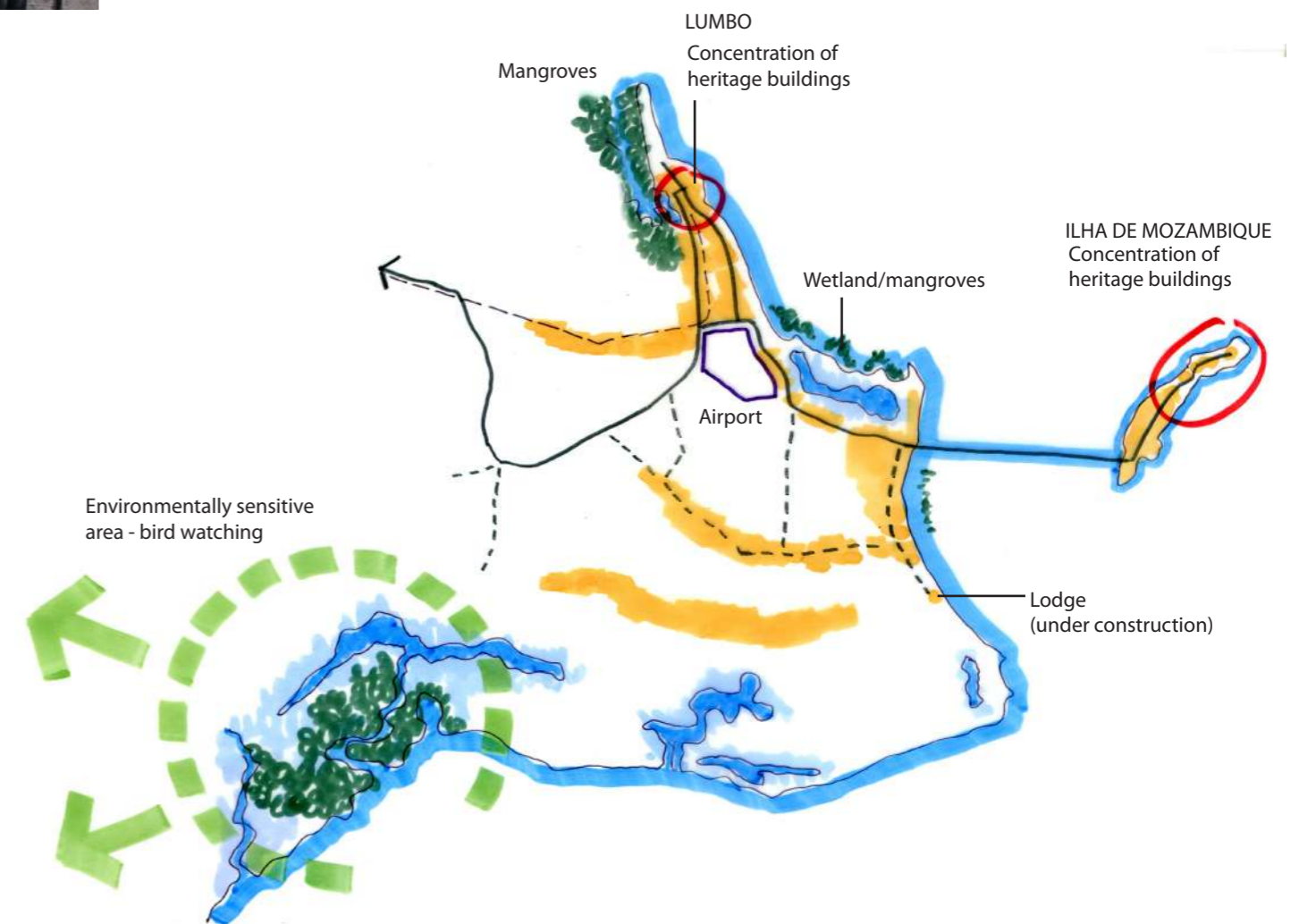
4

THE CABACEIRAS

4.1 Existing Situation

The PIA includes a 5 km stretch of coastline from Lumbo to Sangule. Lumbo in particular has many abandoned buildings owned by CFM. A small but recently improved airport is located south of Lumbo with villages clustered around and along the main access road leading to Ilha de Mozambique. The area has a diverse and important landscape quality with extensive beaches, wetland and mangrove.

One of the key objectives of developing this area is to revitalise the Ilha de Mozambique. Early efforts have almost totally focused on this island with many studies and reports being produced with the aim of restoring and improving the island's heritage of buildings. Unfortunately, progress has been limited. Issues include ownership, lack of funds for maintenance and restoration and lack of interest in improving the island by a majority of the population. It should be noted however that only rehabilitating the buildings is of no use unless they are incorporated as integrated elements of an overall urban regeneration programme that forms strong linkages with the mainland, producing a vibrant and unified tourism destination. An extensive community development programme is required which will involve some relocation resulting in social, economic and environmental benefits for all.



Existing Situation

4.2 Development Potential

The area has enormous potential as a tourism destination with quality hotels, marinas, golf courses, beaches and nature parks. Furthermore, it has all the ingredients to make the area attractive for both the local population and the visitor with an educational basis for its historical, natural and cultural heritage. The integration of these projects will give the area a significant marketing edge, offering a wide range of products.

The area must therefore be developed with care and include both large resorts as well as smaller boutique hotels exploiting opportunities in specialist niche markets, targeting the breakaway, general interest, middle/upper income visitor and offering simple luxury with good service and quality.

4.3 Tourism Action Areas

Three TAAs have been identified to provide guidance for the integrated approach to development.

- Lumbo Integrated Resort
- Sangule Integrated Resort
- Ilha de Mozambique Development Framework



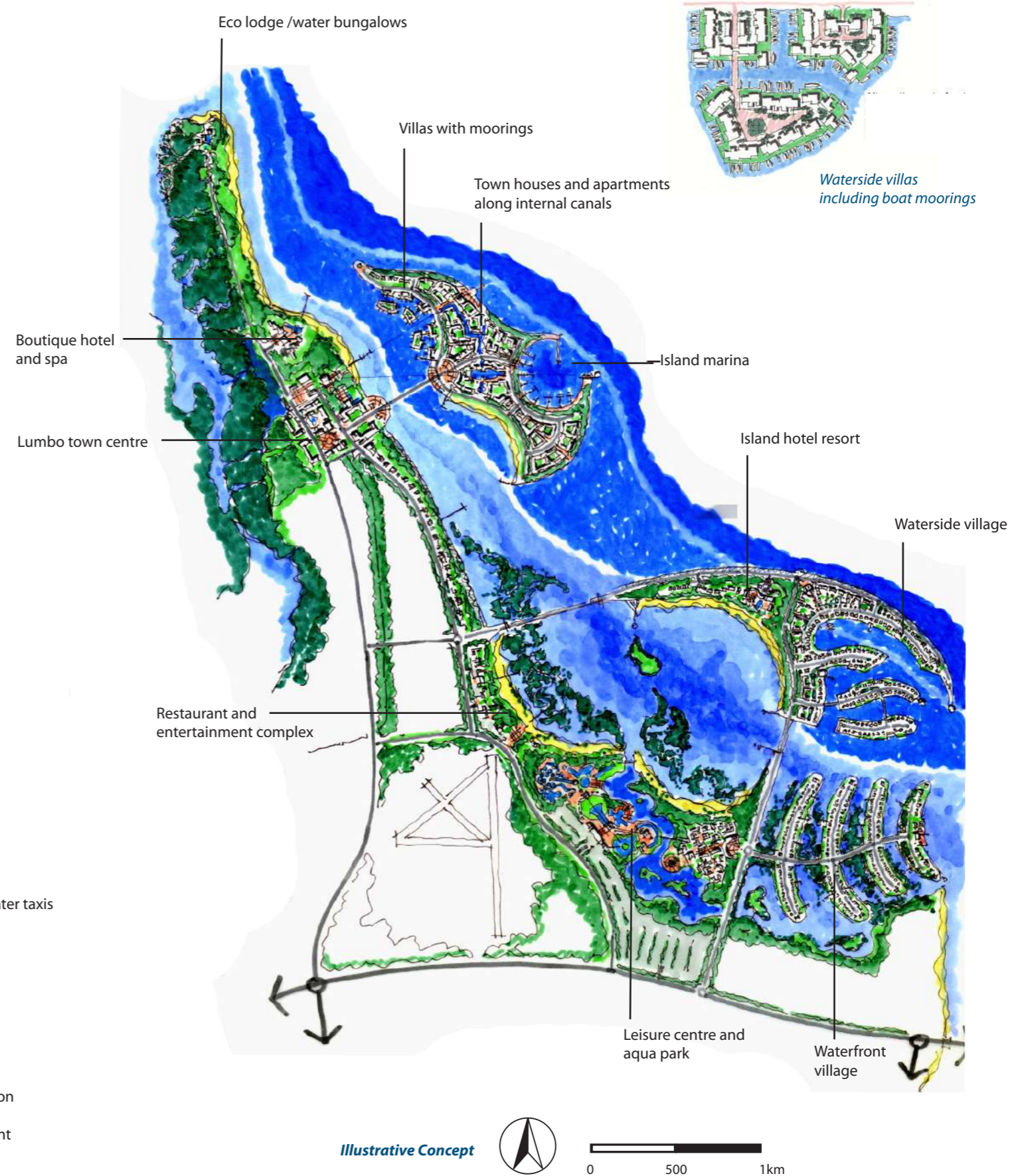
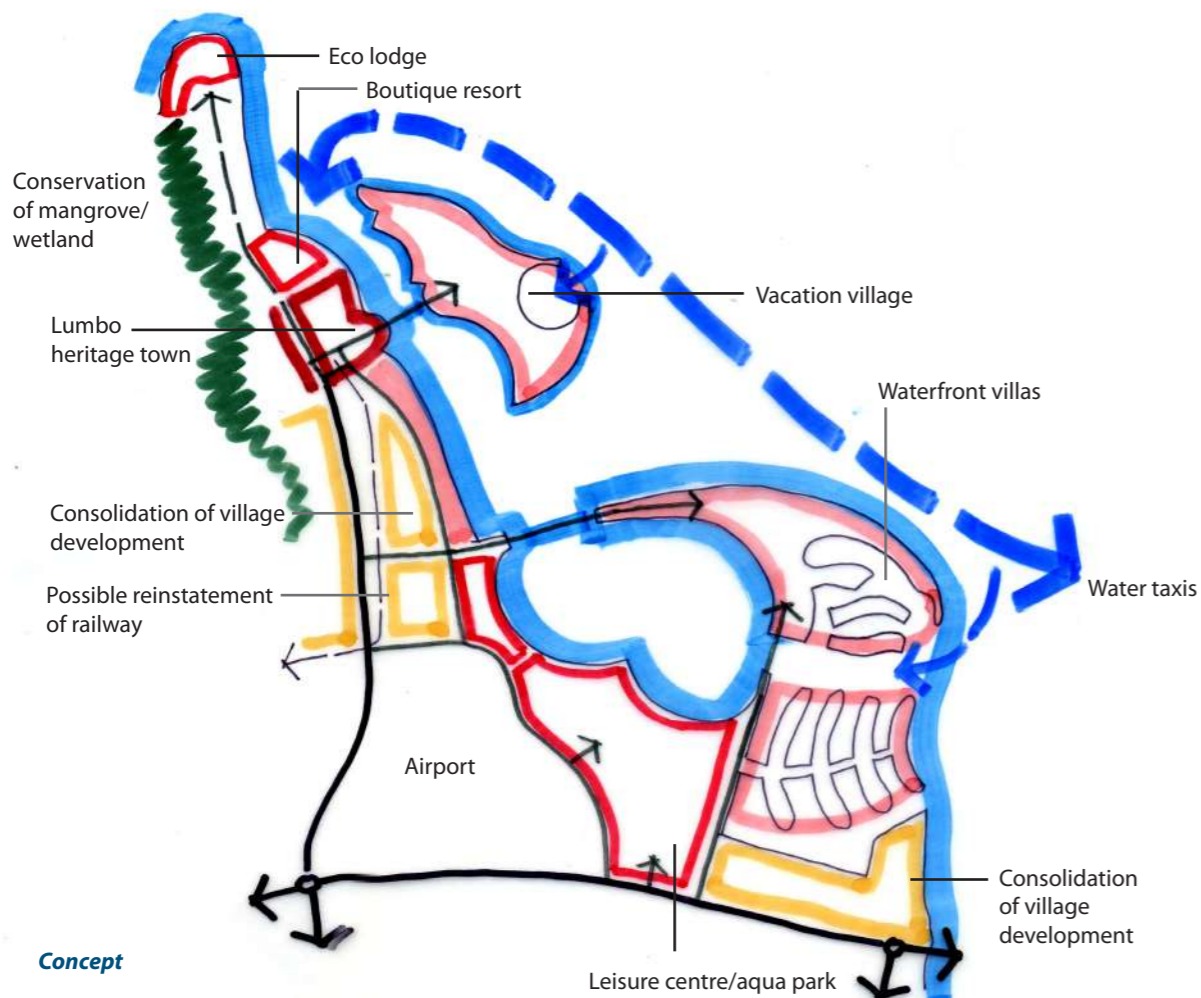
Tourism Action Areas

Lumbo Integrated Resort TAA

A phased integrated mixed use resort development providing boutique resorts, waterfront villas, town houses, leisure and recreational amenities. The development carefully exploits the natural and cultural heritage resources to foster a market for vacation ownership facilities such as marinas and theme/aqua park. The leisure centre and aqua park features themed water related activities for families (slides, wave pools, lazy rivers, waterfalls etc), together with areas for beach activities and water sports.

The aim is to provide a unique and different holiday environment and experience for all the family, appealing both to marine activity families and visitors seeking a coastal location with lots of things to see and do. Visitors will be both long and short stay.

To kick start the overall project, the rehabilitation and redevelopment of Lumbo heritage town will become the focus of the integrated resort and first phase project. The rehabilitated core area will appeal to up market visitors and provide strong linkages with Ilha de Mozambique.





Lumbo Resort Island



Lumbo Aqua Park

Sangule Integrated Resort TAA

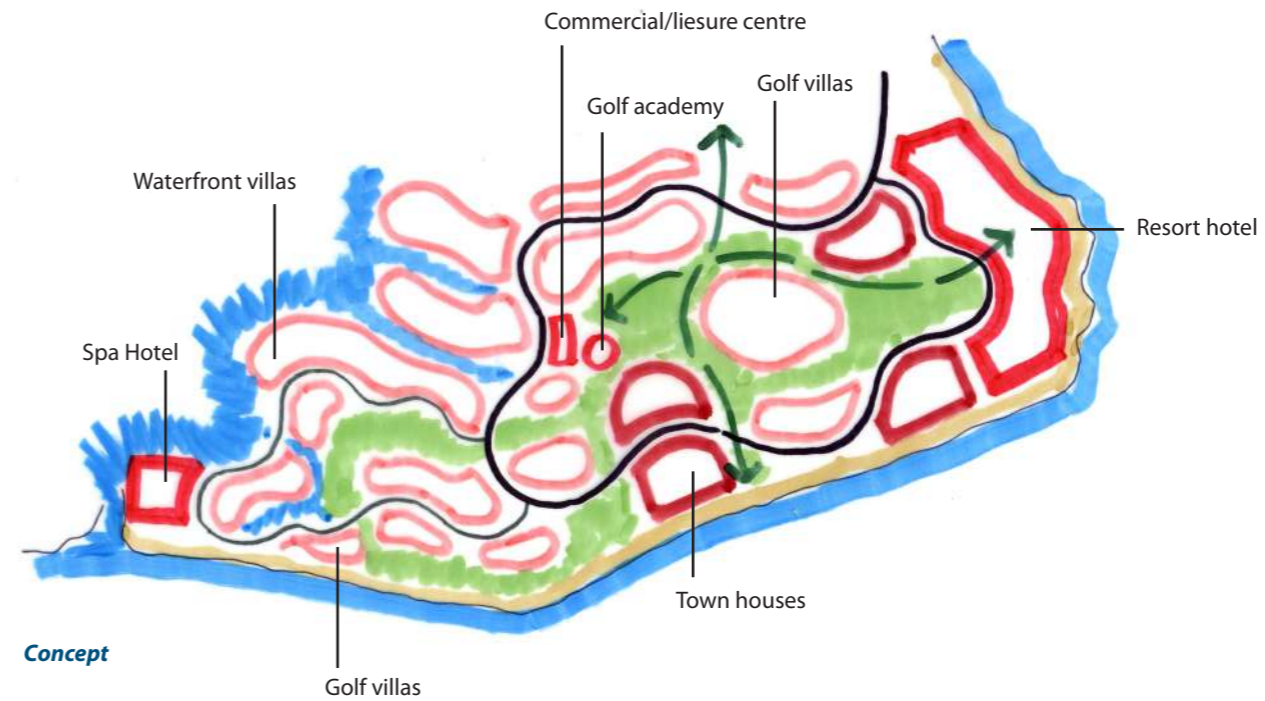
A resort developed over time to create a 'destination within a destination' that is planned in an integrated way from the start on the basis that will enable Northern Mozambique to tap the up scale leisure markets.

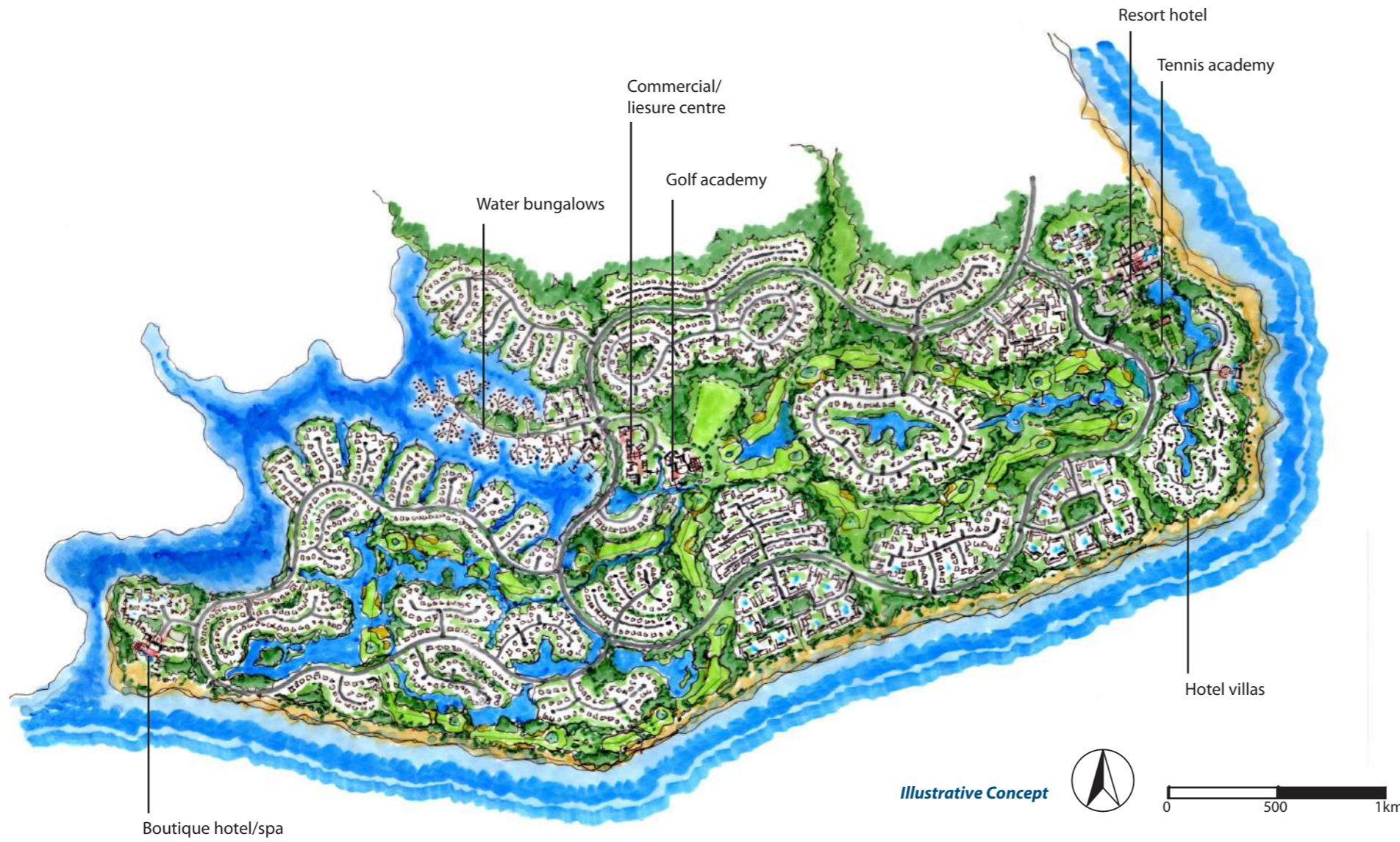
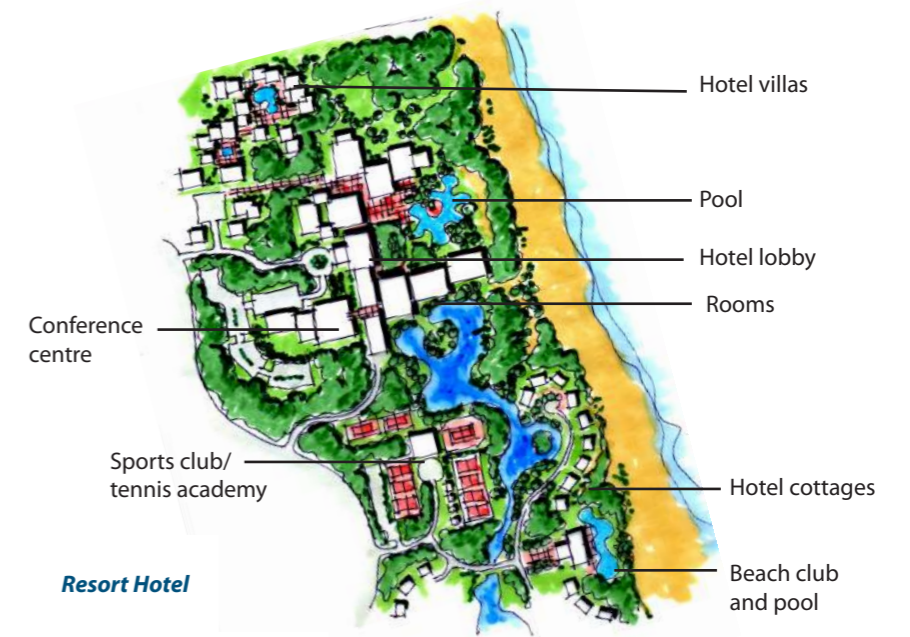
The site is large and flat but with extensive beaches and interesting wetlands to the west. While the development is large scale, individual sites will be developed to give a boutique effect. Strict controls on design, massing, heights etc will be imposed.

The ultimate goal is therefore to create a superb environment for visitors and local residents which generates an ambience reflecting Mozambique's historic, cultural and coastal landscape setting. The concept includes:

- 300 – 500 golf villas.
- 250 – 400 waterfront villas.
- 80 – 100 water bungalows.
- 700 – 1,000 town houses/apartments.
- 250 – 300 room 5 star hotel/conference facility with 100 associated villas and tennis academy.
- 150 room Boutique hotel/spa.
- Golf academy.
- 18 hole golf course.
- Commercial/leisure centre.
- Nature trails.

Obviously, the existing Lumbo airport will need substantial investment to accommodate increased tourist volume from both Lumbo and Sangule resorts.







Sangule Resort

Ilha de Mozambique Development Framework TAA

The aim is to conserve the cultural heritage and sustain and reinforce the community and economy of the island.

The concept is to develop the product to integrate several historic buildings focused on the conservation and celebration of the Historic Core of Ilha de Mozambique. The project will increase the potential for differentiating Mozambique as well as contributing to economic development through:

- Identifying and promoting the different 'character districts' of the island.
- Developing a boutique hotel as an anchor project using a number of integrated houses with minimum intervention in terms of new build.
- Developing a main square as the heart of the commercial district.
- Enhancing the existing streets, alleys and public spaces.
- Animating restored grand buildings/houses and using them creatively for events so that there is constant activity.
- Identifying at least one other anchor project, possibly the museum (with better interpretation and theme) and square.
- Lighting up the fort and in the longer term, developing into a possible hotel.

It will be important for the restoration programme to identify from the outset an end use plan for key buildings that are restored or planned for restoration.

The proposed heritage boutique resort will become the 'historic core' of the island and will provide a rich experience of authentic heritage and culture. Overnight visitors create an extended cycle of activity, provide a ready market for retail outlets and increase economic activity for improving the lives of local businesses as well as help in the diversification of the economy. People stimulated to visit the historic core will need to experience a sense of welcome and of place. The development of way marked pedestrian areas linking the buildings, squares, small gardens, court yards, car parking areas, together with planting and street furniture all have a role to play. See Urban Design Guidance in Part 2 of this report.

It will also be important to entice visitors to the area, for them to stay longer, engage with the products and spend more. Activities need to be developed such as interpretation programmes, cafes, performing areas, festivals, evening entertainment, craft markets, social and cultural events. Shopping is a key. The range of shops in the area, particularly those selling speciality goods and local crafts, are major attractions for visitors. The island needs to become a special destination shopping experience.

Finally, tourism based on the cultural heritage assets will be an important source of employment for local people and will raise the profile of the PIA. This in turn will raise awareness of the island amongst locals, engendering a sense of pride in the resource.



Anchor Project

A boutique hotel comprising a linked number of existing rehabilitated buildings and in some cases, new build structures and extensions to complete an integral development.

The project components include:

- 60 – 100 rooms, depending on availability of structures and feasibility.
- Outdoor dining terraces.
- Health spa with plunge pools.
- Enhanced public spaces, streetscape improvements.
- Public plaza/water court.

This is the major anchor project. It is based on a model (Kura Hulanda, Caribbean and Kans A Mann, Jordan) where village/ vernacular houses are creatively incorporated into a boutique hotel of 60 rooms plus while retaining substantially the original architecture and ambience. The challenge is to identify suitable houses that can be acquired that together will make up the footprint. The current level of repair is relatively unimportant as the re-generation is very thorough.

The interior will preserve as far as possible the original house shapes and features. The interior decorating challenges are to create luxury and a strong sense of place in terms of carpets, fabrics and colours. The interior layouts usually create a variety of spaces from single bedroom units to suites of several rooms. Modern design has made spectacular bathrooms and showers possible everywhere.

House names and history can be preserved and features like wooden balconies, where they exist, can be restored to their former glory.

Adjacent but separated houses can be incorporated as stand alone units or used as restaurants/cafes or specialty retail under the hotel management.

It is expected that this type of development would attract international publicity in lifestyle and specialist magazines and would in effect provide access to niche and specialized markets not currently open to Mozambique. This project will also be another link in differentiating Mozambique and establishing the credentials of Ilha de Mozambique as a key historic core product for tourism.



Kura Hulanda, Caribbean



Historic Core



Ilha Historic Core

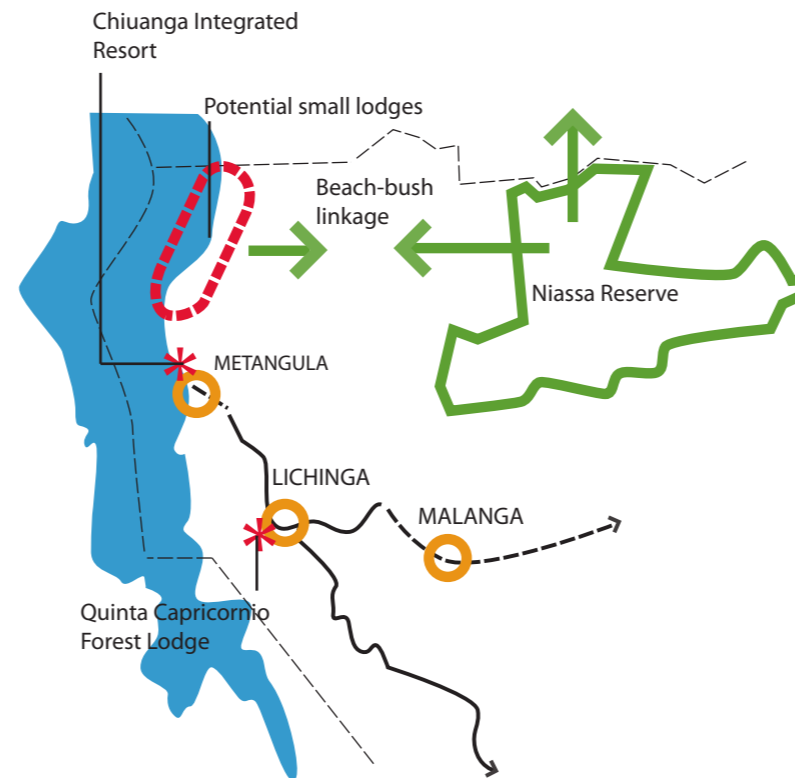
5

METANGULA & LICHINGA

5.1 Existing Situation

The focus for this PIA is on Lake Niassa. Although many opportunities exist for tourism along the whole stretch of the lakeshore, initial development is concentrated near the existing village of Metangula - the largest settlement on the lake. In the future there will be opportunities for lodge development along the shore to the north creating beach/bush linkages with Niassa Reserve and Selous in Tanzania.

Lichinga is the capital of Niassa and the main gateway to the lake. Here, there is an opportunity to develop a flagship project with a particular nature theme amongst the pine forest.



Existing Situation

5.2 Development Potential

The extensive area of undeveloped land and expansive waterfront of Lake Niassa, provides the opportunity to create a high quality and environmentally responsive development using activity sports on both land and water as the resorts main theme. A small area of the lake will be zoned for motorised and non motorised water sports. The area can also provide a great leisure resource on land to include hiking trails, mountain biking, climbing and extreme sports.

5.3 Tourism Action Areas

Two TAAs are proposed:

Chiuanga Integrated Resort TAA

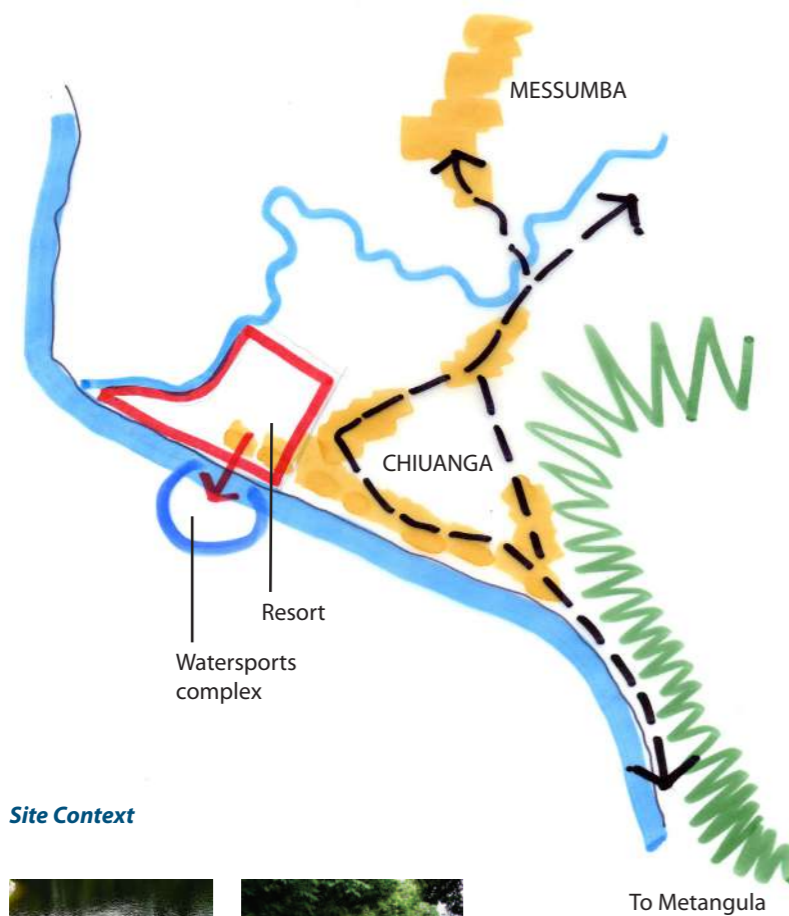
To be developed as a key tourism attraction and main draw to Lake Niassa, appealing to the younger/more active sector of the tourism market

The concept includes:

- Water sports complex offering a variety activities above and below the water.
- Adventure centre
- Sports club
- Health club
- 80 beach front and lake front cottages
- 40 apartments

Although located about 10 minutes from the village of Metangula, emphasis is placed on full integration with the local community. A camping ground, managed by the community will be located close to the resort and in the longer term, small scale developments such as guest house and dive apartments will be established in 'community' accommodation.





Site Context



A special feature of the complex will be a 6 point cable ski system. The facility will offer the opportunity for the resort to become the first 'world class' water sports centre in Africa, attracting water sports enthusiasts from all over the world.

Cable skiing is simply water skiing when the skier is pulled by an overhead cable suspended 8 to 12 metres above the water by specially designed pylons. It is powered by a variable speed motor which can maintain speeds between 20 and 65 km/h.

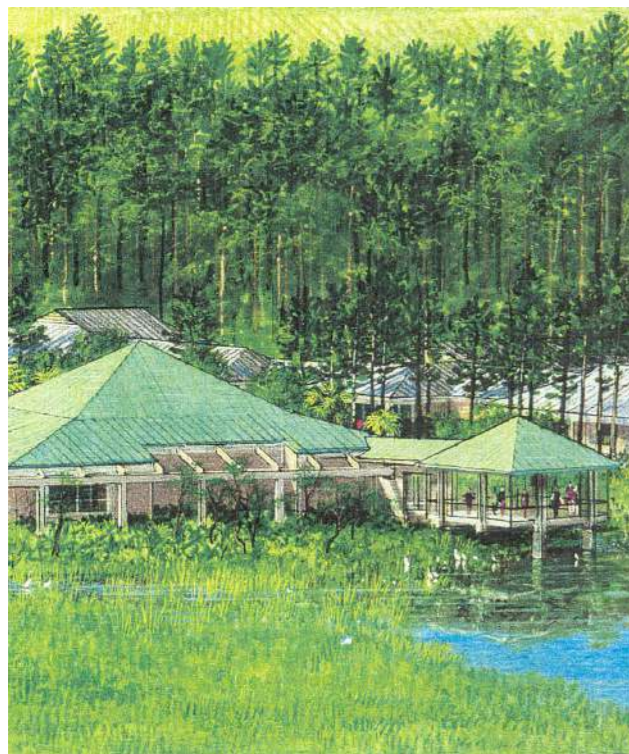
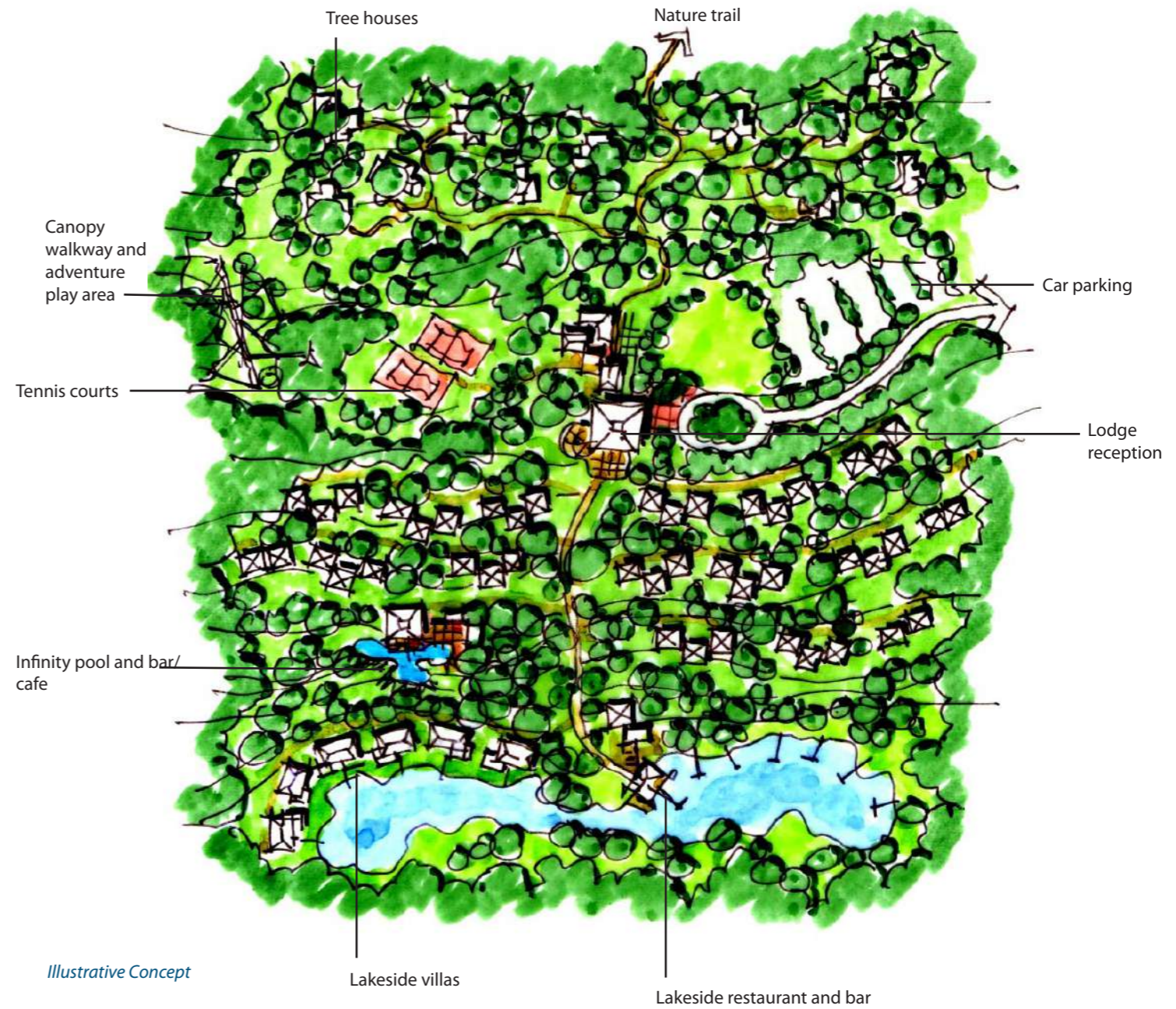
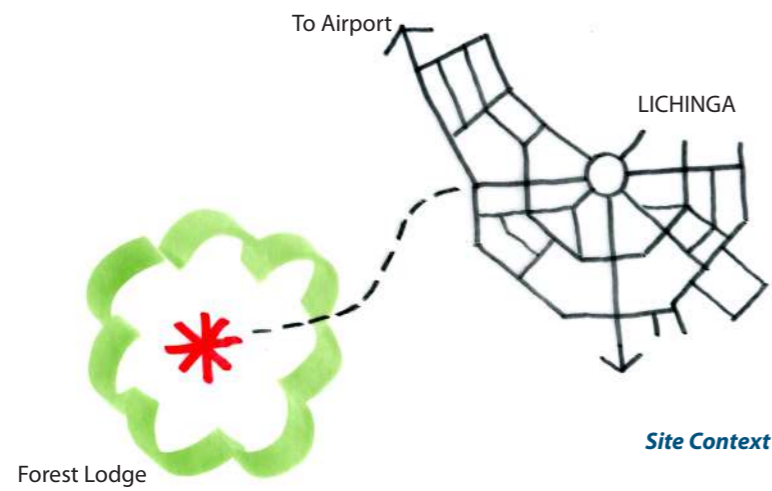
Besides water skiing, the system can also be used for wakeboarding, kneeboarding and wakeskating, all increasing in popularity throughout the world.

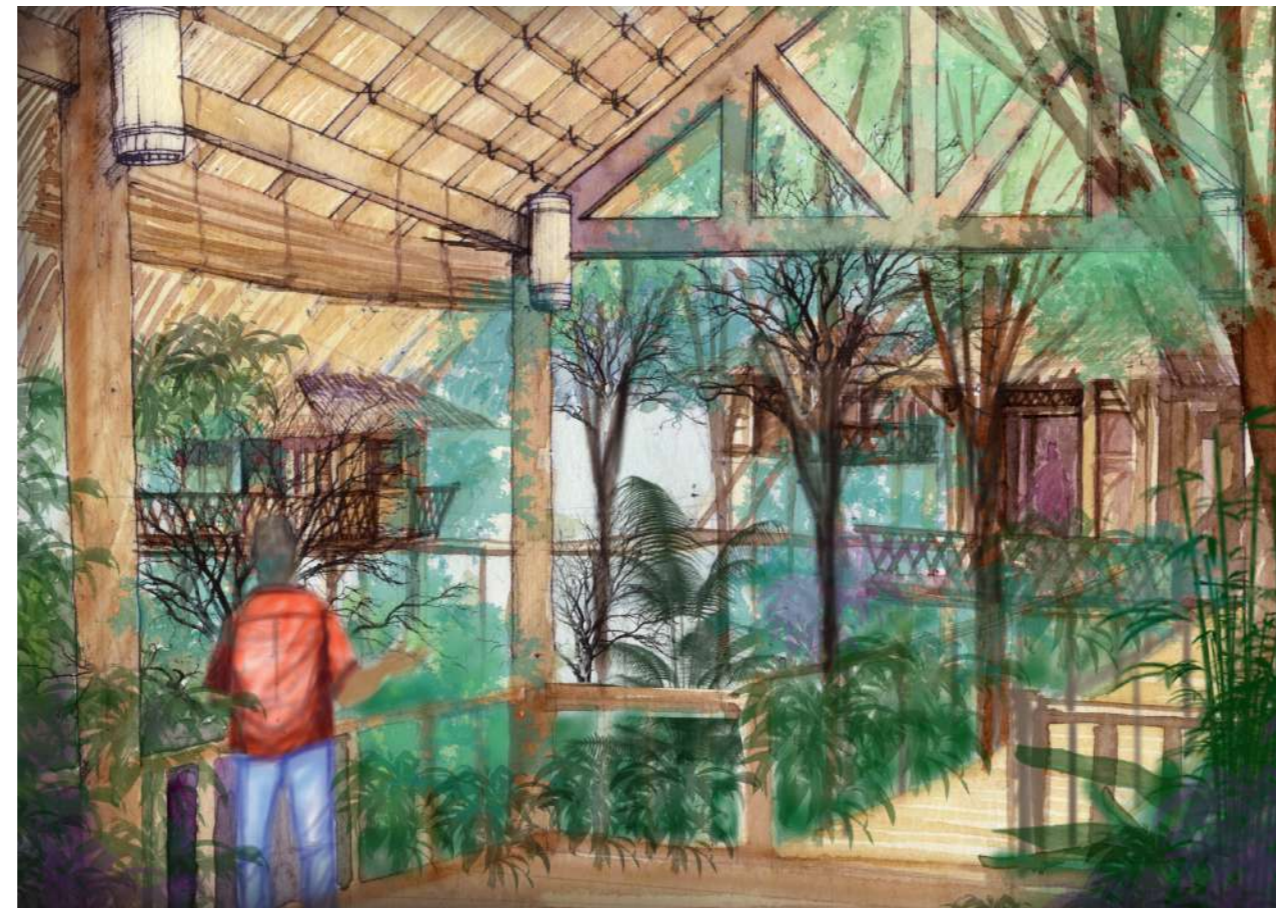


Quinta Capricornio Forest Lodge TAA

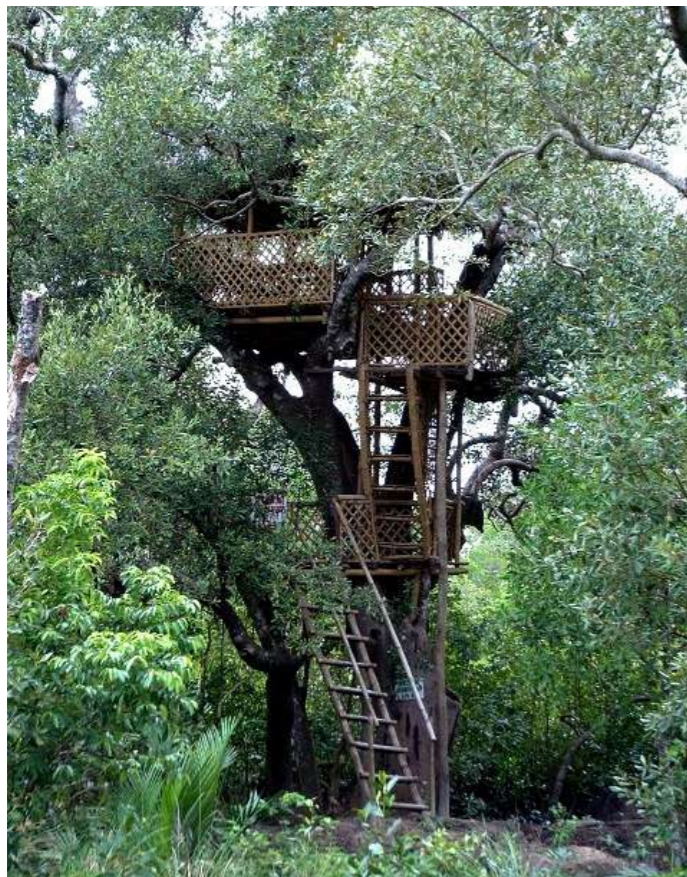
A quality forest resort, developed as a tourist destination containing simple eco-lodges, tree houses and nature park. Relaxation, fishing in the man made lake, hiking and horses riding in the forest and interpretation of the environment will be the reason for both day and overnight visitors.

The number, location, scale, design and layout of the developments and facilities offered, will need careful consideration of the market, site constraints, and concerns and aspirations of the owners. However, eco-tourism principles should underpin future development and figure prominently in any promotional materials that may subsequently be produced.





Forest Lodge



6

IMPLEMENTATION

6.1 Capacity Building

The ideas and aspirations for tourism development contained in the TAA plans, however visionary, are only as good as the means of implementing them. It is important, therefore, that support is given to the Ministry of Tourism, provincial governments and agencies, private sector and community. The Ministry of Tourism must manage the implementation of the TAAs, in particular facilitating the streamlining of the development process and protecting investors' interests. See Appendices: General Guidelines.

Local government will also have an important role to play in the development of tourism, and should control their own industries. However, the National authorities must recognise the need for skills transfer – physical planning, development control, environmental assessment, financial appraisal as well as product development, marketing and market research. There is both a need to streamline tourism management at national level and to ensure that local governments have the capacity to carry out their functions.

A programme, focusing on institutional strengthening support to the tourism sector, is therefore recommended. The programme will promote sustainable development through capacity building at two levels: national and local.

6.2 Integrated Resort Development

Underlying the tourism development and investment promotion and market positioning strategy for Northern Mozambique, is the concept of developing major and unique resorts in Cabo Delgado, Nampula and Niassa. It implies a shift from the current approach of attracting investments into individual hotels and small lodges to creating resort destinations with accommodation, wide range of facilities, services and prices that can attract large volumes of tourists for long stay, pure pleasure and leisure! Unlike individual hotels, resort development involves creating a community, a sense of place and an outdoor landscape with very distinctive atmosphere and exciting things to do and indulge in. Resorts offer a variety of accommodation types, levels of quality, food, shopping, entertainment, leisure and recreation, transportation, commercial, health and banking facilities. It involves planning for large numbers of visitors seeking an experience and catering to their needs.



Resort development involves issues of land acquisition and preparation, financing for supporting infrastructure and superstructures within the resort and surrounding districts. It requires marketing to attract investors and tourists and providing them with the necessary support. Housing and community services for employees and their families, training the manpower that will deliver a wide range of quality professional industry services are major issues that must be addressed. Also, there is the need for effective balance between economic, environment and social objectives and to integrate resort development with regional and national development planning. Consequently, resort development is a complex activity requiring special organizational structures, focused and effective leadership and competent technical staff, to undertake and manage. It is a long term and continuing activity. It also entails a high degree of coordination among various public agencies, between the public and private sector as well as with local communities.

6.3 Organisational Structure

The development of the TAAs will not simply happen. It has to be stimulated, directed and the activities of the various tourism and tourism related organisations coordinated. The proposed implementation structure has therefore been designed to address the long-term perspective and the organisational and management challenges. It has the following hierarchical components (see diagram):

The Ministry of Tourism

Led by His Excellency the Minister, the Ministry of Tourism's role is to:

- Approve the implementation strategy and concept and ensure buy-in and approval by Government and other stakeholders at the national level.
- Ensure the integration of the project into the national and provincial development plans.
- Assure facilitation by relevant national Ministries and Agencies.
- Policy guidance and project monitoring.

Projecto Arco Norte Steering Group

Immediately subordinate to the Ministry of Tourism is the Project Steering Group. It is a public/private sector/donor group chaired by His Excellency the Minister of Tourism. It comprises of:

- The Governors of Cabo Delgado, Nampula and Niassa
- The USAID Mission Director, Private Sector Team Leader and the Tourism and Environment Officer.
- The President of Associação Regional de Hoteleiria e Turismo do Norte (NORAHTUR).
- The Presidents of the three Provincial Hotel & Tourism Associations.
- The three Provincial Directors of Tourism.
- Mayors/Administrators of the Districts of Ibo, Ilha de Moçambique, Lichinga, Mecufi, Metangula and Pemba.
- Chefe do Projecto and Coordenador de Foruns.

Within the framework of the biannual Project Review Meeting of the Northern Arc Forum (which is the regional public/private sector consultative and project monitoring body), the Project Steering Group shall be responsible for:

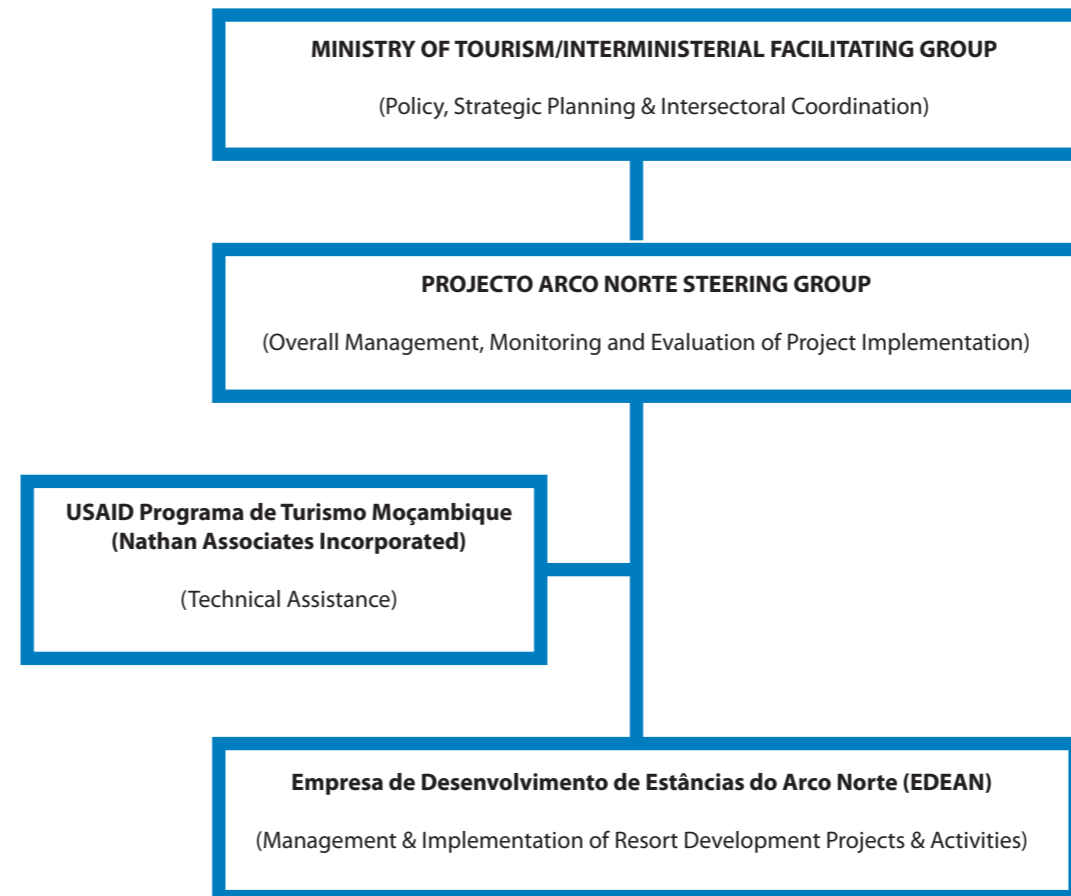
- Assuring stakeholder buy-in in respective provinces, districts and project beneficiary communities.
- Facilitation, collaboration and strengthening partnerships on issues of implementation of the investment and resort development strategy, between the public and private sector and destination communities.
- Overall management, monitoring and evaluation of strategy implementation in respective provinces, districts and project communities.
- Regional integration and the building of synergies among the three Provinces.

Arco Norte Resort Development Company (ANRDC)

This is a new, public-private partnership (PPP), “for-profit”, limited liability commercial company, which must be specifically created for the successful implementation of the tourism development and investment strategy for the North. The ANRDC will serve as development authority for the proposed resorts in Cabo Delgado, Nampula and Niassa Provinces. As a public private partnership, it is proposed that the ANRDC will be capitalized primarily with Government and Community Lands identified for resort development as well as equity contributions from Investors.

Shareholding will thus comprise Government, Local Communities and Private Investors. Local Communities, whose lands fall within the resort areas, will be assisted to create an investment vehicle or instrument that will assume the legal interest of the Community for the purpose of shareholding in the Resort Company.

The Company provides a most effective mechanism to valorize local Community assets such as land and to transform it into equity finance and investment instruments, as necessary. This guarantees local Community ownership of their lands, while assuring direct participation and perpetual benefits in and from the growth and development of tourism. In addition to serving as a major toolkit in the Government’s rural poverty alleviation strategy, the ANRDC provides the flexibility and legal framework for other public entities such as CFM, FUTUR, Bank of Mozambique et cetera to acquire equity positions, (without any prejudice whatsoever to their current mandates and structure) and joint venture with private sector for the growth and development of tourism.



Also and considering the expansive tourism potentials and investment opportunities in each Province, the ANRDC provides the best option for focused, effective coordination and the long term development and realization of these potentials. Experience gained and lessons-learned by the RDCs in coordinating and managing the initial resort development activity will enhance and assure Mozambique's institutional capacity to attract major Developers for other sites in various other Provinces.

In line with the law and as a limited liability Company, the ANRDC must have a Board of Directors reflecting the shareholding structure. In the start-up and nurturing phase i.e. over the next five years, it may be best to have the Governors of all three Provinces serve on the Board as ex-officio members. Since much of the technical work i.e. detailed planning, engineering and construction, market and financial analysis will be have to be contracted to specialist firms, the ANRDC will require very lean and focused staff comprising; (i) a Development Manager with; (ii) Support staff; and (iii) a Community Liaison Officer.

Specifically the ANRDC will be directly responsible for implementation of the resort development activity. With technical assistance from Projecto Arco Norte (Vide 2.4 below), the Resort Company will prepare and carry out action plans and implementation budget. Their development functions will include the following:

- Acquisition and ownership of landuse rights, which will be a major source of capitalization for the Company;
- Development of major infrastructure such as internal roads, drainage, water supply, sewerage systems, common area landscaping and common-use facilities in the resort zone including golf courses, marinas etc;
- Promoting and attracting investments into hotel, real estate and commercial developments, other tourism businesses and services as well as negotiating with interested developers and management groups; and
- Leasing of sites and commercial space.

The Management functions of the ANRDC on the other hand will include such activities as:

- Sewerage, garbage collection and treatment within the resort areas;
- Maintenance of common area landscaping, internal roads and pathways;
- Operation of internal transportation;
- Beach maintenance, street lighting and security;
- Fire protection as well as overall safety and security in the resort zone; and
- Emergency medical services.

USAID Programa de Turismo Moçambique – within the framework of funding and technical assistance for the development of tourism in Northern Mozambique, the USAID Programme will assist the Project Steering Group, and the Resort Development Company with capacity building in order to assure sustainability when US-AID's technical assistance and funding programme terminates. This will involve the provision of Advisors and Consultants as necessary to the RDCs in areas such as:

- Resort Architecture and Physical Planning;
- Product Development;
- Market Research;
- Marketing & Investment Promotion;
- Negotiating with Developers and Commercial Leases.

In addition, the Project will provide for the position of Director/ Project Management Unit. He/She shall be a Mozambican national counterpart who will understudy the Chief of Party and be responsible for liaison and the delivery of technical support to the RDCs and the Steering Group.

6.4 Risk Considerations

There are a number of potential management risk considerations that could adversely affect the implementation of the above TAAs and success of the future sustainable development of Northern Mozambique.

Government Commitment

It goes without saying that government commitment to tourism development is the corner stone of success. Many of the recommendations require direct government actions, financial and staff commitments. Without a strong commitment by the government, the full potential of the Region will not be met.

Co-ordination

Tourism, more than any other industry in Mozambique, is dependent upon the co-ordination and co-operation of the private sector and a large number of the government ministries and agencies at both national and local level. Implementation of the recommendations will require decisive action by government, which in turn will require co-ordination between the appropriate stake holders. Without this co-ordination, the ability of the tourism industry to grow is threatened. Correcting the co-ordination roadblocks will be critical to successful implementation.

Environmental Degradation

International Markets are becoming increasingly sophisticated. This sophistication includes an increasing awareness and appreciation of the environmental quality of a destination. Tourists, both domestic and international, are becoming increasingly aware of the general environment conditions of the places they visit, and how the hotels and residents treat their environment. Unfavourable environmental impressions of a destination can quickly offset all of the other positive marketing and product development programmes implemented.

Quality Development

One of the key risks from a broad perspective involves the lack of quality in development. The viability and the development of tourism itself is questionable if a national commitment is not made to encourage quality in product development and service. For example, the value of long-term tourism planning is questionable if there is a lack of commitment to enforcement of planning and environmental regulations. At the same time, the value of planning is also questionable if the permitting process is not transparent and efficient because the process will be circumvented and arbitrary and ad hoc development will threaten not only the environment, but the security of the tourism product.

Tourism development requires, in addition to the overall direction provided by the TAAs, a more comprehensive series of procedural guidelines to ensure that the public and private sector developments minimise potential impacts and maintain consistency with the overall tourism strategy. The tourism development should address issues vital for developing and maintaining a high quality and sustainable tourism product. The guidelines which follow in Part 2 of this report are a starting point.

6.5 Draft Land Use Budget

Tourism Action Areas	Total Gross Hectares	Rooms	Villas/ Townhouses	Apartments
PEMBA/EAST COAST & ILHA DO IBO				
Pemba Port & Old Town Pemba Waterfront	1.5	-	20	100
- Pemba West	22	300	10	100
- Pemba East	20	200	10	300
Wimbe Centre				
- Mix Use Complex	1	60		
- Beach Complex	9	50		
- The Lakes	18	100	80	20
Pemba East Coast				
- Chuiba Resort	200	2,000		1,000
- Resort Centre	150		-	
- Muitua Resort	700	350	500	1,000
Ilha do Ibo	1.5	60	20	-
TOTAL (approximate)	1,085	3,120	640	2,520
THE CABACEIRAS				
Lumbo Resort				
- Eco Lodge	7.0	80	-	-
- Boutique Hotel	5.0	100	-	-
- Heritage Town	15.0	-	-	50
- Water Park*	50	-	-	-
- Vacation Village*	50	50	200	200
- Waterfront Villas/ Hotel*	60	150	200	300
Sangule Resort	900	350	800	1,000
Ilha de Mozambique	-	100	50	150
TOTAL (approximate)	1,087	830	1,250	1,700
METANGULA & LICHINGA				
Chiuanga Resort	40	120	-	-
Forest Lodge	30	80	-	-
TOTAL (approximate)	70	200		

* Note these sites are on reclaimed land



PART 2

TOURISM DEVELOPMENT PLANNING & DESIGN GUIDELINES



1

INTRODUCTION

These notes present guiding principles for new development projects and for projects involving the extension, refurbishment or redevelopment of existing tourism facilities.

The guidelines are intended to:

- Provide Government with an understanding of the characteristics of sustainable tourism development.
- Provide guidance on the preparation of development proposals that will be commercially viable and socially and environmentally responsible.
- Illustrate how developers and operators can improve their product to meet best practice environmental planning and management.
- Establish a basis for improved communication between Government and developers on ways to enhance the tourism product.

Government, agencies, developers and tourism operators can encourage the adoption and use of these guidelines by incorporating them into existing management structures or procedures. The Ministry of Tourism can play an important role by attaching the guidelines to existing codes of practice and encouraging members to adopt and comply with these principles.

1.1 The Need for Guidelines

Investment and the economic viability of tourism depends, in a large part, on the quality of its natural resources - beaches, clean water, relatively undeveloped coastlines and access to recreational opportunities and facilities. Inappropriate, poorly planned and poorly managed development will undermine the real advantages of the Tourism Action Areas (TAAs) as a focus for tourism and recreation.

There will also be opportunities in the near future for the redevelopment or re-positioning of existing tourism facilities, particularly along the coast of Pemba. Developers and investors must evaluate the viability of their projects. The challenge is to stay ahead of the competition and to infuse many aspects of design and operations with the environmental character. This involves developing a theme or story line into the physical environment and using every element of design including architecture, signage, landscape and the 'greening' of hotel operations.

These guidelines are intended to stimulate appropriate design approaches, while acknowledging environmental issues and to act as a checklist for developers and operators in the promotion of a quality sustainable product.

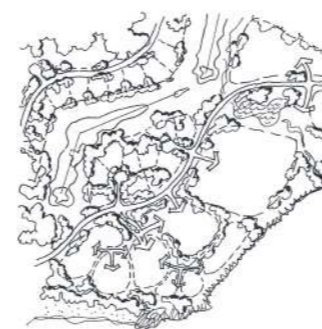
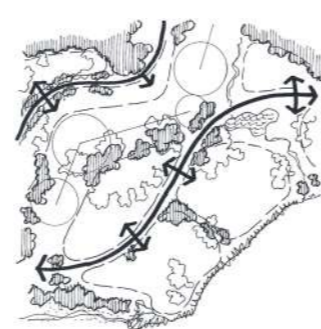
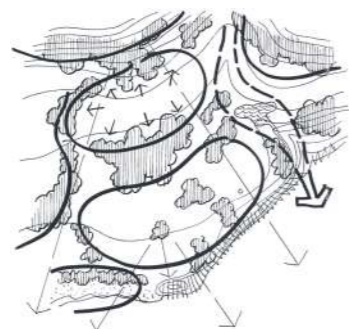
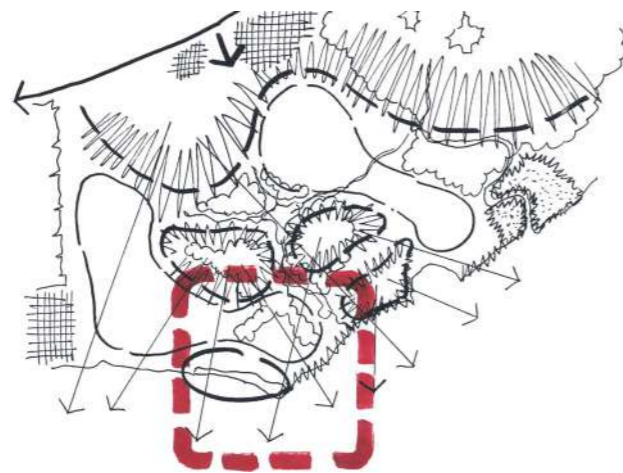


1.2 Assessment and Approvals

It is critical that there is consultation with Government and other relevant agencies in the approval process. This consultation will allow developers to assess if a proposed development is compatible with planning intentions for the area, surrounding patterns of development, access and the provision of services. Community consultation is also essential if a development proposal is to receive local support.

However, many developers have been frustrated by the multiplicity of agencies involved in planning and managing tourism. The overlapping roles and responsibilities of all spheres of government make tourism development a complex and confusing business, even for experienced developers. Gaining approval for apparently straightforward development proposals can involve considerable time and expense. It is essential that developers are aware of the range of government agencies involved in assessing and approving tourism development. It is therefore highly recommended that a 'one stop shop' is established. Included in the Appendices are recommended guidelines for the preparation of business plans to be submitted to the Ministry of Tourism to gain approval for tourism development projects.

Section 2 begins with an introduction to the recent trends in resort development followed by specific development guidelines, including minimum requirements for hotels and tourism apartments. Section 3 describes the various stages of the planning process with emphasis on thorough physical and market analysis, concept development, master planning and detailed design. It is highly recommended that the developer/designer follows this process. Section 4 includes a series of urban design guidelines with the aim of producing attractive and usable environments.



The Planning Process

2

DEVELOPMENT GUIDELINES

2.1 Trends in Resort Development

Beachfront resorts will continue to be the most desirable locations in Northern Mozambique. The potential is enormous. However, these locations need accessibility to other attractions or be planned as part of the overall resort development to offer a variety of amenities, including leisure, sports (terrestrial and marine), entertainment and shopping.

In today's highly competitive international markets, the developer who also offers an outstanding amenity package has a decided edge.

Trends in resort development include:

- Families continuing to look for more flexibility in the location and timing of their vacation – short getaways, or longer stays in destination resorts.
- Demands for convenience and reliability in amenities.
- Needs for physical security and privacy.
- Demands for environmental quality in design and operation.
- Increasing emphasis placed on learning and self enrichment opportunities in active recreation and lifestyle.
- The entertainment component growing in importance, putting pressure on resorts to meet increasing expectations with respect to resort design and operation.
- The concept of time share/vacation ownership is becoming more popular once again.

Major hotel and resort operators throughout the world have helped to raise the image of vacation ownership and advance its operating technology.

Future resort development will therefore likely include the following elements:

- Hotels, apartments and villas with a more residential 'feel' versus a commercial atmosphere – the appeal of 'home from home'.
- Excellent golf courses in a superb tropical landscape setting.
- Waterfront development.
- Theme/festival shopping and themed resort/residential developments.
- Quality of room design, space and furnishings with flexibility in unit configuration.
- Different types of themes within rooms – traditional designs/wood panelling to modern design.
- Commercial centres offering indoor and outdoor shopping experiences with on site food and beverage outlets.
- Pool areas for day time and evening social focus.
- Convention and conference facilities for corporate meetings/retreats.
- Learning programmes targeted at children and adults, responding to the growing desire of people on holiday to enrich their lives with learning experiences.
- Sports academies, health and fitness programmes, tennis instruction, nature tours and other learning activities.
- Good quality landscaping and site amenities with thematic elements in building and site design.
- Alternative forms of transportation – 'golf carts' and paths or bicycling in addition to footpaths.
- Security will become more of a design factor.

The aim will be to provide a unique and different resort environment and experience for all the family.



2.2 Design Guidance

Scope of Guidelines

These Guidelines aim to provide guidance for planners and developers in defining the type and intensity of land use for tourism developments.

The guidelines are meant to be the minimum requirements for any kind of development, so that the expected standard is met for the resulting tourism schemes. The developers will have to define their specific goals, or development characteristics, in each particular case, in accordance with their expectations and marketing strategies. However, the resulting specifications should never undercut the minimum standards set by these guidelines.

Nevertheless, and in order not to restrain, or even prevent possible creative or innovative inputs by the designers, the development guidelines are not to be taken as ridged rules, but rather as having a considerable degree of latitude and allowing interpretation and adjustment to specific situations and site conditions. It will be up to the planning authority to judge the adequacy, acceptability or even quality of the particular proposals departing from the base criteria.

Development Type

Hotel/Resort: typically more than 4,000 m² in site area.

- Type A – Beach front and in high value environmental areas.
Quality (3-4+ star) either small boutique type development of 15-50 beds to say 400+ beds.
- Type B – Inland (e.g. opposite side of beach road)
Standard (2-3+ star) usually new or redeveloped sites and used to upgrade existing product.
- Type C – All areas.
Standard/budget (2-3 star) usually edge/outside settlement.

Tourism Apartment: apartments are self contained/self catering.

- Type A – Beach front
- Type B – Inland
- Type C – Within settlements

Design Factors

Building Height: Measured both in numbers of storeys and height in metres. Further restrictions are imposed on the proportion of building volume that may reach the maximum height expressed as a percentage of the total building floor area. This guidance is intended to promote variety in the building volumes and form. Maximum height will also be related to location, existing built environment and natural features.

Plot Coverage: The percentage of the site area that may be covered by buildings at ground level.

Minimum Room Size: The net area of a typical double bed room, excluding bathroom, balcony, entry etc. It is emphasised that this figure is an absolute minimum standard and larger areas of up to 30 m² should be considered.

Hotel/Resort	Type A	Type B	Type C
Maximum building height	G+1+50% (G)	G+2+50% (G)	G+1+50% (G)
Maximum building height in metres	13m	18m	13m
Maximum plot coverage	20%	40%	25%
Minimum room size (double bed room, net room area)	18 sq.m	14 sq.m	14 sq.m

For Type C hotel/resorts, the guidance may be applied generally to most inland sites but with emphasis on type of development, location and site conditions. For example, for lodge development located along Lake Niassa, maximum height restrictions may be imposed to respect the natural features/setting such as single storey. Higher densities may be appropriate for town centres.

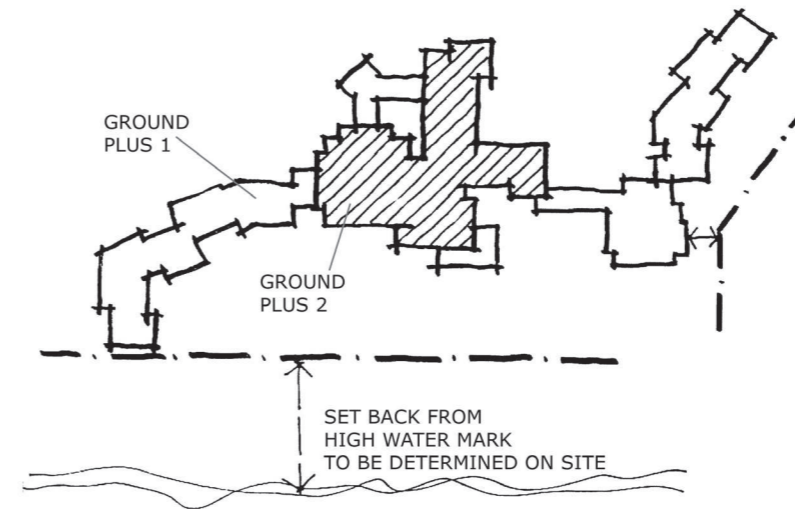
Tourism Apartments	Type A	Type B	Type C
Maximum building height	G+1+60% (G)	G+2+60% (G)	-
Maximum building height in metres	13m	18m	-
Maximum plot coverage	25%	40%	-
Minimum room size (double bed room, net room area)	14 sq.m	12 sq.m	-

Associated Guidelines

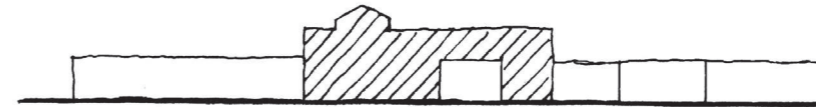
Coastal set backs: Buildings and structures should be located as far back as practicable from the coastline. Set back from HWM should be determined on a site by site basis but should be a minimum of 30 metres (in low lying coastal zones, this may be increased to 100m). The beach space in front of the hotel may be permitted to be used as a beach facility reserved for the hotel, with the proviso that an area no less than 15 metres from the coastline should remain free of obstacles. All the facilities in this reservation shall be moveable and or removable.

Road and boundary set backs: These will accord with physical planning regulations.

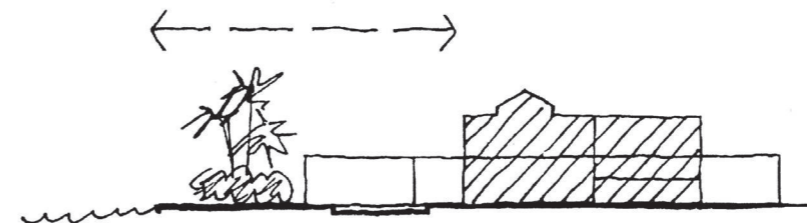
Car Parking: The above guidelines allow for up to 1 space per 3 rooms and 1 space per apartment.



PROMOTE VARIETY IN BUILDING VOLUMES & FORM



HIGH BUILDINGS SET BACK FROM THE COAST





3

THE PLANNING PROCESS

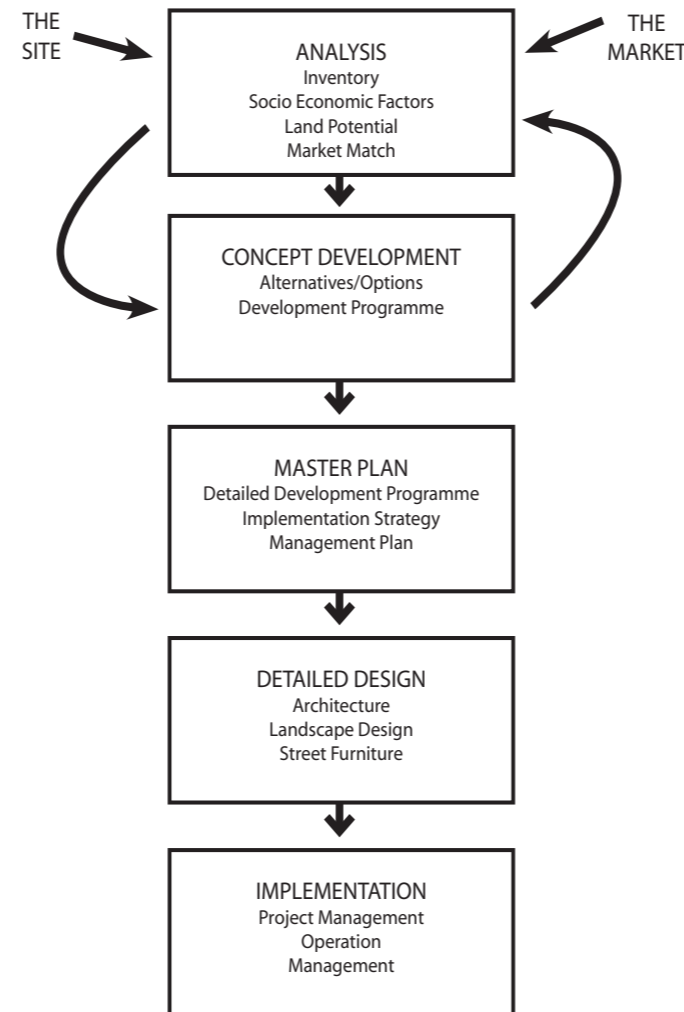


The following provides a guide to the planning and development process and relevant issues for developers and Government at each stage.

The emphasis is not on a prescribed solution for each site or redevelopment scheme, but on a process through site and market analysis, conceptual planning, implementation and management to achieve a quality and sustainable tourism development project.

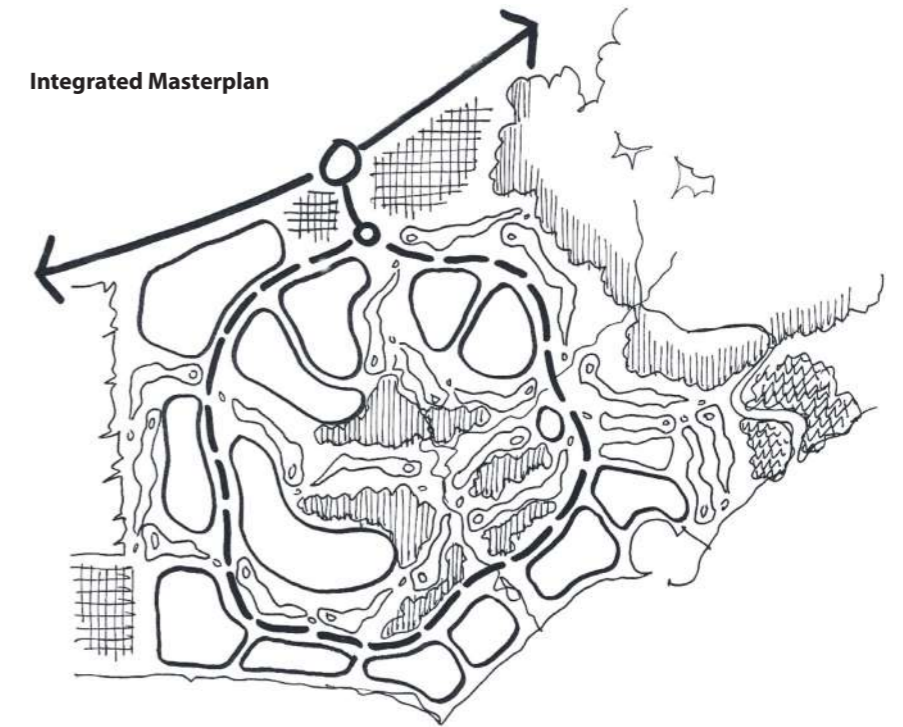
The Process may be described in terms of:

- Physical Analysis.
- Market Analysis.
- Concept Development.
- Master Planning.
- Detailed Design.



Developers wishing to upgrade, re-position or develop new tourism projects **must** acknowledge this process.

To illustrate the process, an example of the various stages of the planning and design for an indicative resort hotel within an integrated resort development is presented.



3.1 Physical Analysis

It is critical that there is consultation with Government and other relevant agencies in the planning process. This consultation will allow developers to assess if a proposed development is compatible with planning intentions for the area, surrounding patterns of development, access and the provision of services. Community consultation is also essential if a development proposal is to receive local support.

All development will be assessed not only on initial characteristics but also on likely effects on resources outside a particular development site.

The analysis stage is therefore key and should consider the following aspects:

Site Location

The Tourism Action Areas outlined in Part 1 take on their own characteristics. This should be acknowledged in the positioning of future integrated resorts.

Development Context

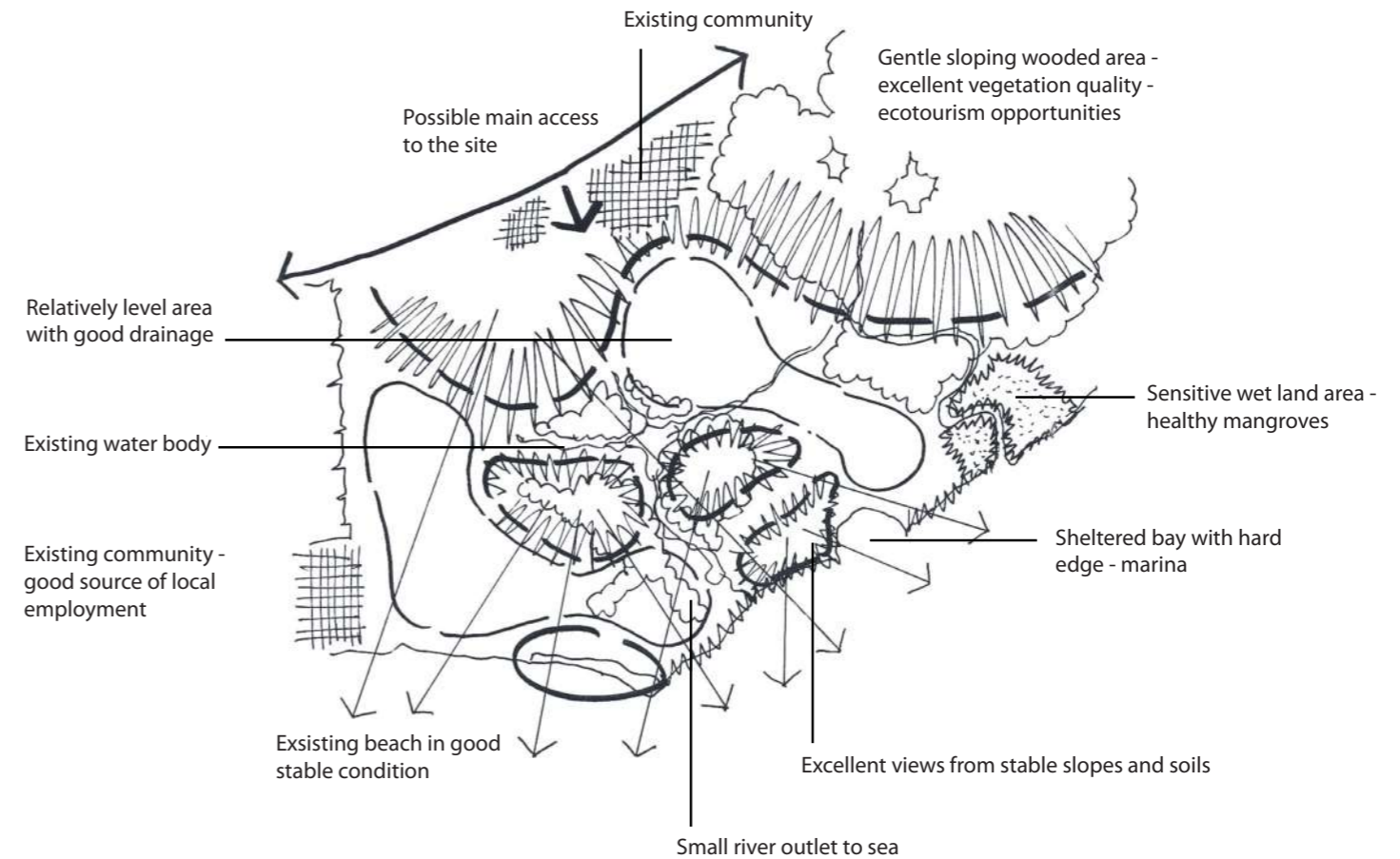
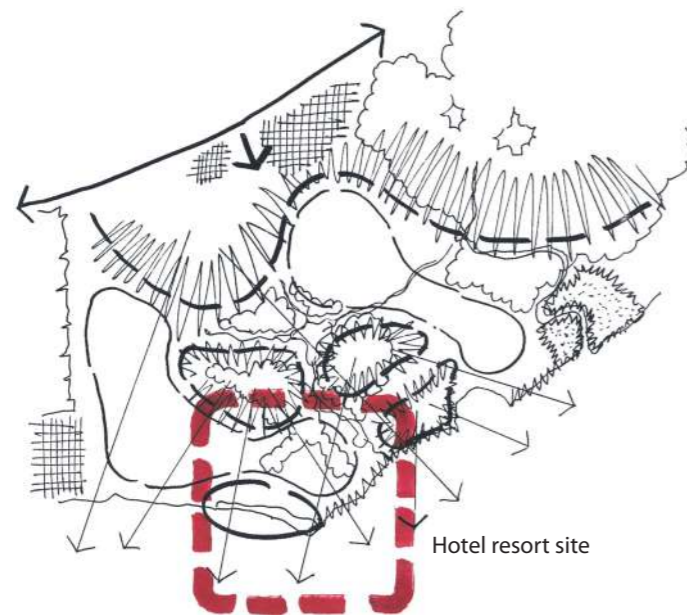
Recognition of the site's surrounding area, provides the opportunity for the creation of a unique and sympathetic project which is central to a successful tourism development. Questions of environmental setting, views, pollution, scale of adjacent and nearby development, all need careful attention. For example, the development is likely to be more successful if it can retain a sense of identity with the area and that the development does not contribute towards local conflicts, or place extra burdens on the community.



The Site

The prominence given to proper site analysis acknowledges the importance of environmental awareness and responsiveness. Site analysis should include investigation of, and response to, a broad range of environmental factors and issues.

A coastal site within the overall indicative integrated resort area is selected to illustrate the planning and design process.



Capacity

As difficult as it can be to determine, every site has a carrying capacity for development. A detailed site analysis should determine this capacity based on the sensitivity of site and coastal resources.

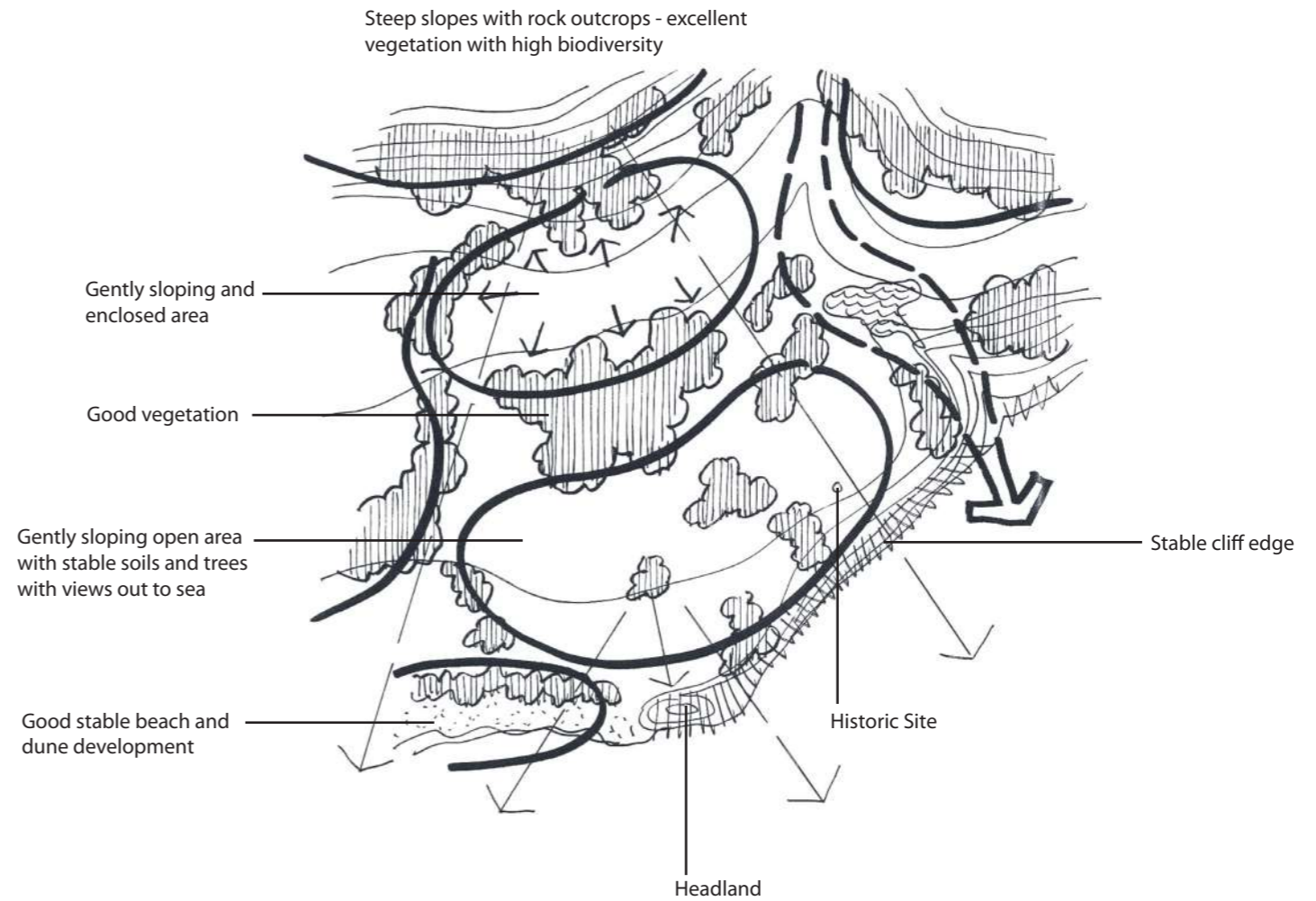
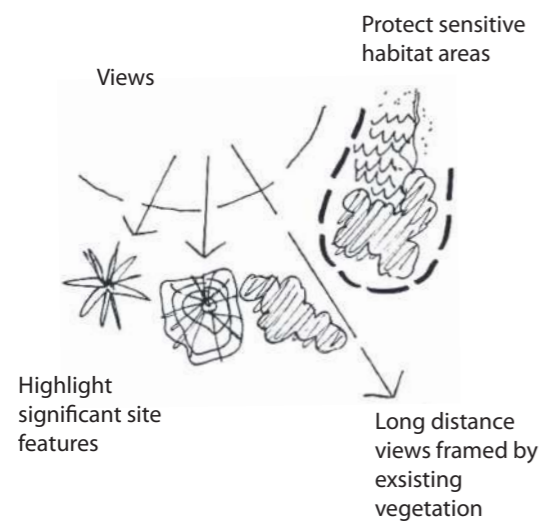
Note: If golf is proposed, the site needs to accommodate this use comfortably. A good 18 hole golf course, driving range and club house facilities would typically occupy between 80-100ha. Add to this the resort and villa development, the total site area may be 400 ha plus.

Landscape and Ecological Value

It is important to carry out an extensive environmental assessment of the site and surrounding area. As much of naturalised vegetation as possible needs to be retained to secure biodiversity and the integrity of the site. Local vegetation can suggest unique themes which may offer good design opportunities.

Unbuildable natural features, such as rock outcrops and groups of mature trees can be set aside as open space and treated as an amenity and as a resource for developing the new site character as well as preserving natural wildlife habitats. Encouraging wildlife to remain close to human activity centres can enhance the visitor experience.

Views are critical and reinforce a visitor experience. Site utilisation should maximise views of natural features.



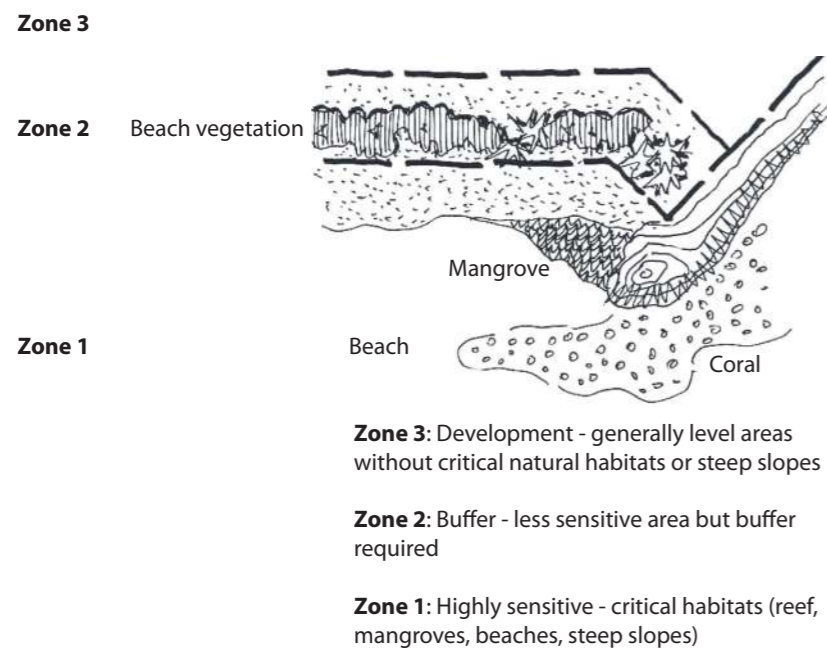
Land and Coastal Issues

A detailed assessment of the land characteristics of the site is required. Underlying rocks and stability will have a strong bearing on construction costs and methods.

Climatic conditions should also be noted such as rainfall, flood risk and wind. Prevailing winds could have a major bearing on water uses and design of irrigation systems.

Soil type, depth, drainage patterns and possible erosion problems, as well as oceanographic characteristics of the adjoining lagoon (if appropriate) are all vital considerations for long-term management of the site.

Development zones need to be defined, especially along coastal sites. Sensitive areas (beaches, wetlands and watercourses) need to be protected with buffer zones.



Historic Features

Heritage, historic and archaeological sites all need to be identified. A complete archaeological survey prior to development is imperative to preserving resources. Once resources are located, they can be incorporated into designs as an educational or interpretative tool. If discovered during construction activities, work should be stopped and the site re-evaluated.

3.2 Market Analysis

Tourism development requires sound business planning to sustainably manage the environment, satisfy market needs and generate long-term profits. Careful planning and appropriate market research will help translate a new tourism development or existing facility into a well designed, market oriented and financially feasible project.

Successful developments for example, are those that provide what the market wants. Market forces are the central backbone to commercially successful tourism projects and therefore it is crucial that the planning process involves the market feasibility of projects from the outset. Issues include:

Market Audit

An initial evaluation of the potential of the destination in terms of visitor numbers, seasonality, length of stay, spending levels and airlift (seats on planes) to support the proposed project.

Market Forecasts

Surveys should be undertaken for both short and long-term visitor forecasts to include potential volumes by geographic area and demographic characteristics. These forecasts should take into account marketing activity, both current and proposed, socio-economic conditions, trends in travel, destination preferences and style of facility.

Competitive Analysis

This will indicate the size, positioning and phasing that would be most appropriate. Analysis, taking into account both local and foreign competition should be undertaken on such project features as location, facilities, quality/positioning, pricing policies, linkages, occupancy levels and revenues and existing and future capacity. For example, many golf projects purport to be championship courses. Realistically, there are very few opportunities. If this is the intention, how will such expectation be realised.

Consumer Needs

Visitor forecasts, guest mix, activity preferences and trends in facility expectation provide a benchmark for market match analysis. Again, using golf as an example, many projects over estimate golf round targets, which could lead to failure to meet returns on investment targets.

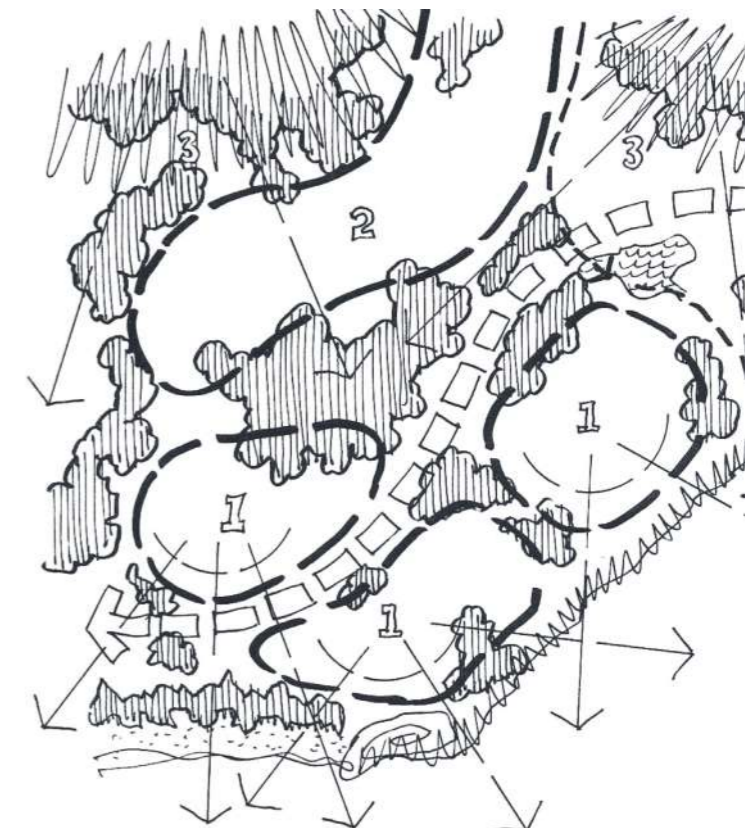
Finance/Investment

Only those projects that are perceived as being potentially viable financially and meet market needs will have a chance to successfully secure investment funds for development.

Conclusion and Recommendations

The physical and market data will be analysed and synthesised into a definition of development potential based on site and market opportunities and constraints. The development summary should identify.

- Development and preservation zones.
- Potential programme and marketing concepts
- Specific development sites having special location or physical characteristics
- Further data/ specialist advice required for more detailed planning and design.



Development Potential
Zone 1 - Excellent
Zone 2 - Suitable
Zone 3 - Marginal

3.3 Concept Development

This can be broadly described as the conceptual, design and image creating stage of the project, building upon the physical and market analysis.

Future hotels and resorts in Mozambique, by their very nature, will often contain sensitive natural resources, such as the coastal zone. What may be applicable to one project would be unacceptable on another. Sound design principles have therefore been established to encourage a distinctive and innovative approach to address future market trends and opportunities.

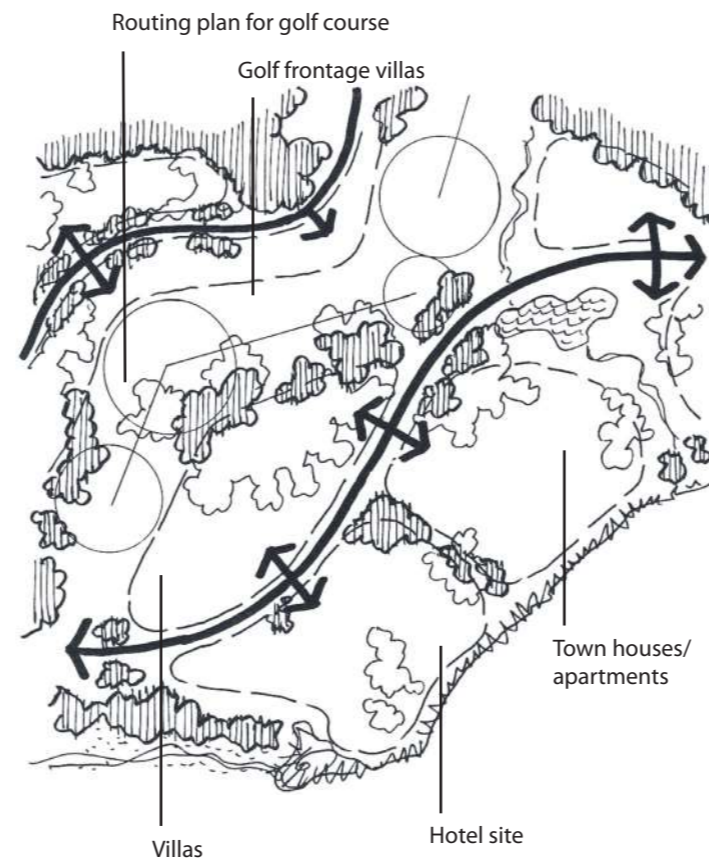
This stage of the project will therefore include:

- Testing alternative development scenarios and programme concepts (hotels, commercial, villas and apartments, golf, sports etc.).
- Interpreting and refining the programme.
- Establishing appropriate design criteria and standards and preparing alternative architectural massing character studies for the project.
- Preparing detailed studies to include: geological, natural water resources, utilities, vehicle circulation, road realignment and related infrastructures, beach engineering, construction materials and sources, and landscape material.

Planning issues include:

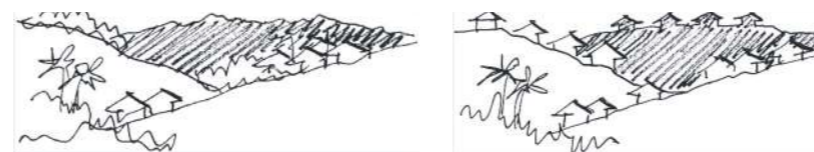
Zoning

The distribution and relationship of amenities and facilities across the site, and in relation to one another. These should be organised to maximise the potential of the site's environment and designed to present a unified, cohesive appearance. One way to achieve this may be by separating the overall development into smaller elements and using landscaping to link buildings and provide a consistent theme or image.



For example, when facilities conform to the existing landforms and tree locations, the character of the existing landscape will be largely maintained.

Natural buffers and small openings can be used for privacy rather than artificially produced through planting and clearing. Hilly topography and dense vegetation can provide natural ways of separating site components.

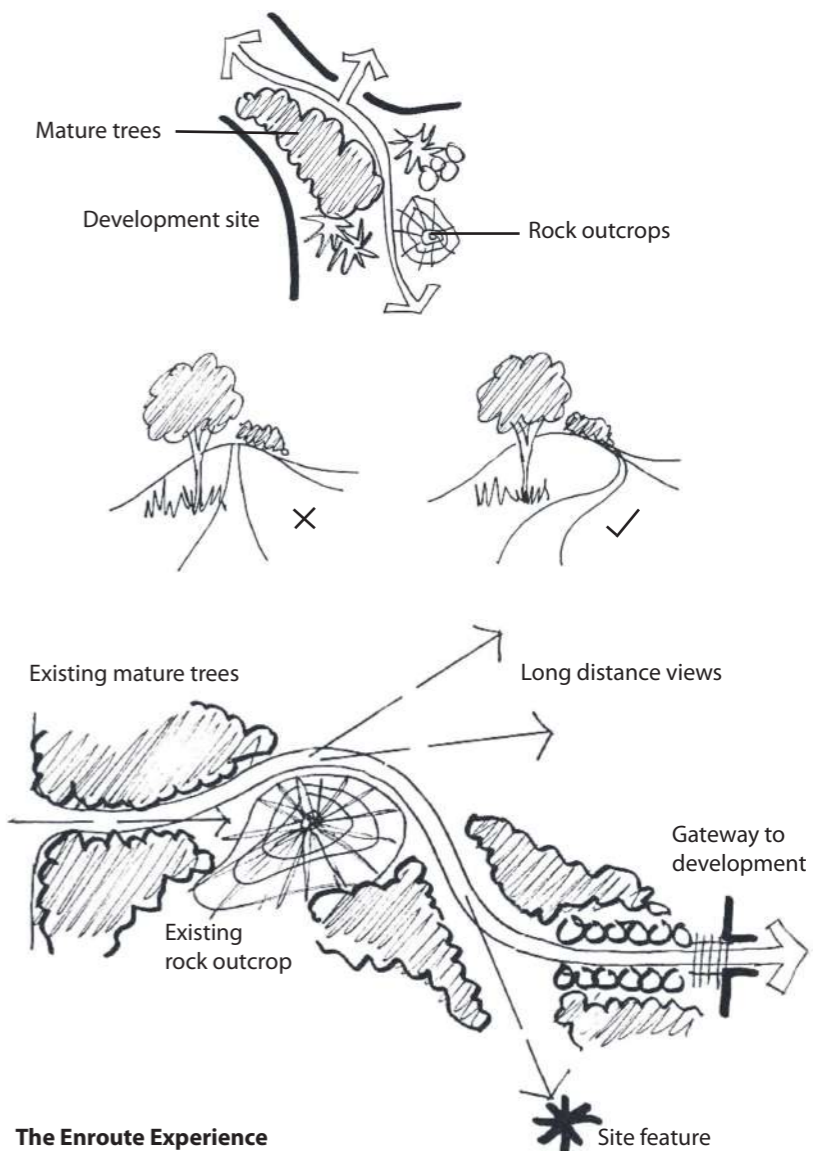


Access and Circulation

Site Access

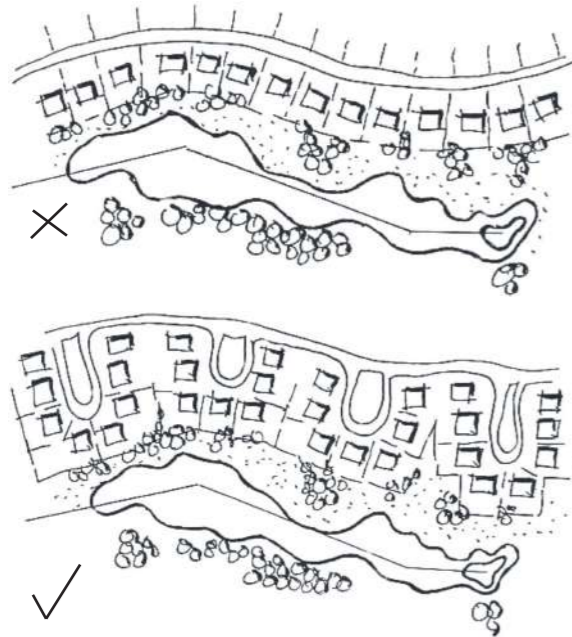
Site access refers to not only the means of physically entering a tourism development but also the en route experience. Other considerations for enhancing the experience of accessing a site include:

- Selecting corridors to limit environmental impacts and control development along the corridor leading to the facility.
- Providing anticipation and drama by framing views or directing attention to landscape features along the access route.
- Creating sequential gateways.
- Providing a sense of arrival at the destination.



Circulation

The development of a coordinated circulation system for cars and pedestrians is crucial. For golf/villa development, the layout should try to achieve a balance between efficiency (setting out, infrastructure) and the desire to create an attractive place to play golf and to live. For example, long straight runs of plots are most efficient in terms of infrastructure, but give a monotonous and unattractive environment, whereas courtyards or clusters create protected environments and form coherent spaces and maximise golf frontage.



Activity Centres and Facilities

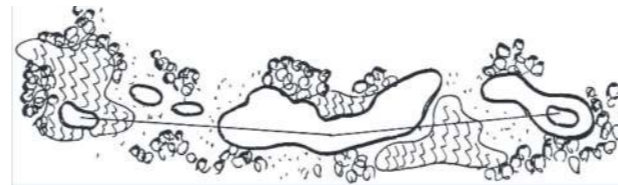
These areas can be used to develop focal points of activity within the development. The links between these areas often become the underlying structure of the master plan. However, siting facilities, paths and roads to direct use away from sensitive areas such as critical habitats, is important.

Conflicts between uses should be avoided.

Parking should be designed to minimise the impact of cars, taxis, buses and service vehicles, both within the project and generally hidden from the resort area.

Open Space and Landscaping

Open space should be used as a form of value creation rather than treated as left over space. Water storage areas can be integrated into the design of golf courses and be designed to create attractive water features. Landscaping should be used to reinforce and enhance the development character—for example, it should be remembered that in a tourism project, paying guests are buying an environment rather than a collection of buildings.



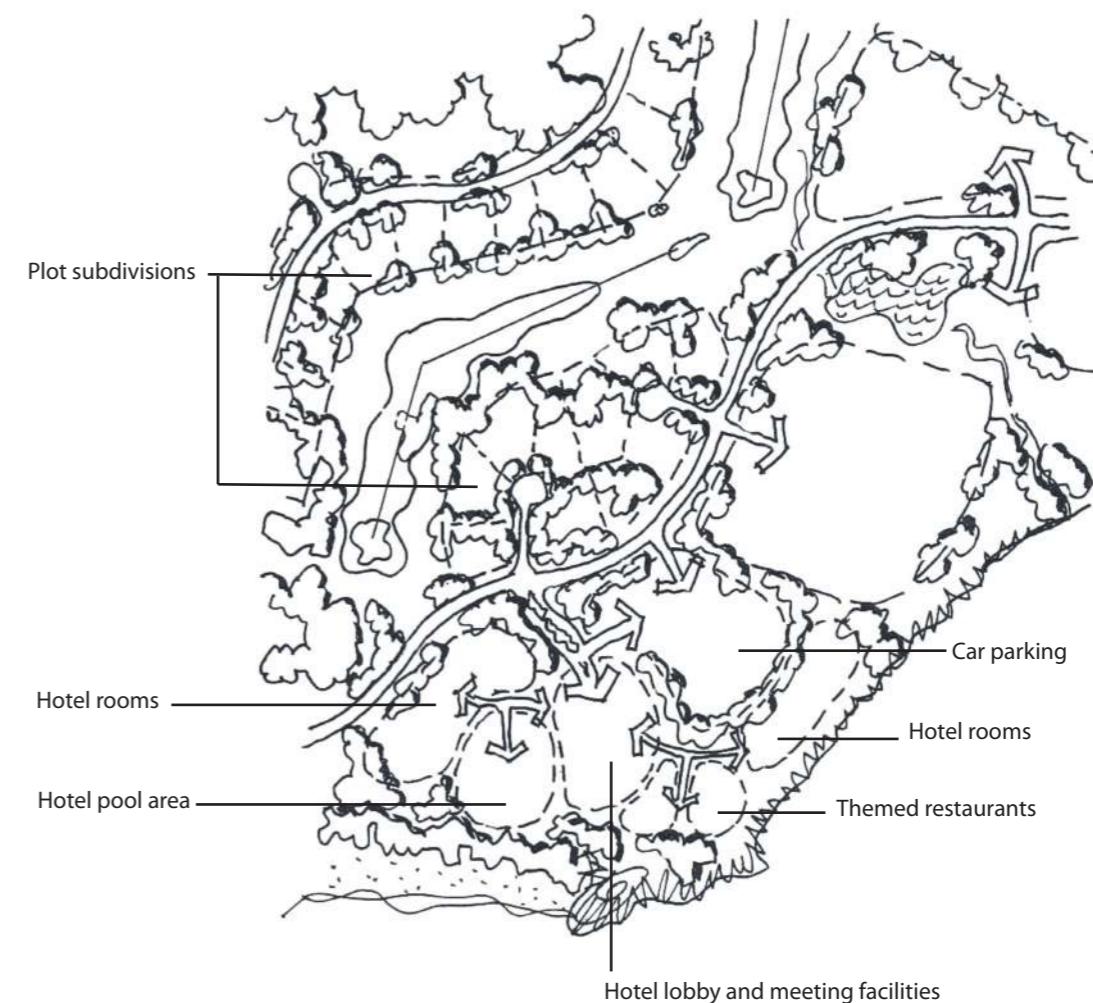
Water storage areas within a golf course

Services

Services should have little or no visual or audible impact on resort residents and visitors. Safety, visual quality, noise and odour are all factors that need to be considered when siting support services and facilities. These areas need to be separated from public use and circulation areas.

Preliminary Master Plan

After initial concepts have been evaluated, the design direction is established. Adjustments by each discipline are incorporated into the plan.



3.4 Master Planning

Based on the land-use plans and market-based product and facilities programmes developed in the conceptual design phase, this Master Planning phase should include a detailed development programme which considers market, financial and site planning opportunities and constraints.

The Master Plan should be an innovative expression of comprehensive planning and design and will be financially and economically sound and workable. It should include:

- Full description of project.
- Market sectors.
- Project costs.
- Financing plan.
- Project implementation arrangements.
- Financial projections/viability.

Sufficient graphic material and market/financial analysis should be prepared to describe the project. In addition to the Illustrative Master Plan, the following documents should be assembled:

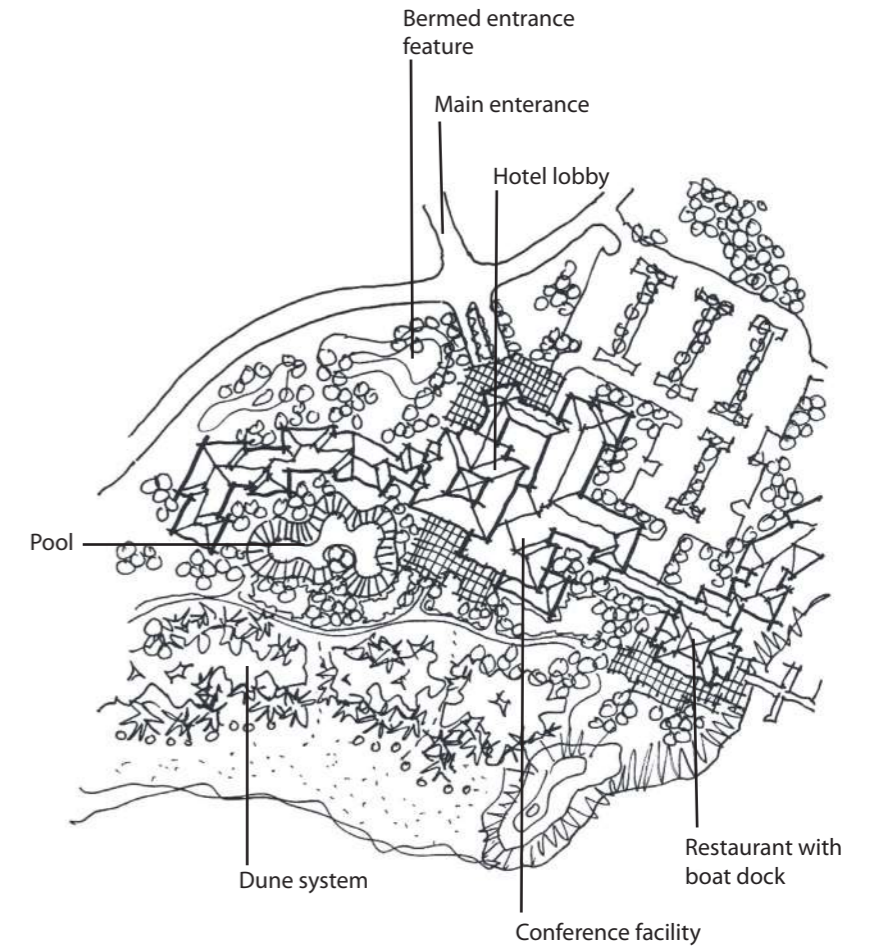
- Illustrative/thematic sketches describing the design character of the development and marketing concept(s).
- Detailed site plans of selective typical land use types, golf course, products and densities.
- Phasing plans.
- Utility master plan showing location, size and phasing of major utility systems.

These plans and documents should be assembled into a Mater Plan Report.



3.5 Design Details

The site analysis, concept development and master planning process will not prescribe architectural and landscape style but aspects of the analysis should aid various design decisions.



Architecture

Climatic characteristics establish the basic factors that need to be taken into account in terms of building features related to resort architecture in a tropical climate. Mozambique does not have a specific vernacular style-buildings represent a mix of cultures.

However, it is particularly important to achieve a high standard of development using fundamental factors that affect the design of tropical buildings.

Image

This should evolve in the planning stage as a consequence of the physical and market analysis. Each site is unique and hence should influence its own characteristic image.

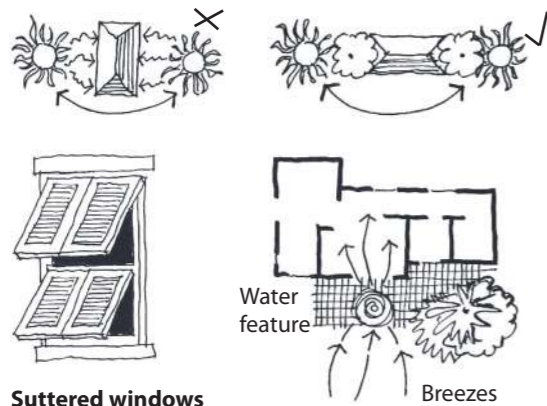
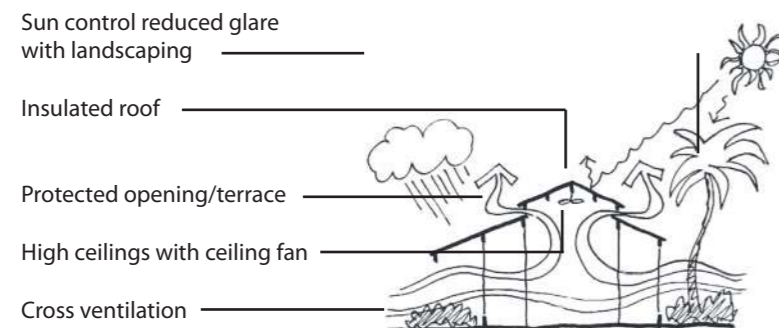
Building Form and Layout

It is accepted that most rooms will be air-conditioned but guests should also be able to benefit from outdoor breezes. Key objectives should be to encourage breezes to pass through non air-conditioned communal buildings and outdoor spaces.

The orientation and construction of buildings to exploit the maximum amount of air movement is very important. The broad factors to be considered are:

- Major buildings should be designed with relatively open, elongated plan form with rooms generally distributed in single rows to allow cross ventilation and penetration of breezes.
- Main living and communal facilities should be accessible from open verandas or galleries.
- Projecting canopies or broad overhanging eaves should provide shading to veranda's or outdoor sitting and circulation areas. Shading devices can provide both essential protection and a means to both define an articulate architectural characteristics.
- High ceilings or use of double roof construction should be considered.
- Window openings should ideally be considered in relation to sunlight i.e. the integration of shading devices that minimise direct radiation, reduce sky glare, permit adequate natural lighting and allow outward views.
- The use of water can also be employed to cool the environment.

Building design option for natural ventilation



Materials

These should reflect the development image, visual context, the site's setting within the area and degree of harmony, or contrast, being sought. High quality materials and furniture, road, footpath and hard open space surfaces, shade structures, fencing, walls, lighting, bollards, rails and the like, can make an immense difference to the quality of development.

Landscape Architecture

One of the strongest marketing features for tourism developments is environmental quality. Successful developments carefully blend landscaping and architecture to achieve a consistent, unified and unique project character.

Considerations for resort developments in particular include:

Thematic Design

This should be related to the planning and architectural elements of the facility. For example, the use of boulders, rock outcrops and local trees can provide both a sense of enclosure and integration with the existing landscape while lush courtyards can help extend interior spaces outward.

Open Space

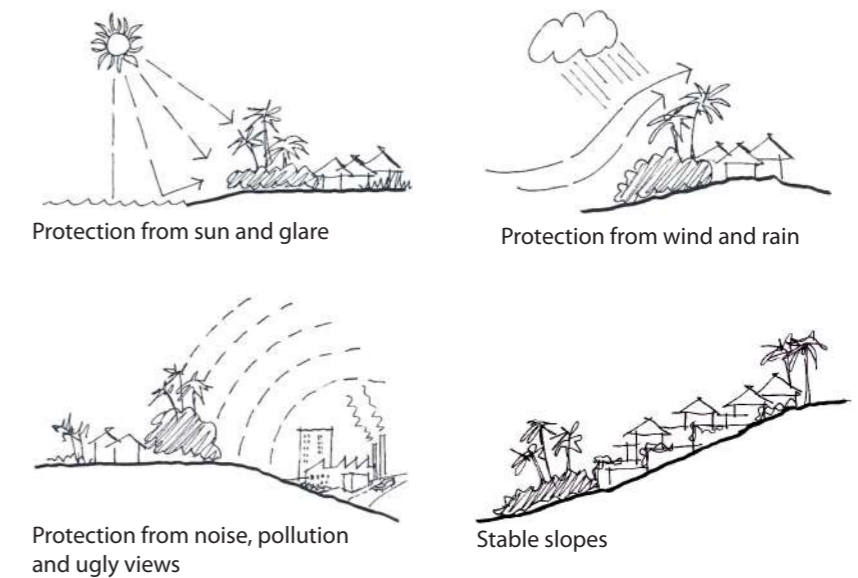
Each resort development requires some form of appropriate open space which should be dedicated for the use and enjoyment of all visitors. These should ideally be designed around existing vegetation and landforms. Even the smallest planting pockets, if well designed, can offer elements of form, texture, shadows, fragrances and colour. People will enjoy external spaces for passive recreation and socializing in a sunny climate if the space is well shaded and correctly orientated. The appropriate use of water, its sight and sound, can enrich the enjoyments of the environment and resort facility immensely and be employed to cool the environment.

Planting

Besides the above elements, vegetation can be used for shelter and reduction of glare. The cost of running air conditioning can be reduced by using vegetation to shield roofs and walls from direct sunlight. Planting can also be used to:

- Screen substations and garbage bins.
- As a barrier to prevent people straying.
- To stop soil erosion and stabilize slopes.
- As a space definer.

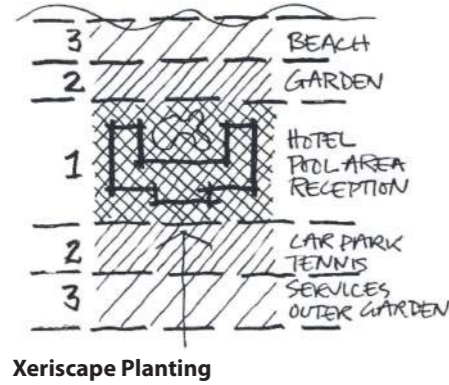
The use of naturalised plant species can also reduce water usage.



"Xeriscape" landscaping is the selection and zoning of plants according to their water requirements. This design strategy is very cost effective, as maintenance and watering are minimised. It is also aesthetically and ecologically sound in principle since plants are selected to harmonise with their environment. Landscaping schemes should therefore attempt to group plants according to water and maintenance requirements as follows:

1. Exotic/ornamental-high profile areas, such as public open space, courtyards, focal points etc. Introduced ornamental plant material that will require a high level of maintenance and permanent irrigation.
2. Transition-areas between natural and ornamental landscape such as edges of development, roads etc. Naturalised and hardy plant material which will require some maintenance. Watering may be necessary. Permanent irrigation is not necessary.

3. Natural-areas of natural landscape such as beaches, wilderness etc. Indigenous plant material that will grow in the natural environment and which can be used to recreate native habitat. Plants will require little maintenance and once established will withstand drought. Most plants in this category, can be used in the semi-dry/transition and exotic/ornamental zones.



Plant material can be further subdivided according to:

- Height (tree/palm, shrubs, small shrubs/ground cover, climbers and accent plants.)
- Botanical characteristics, design applications and tolerance to drought, wind and salt.

Hard Landscape

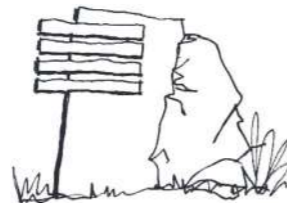
The selection of hard landscape material depends on purpose. The selection of materials can help to define changes of use (vehicles/pedestrians), level, ownership and approaches to focal points. Attention should be given to colour, pattern, noise, sunlight, heat and maintenance.

Street Furniture

The overall quality of any development depends upon all aspects being sympathetically designed within an overall approach. For example, ill considered detail can impact unfavourably upon the overall impression of a project. Elements requiring particular attention for resort projects include:

Signs and Information Panels

Signage should not dominate or block views and is more effective if a simple, easy to read design is used and the chosen materials and colours blend in with the natural setting. Outdoor displays are a good way to introduce the visitor to the local flora and fauna in the area.



Lighting

Lighting should be chosen to emphasise moods, themes and create a relaxed atmosphere. The night time sky can be dramatic. Light intrusion and glare can obscure what little night vision is available. Care is therefore required to limit night lighting to the minimum necessary for safety. Light fixtures should remain close to the ground to minimise eye level glare.

Maintenance

A realistic maintenance programme is crucial in the continuing promotion and success of a project's image. It must be remembered that even the best designed developments can be seriously compromised by poor maintenance.

Recognition of the close links between the environment and long-term economic viability will promote commitment towards improved environmental management of tourism development.

Effective environmental management practices may involve recycling and waste management programmes, energy and water conservation, staff training and visitor education and involvement.

Monitoring of the construction and operation phases of development can improve the effectiveness of environmental management practices and minimise adverse environmental or social impacts.

3.6 Operations and Management

Good planning and design of a tourism resort is only as good as the operation and management of the facility. Sustainable development requires an ongoing environmental management programme that covers environmental awareness, good practice, staff training, visitor education and environmental monitoring and evaluation procedures.

Environmental Awareness

Environmental awareness is growing throughout the world and more and more tourists are attracted to destinations that take care of their environment. The promotion of sustainable development in Mozambique can only bring positive results. It can provide a basis for achieving sustainability in the planning and design of tourism facilities, encourage responsible decisions in energy and water conservation and waste management and emphasise the importance of bio-diversity.

Environmental Management

A proactive approach to environmental management may include a commitment to continuous improvement in the areas of tourism management. Possible co-operative working agreements between government, tourism operators and the community should be established, such as sponsoring environmental management and/or conservation education activities and monitoring sensitive ecological sites.

Staff Training

Producing an environmental management manual or plan is an essential factor in developing a proactive approach. A clear environmental policy statement or code of ethics which is adopted and endorsed by management will ensure compliance to environmental management standards. This policy would guarantee responsibilities of key personnel towards the environment, along with the training and communications procedures employed to inform and educate employees about the policy.

A policy statement could include realistic environmental management objectives and targets. Procedures and targets may be specified for environmental issues such as environmental protection, waste management and recycling, energy and water conservation, education and research, purchasing or cleaning policies, landscaping and visitor education.

3.7 Check List for Managers

For large-scale tourism developments, it may be necessary to employ an environmental officer to establish environmental procedures and supervise and monitor their practice. Consequently, the impact of tourism development upon the surrounding environment could be monitored. Staff training will ensure how to improve environmental performance. Fostering innovation within the development and amongst staff will encourage improvements in environmental management and performance.

Visitor Education

In tourism developments that are properly planned, the environmental work often becomes part of the marketing package, as environmental constraints - such as landscape features, inland waters, bird life - become blended into the development and gradually become part of the attraction to tourists.

Monitoring and Evaluation

If possible, baseline data should be collected before any construction or development commences. If the development has been in operation for some time, an environmental audit, or an audit of some aspects of performance (such as energy or water conservation and efficiency, or waste management practices) may be useful in providing baseline data and in identifying specific areas where alternative practices can contribute towards improved environmental performance.

A monitoring programme should record regulatory requirements and set realistic management and performance targets or standards, such as for example, 10% reduction in electricity use.

It should also establish performance indicators that are easy to measure and that might indicate specific problems preventing the achievement of specific targets. Regular data collection, record keeping and reporting procedures to examine actual performance will need to be established.

The inclusion of the following environmental action ideas into the design and management of hotels and lodges will not only positively impact on the surrounding environment but also will yield significant cost reduction opportunities and strategically position the tourism facility to tap into the growing and viable consumer market for sustainable tourism development.

Management

- work with nature as opposed to overriding it when designing, installing, or modifying facility systems and structures
- foster a greater level of local involvement in the planning, development and operation of the facility
- develop a means of expanding the role of the facility in the local community to sustain mutual environmental interests through monetary and/or civic activities
- establish executive level commitment to the environmental programme
- staff meetings to educate staff about environmental concerns
- empower employees to implement environmental principles
- conduct an environmental audit
- plant trees for cooling, using native trees.

Maintenance

- minimise the use of non biodegradable cleaning products
- keep air conditioner filters clear
- fix leaks promptly
- buy unbleached paper towels, toilet paper, coffee filters etc
- adopt areas for clean up.

Energy/recycling/water conservation

- use the sun rather than electric clothes dryer
- install water saving faucets and shower heads
- keep buildings cool by using shades, shutters etc on sunny side
- programme for wastewater recycling
- employ computer controls for energy use
- maximise the use of solar energy
- help initiate a recycling programme for the area.

Restaurant/coffee shop

- minimise the use of throw away plastic cups, plates etc
- minimise the use of non-biodegradable cleaning products.

Shops

- minimise aerosols that contain fluorocarbons
- minimise polystyrene foam products
- minimise the use of plastic bags where possible
- purchase bulk items where possible
- print anti garbage and conservation slogans on paper grocery and shopping bags
- print anti garbage and conservation slogans on clothing sold in shops
- install can crushers to recycle aluminium cans
- recycle newspapers.

Interpretive and promotional ideas

- publish a conservation newsletter on subjects such as don't waste (take home partially used bathroom articles)
- use conservation posters.

4

URBAN DESIGN GUIDANCE

There have been many definitions of urban design, mostly overly complex. Urban design is about creating places. That is the arrangement of the buildings and the space between them. Urban design is not 'big architecture', neither is it 'little planning', it is the overlap between planning and architecture - a multi-disciplinary activity which aims to produce attractive and usable environments.

4.1 The Public Realm

A continued and concentrated effort is required to improve and maintain a physical setting which is visually interesting, distinctive, comfortable and inviting for tourists and local residents. This is particularly important for the heritage areas such as Ilha de Mozambique.

The public realm is the most important part of a place. It is where visitors and locals meet. It is defined as being those areas which normally lie between recognised frontages of buildings. It is where the greatest amount of human contact and interaction takes place, thus it extends from the street, parks, pedestrian areas of the city and towns into buildings which enclose and line them.

4.2 The Key Elements of Urban Design

A Place for People

To be successful as a tourism destination, the tourism areas must be successful as a **place** for people. Although a unique waterfront, cultural heritage areas, good vehicular access and convenient parking are all valuable assets, it is the quality of the experience of walking through an area that is the most fundamental measure of its success as a **place**.

The place should:

- Offer easy, convenient and continuous pedestrian access between shopping, accommodation, activities and other uses.
- Establish a high level of amenity and, human scale and physical and psychological comfort.
- Provide opportunities for social interaction as well as opportunities for observing the life of the place.
- Encourage activity on the street and in a variety of public spaces.
- Foster the variety that provides opportunities for choice, surprise and adventure.

Certain sorts of physical elements play a key role in the success of the development of places:

Paths - they are channels of movement - streets, alleys, main roads etc. - and many people include them as the most important features in their images of the place (for example the narrow alleys of Ilha de Mozambique historic areas).

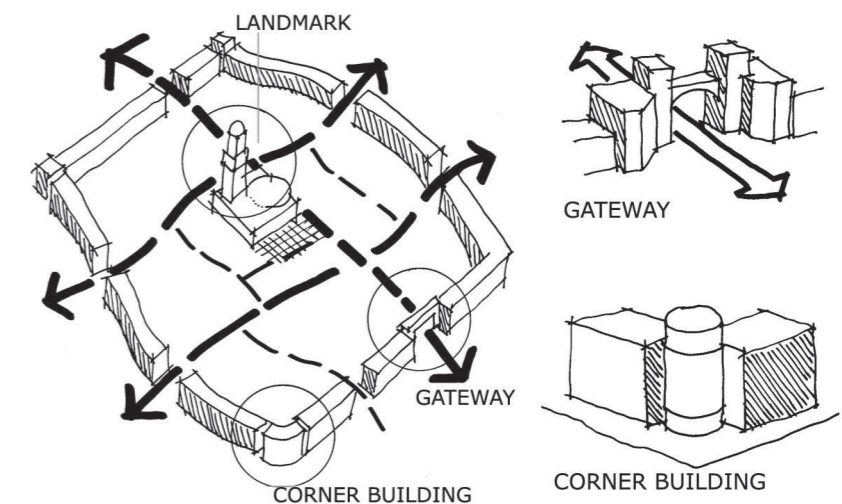
Nodes - nodes are focal points.

Landmarks - in contrast to nodes, which can be entered, landmarks are point references which most people experience from outside.

Edges - edges are linear elements which are used to define paths and the waters edge.

Districts - paths, nodes, landmarks and edges all constitute the place - the Tourism Action Area.

The following sections are based on these elements.



4.3 Spaces

The City Square

Each city should have a heart. The design of this space will have a significant influence on its capacity to attract and accommodate a variety of activities. The primary design considerations include the relationship between the public space and the adjacent streets, the type and amount of seating provided, the potential for flexible use, the level of physical and psychological comfort and the level of amenity, including the degree of attention paid to quality.

Relationship to the Street

Maximum visibility and accessibility of the public space must be provided. People enjoy watching pedestrians walk along the footpath and people visible within the space draw other people. Visibility is also important for security.

Comfortable Seating

One of the most important factors influencing public space use potential is the number and variety of opportunities for sitting. Plenty of seating areas should be provided; a good rule of thumb is to require on linear metre of seating space for every 30 square metres of plaza area. Seating can be built into the space in the form of steps, walls and ledges. The use of fixed individual seating should be avoided; movable chairs, in addition to conventional benches, allow users maximum flexibility in choosing where to sit and how to relate to other people.

Flexible Use

The design of the Square should avoid dictating single, specific uses of space by creating, for example, an amphitheatre that is used only during limited special events periods. Nor should the central place be cluttered with a large number of fixed elements. Broad paved areas should be provided where intensive activity is anticipated. To maximize flexibility, raised planters and other massive fixed furniture elements should be avoided, especially in the centre of the space.

Comfort

Trees of substantial size should be provided within the public space to create a sense of scale and provide a canopy of shade. The area located under a tree canopy tends to become the zone most intensively used for informal activities (meeting friends, people watching).

Dark coloured paving materials should be used to reduce glare and heat reflection. The use of special paving materials will create a sense of richness and visual interest. Public art, sculptures and banners should be used to stimulate and please the senses.

Quality and Simplicity

In designing the Square, it is important to recognize the quality at all scales, from the overall concept to the smallest detail.

The highest possible quality in materials and detailing will provide an expression of concern for human values as well as durability and maintainability. The basic elements such as paving, trees, seating and lighting should receive first priority.

Other Public Spaces

Smaller public places are important to help build a special identifying focus in the tourism areas. These public spaces can act as connectors or links between areas, entrance definers and amenities and catalyst for private development.

Design

In designing these smaller public places, all the criteria for the City Square should be applied and scaled appropriately to the size of the space.

Location

The location of smaller public spaces is also important. They should relate to pedestrian streets and other public spaces as part of an integrated system. In addition, they should be located to capitalise on the importance, landmark potential and higher levels of activity occurring where paths of pedestrian movement intersect.

Small Parks

Parks contribute to a tourism area's character by creating refreshing counterpoints to the urban setting. These green spaces provide opportunities for informal recreation and play an important image building role. In designing these spaces, emphasis should be placed on establishing high quality lawn areas and tree planting. Informal planting designs are desirable. Simplicity in design is the key to success.

The waterfront is a special space opportunity. The water's edge serves as a natural magnet for people and as a valuable recreational and visual resource. Open views and access to the water should also be preserved along the streets that terminate at the water's edge.

Interior Public Spaces

In future developments, galleries, atriums and arcades provide interior social spaces and pedestrian connections that make the area more interesting and enjoyable for shoppers, residents and visitors. Light, plants, water features, shop fronts and cafes can energize these spaces to create a marketable identity for individual projects and a new dimension to a tourism area. Visibility and accessibility from the street are crucial in ensuring that interior public spaces are well used.

Landscaping

Canopy street planting is one of the tourism area's most important streetscape features and probably one of the best urban design investments. Besides providing a unifying visual link between spaces, planting also has many other uses. Tree planting can create an outdoor microclimate which is conducive to comfortable living. Outdoor spaces must take account of the climate, especially the heat in the afternoon which must be overcome by the provision of shade and shelter.

The use of planting can also:

- Screen elements such as car parks, buildings and trash bins and define the street edge.
- Be used as a space definer to give unity or to link a building with the landscape
- Frame a view.
- Bring nature into an area and create wildlife habitats.
- Improve energy efficiency by establishing shade to buildings.
- Soften and quieten an area where extensive hard surfaces are used.
- Reduce the effect of glare from sunlight by dappled light and movement.
- Reduce heat build up on hard surfaces which make both people and plants uncomfortable. The introduction water also helps to 'cool' the environment.

The choice of species needs to take account of the ability to withstand adverse climatic conditions of sun and heat and possible shortage of water.

Car Parking

One of the most important issues in making a tourism area a quality place for people, is the way parking is handled. A tourism area cannot have a pedestrian orientation, a concentrated diversity of uses or a continuity of street level activity if parking receives the highest priority. Although an adequate supply of convenient parking is essential, it must minimise the land area required.

To minimise the impact of parking on visual quality, parking frontage on major routes and key pedestrian streets must be strictly controlled. Car parks should be designed to operate efficiently, but they should also be as attractive in appearance as possible.

4.4 Street Furniture and Paving

'It's not what you do, it's the way that you do it', is probably the cardinal rule in furnishing urban spaces. Urban spaces are our outdoor living rooms and the choice of furniture and especially the manner in which it is sited, are major elements in the visual success or failure of the surroundings.

Street Furniture

The highest quality street furniture and streetscape materials should be used. The fundamental elements of a quality public environment - seating, trees, lighting and paving - should receive top priority. Maintenance should be considered with the initial capital funding strategy.

Five criteria have been set out to be considered in the selection process of street furniture:

Suitability or fitness for purpose is clearly a crucial factor. Is the sign big enough or too large for its function? Is the seat comfortable, as well as looking good?

Size and scale are not always considered sufficiently when street furniture is selected.

Materials and their psychological impact are important. A concrete seat will certainly look heavier than a wooden one, even though its size is similar.

Maintenance is clearly a major factor.

Fixings and mountings need consideration in that multiple use and flexibility can improve the versatility and reduce the number and range of supports needed.

Seating

While an ample amount of well designed seating is important in increasing the tourism area's level of comfort, the street is not always the best seating location. Seating opportunities can be provided in the design of buildings, parks and squares by using ledges, steps and walls, as well as moveable tables and chairs and more conventional benches.

Seating areas should generally be protected from main pedestrian routes and they should cater both for those who like sun and for those who prefer shade. If seating is located on the street, it can best be accommodated in a broad pedestrian zone, arranged perpendicular to the street, providing opportunities for people watching. It is important for seating to be arranged, not with geometric order in mind so much as with appreciation of how people will enjoy the location.

Bins

A vocabulary can be built up combining other essential items of street furniture, thus simplifying the overall problem of co-ordination. The choice of materials should harmonize with local building materials. Reconstructed stone or easily cleaned fine exposed aggregate concrete is an obvious choice in city areas.

The obvious rule is therefore to site bins close to the point of litter production in positions where they can be integrated with other elements of street furniture and where they can easily be emptied.

Bollards and Planters

As with most other elements, co-ordination and simplicity are the most effective disciplines, particularly as regards to the design of bollards, planters and flower boxes.

Where modern railings are needed to protect pedestrians, something straight forward, bold and sturdy should be chosen. Aluminium with a suitable finish, iron, steel and timber are all possibilities. A simple steel tube, bent to form both post and handrail, might be a sufficient barrier in some places.

Advertising and Signboards

Advertisement signboards are often placed where they obscure views or are insensitive to adjacent buildings. It is important to balance advertising revenue with townscape considerations and boards should only be located where they do not cause visual disruption. Places where large advertising boards and spaces are appropriate are:

- To screen unsightly buildings.
- To screen large, unattractive infrastructural works.
- To relieve large blank façades when the space is designed as part of the building.

Advertising of every description should be controlled to the fullest extent.

Paving

The choice of surface is a critical element. The selection should relate to the users of the area, for example vehicle movement, pedestrians, dual use, seating, parking, planting and should be consistent throughout. The materials and appearance of the flanking buildings need to be taken into consideration. It is a matter of balancing usage with physical quality in terms of durability, colour, texture and pattern.

Designers and architects sometimes fall into the trap of considering pedestrianation in two dimensions - as a plan - usually providing banding and geometric design in paving. This is often treated with apathy by actual users of pedestrian areas. Do less, better and provide simple, uncluttered but high quality environments.

The aim should be to enhance and complement existing structures rather than to display excessive visual virtuosity, which can sometimes detract from the existing scene.

Memorable Streets

A co-ordinated series of improvements can make a tourism area feel special and welcoming and using local designers and artists can achieve the most from limited financial resources. Public art, including the use of sculpture, fountains and building graphics, can become one of the tourism area's identifying themes. Even utilitarian components of the urban environment - manhole covers, fire hydrants, fencing and signs - can become art when carefully designed.

In addition to supporting the identity of downtown, public art can help humanise the environment. It can introduce a sense of humour and add meaning to the area. Flags, banners, new signage and colourful awnings and canopies can all help to make the place memorable, user friendly and fun to visit. Special street lights and lighting effects at relatively low costs can make quite ordinary buildings seem magic and help to make the area seem livelier and safer by night.

4.5 New development

Infill Development

Infill development, which repairs and strengthens the urban fabric by eliminating gaps created by vacant lots and surface parking, is a development priority. The pedestrian spine, primary routes and local streets are the priority locations for infill development. Infill buildings must be sensitively designed to reinforce the positive characteristics of the existing architecture and theme of the tourism area.

A blend of old and new buildings can add variety, interest and depth to a tourism area's visual character. Similarly, strong contrasts in building design can be exciting and dramatic when they create meaningful focal points and landmarks. But to be effective, the contrasting structure must be set within a relatively quiet context of similar buildings. In small areas, strong contrasts must be carefully introduced to avoid destroying the existing order. If infill buildings are to be compatible with existing development, they must be reinforced with elements that create design linkages. Each block and each street will have its own vocabulary.

Major New Development

The principal challenge in designing major development projects is the successful incorporation of large scale structures into the existing context. The use of development briefs with the proposals reviewed by the Design Review Panel, is highly recommended for key sites within the tourism areas such as Ilhe de Mozambique.

Setting Appropriate Height Limits

A number of considerations determine the appropriate maximum height of new development. One important consideration will be to determine the capacity to accommodate increased traffic and parking demands without negatively affecting the quality of the street level environment and overall identity and human scale of the tourism area. However, the consideration should not ignore the fact that design treatment of the street level is just as important as the height of the building.

Skylines

Some basic principles on design and location are outlined below:

- Tall buildings should not be located in areas where they destroy an existing coherent townscape of merit.
- Tall buildings can add to the drama of city skyline. They should therefore be located carefully to emphasize a place or define an area.
- Tall buildings should preferably be located where they mark a gateway or terminate a key view.
- Tall buildings should only be located where they don't adversely affect the environment in terms of overshadowing and wind effects; particularly sensitive are public open space areas.
- Tall buildings are very prominent, their design should therefore be of the highest architectural quality in form and detail.

4.6 Lighting up the Tourism Areas

Lighting places and buildings is both an art form and a science, with much more to it than merely choosing attractive lamp standards and calculating suitable spacing for them. The real challenge is to understand what we are really trying to achieve. Do we, for example, really want each route to be lit at the same brilliance? Would it be better for lighting along a route to build gradually to a maximum and then taper off? Can the light change colour - to signal something. We have some special key buildings that, if lit correctly, can enhance the image of the area.

The successful design of outdoor lighting calls for a special awareness of the qualities of the place.

Lighting Buildings

Historic buildings, with rich architectural detailing and focal points, can become prominent highlights when lit at night. New buildings of architectural interest should be articulated at night through appropriate lighting. Developers and architects should be encouraged to consider the night time contribution of the building at an early stage. Entertainment buildings are a key to the night use and need a bright and welcoming appearance after dark.

Water and light together make for a memorable night time. New development on the waterfront, particularly for public use, should exploit this potential.

Lighting for Safety

The tourism areas at night should be perceived as places that attract people. Key pedestrian routes must be well lit. Spaces must present this night time vitality if they are to be well used. The areas should be a night time spectacle. They should be judged by night as well as day and it is vital that new developments contribute to their night image.

5

COMMUNITY ACTION PLANNING



Introduction

Community Action Planning (CAP) will play a major role in the overall Tourism Development Programme in Northern Mozambique. CAP will provide the local community with the opportunity to make known its feelings and fears, hopes and aspirations, suggestions and preferences, to the planners, implementers and politicians. CAP is essentially dynamic, pro-active, collaborative and community-based. It is not, however, an alternative to conventional planning. Rather, it is a valuable addition to the development process.

Components of the CAP process are suggested here, and can be applied to each of the Priority Investment Areas (PIAs), Tourism Action Areas (TAAs) and to community tourism projects elsewhere in Northern Mozambique.

5.1 Setting the Stage

It will be important to encourage widespread community participation in the development of tourism in the PIAs. It is sometimes assumed by those who are based outside communities, that local residents are happy to become involved in tourism, or other new activities. In fact, it is best to discuss with the community the ideas that have been conceived for the area, in a preliminary way, to enable residents to begin to assimilate information, to have discussions among themselves and to find out what the next steps are.

At this point, it would be useful to Set the Stage (Table 1) and have discussions about:

- What the Conceptual Land Use Planning and Design framework for tourism said about their area.
- Explanation about tourists and what they are looking for.
- Deciding in principle if they would like to be involved in tourism.
- What types of projects have happened elsewhere.
- What the possible conservation benefits would be.
- What other options there are for sustainable development in the area or region.

If the community is not interested or committed, resources would be best used on community development projects elsewhere. While in general, the local communities in the PIAs want the benefits of tourism, it is probable that community residents may lack a general understanding of what is involved and what the potential may be. Table 1 illustrates examples of the kinds of activities, products and services, etc., which the community may consider developing to complement their core project and to derive related benefits.

Table 1: Community Experience Opportunities

Activities	Canoeing, boating, hiking, fishing. Village stories, legends, myths. Wildlife viewing, bird watching. Boat building. Cooking. Craft making (pots, woodcarving, matt/basket weaving). Traditional clothes making.
Static Displays/ Buildings	Art. Resource/interpretive centres, information centres (e.g., in shops, or kiosks). Historic buildings. Living attractions (tours, etc).
Performances	Dancing of different types. Song, music.
Products & Crafts	Silverwork (jewellery). Pottery (needs revitalising). Clothing making. Antique furniture. Wood carving. Matt weaving (bags, purses, hats, etc).
Nature-Based Foods	Fresh fish (fishing, catching, cleaning, selling, cutting). Herbal teas, herbal medicines and explanations, teaching. Vegetables (village markets). Fruits – all the tropical varieties, plantation or home grown.
Events	Fairs (weekly). Other (shows, school related, fairs, markets, crafts shows, sports events). Historic (festivals). Festivals (dancing).
Services	Tour operations (inbound, receptive, site specific) themed tourism. Physical activities, nature trails, historic and cultural tours, environmental tours, dancing. Accommodation, guest houses, small lodges, camping. Shops and retail outlets (food and beverage, convenience items – water unsweetened drinks). Transportation.

5.2 Community Action Planning Steps

Community tourism planning will need to address a series of steps. Table 2 summarises a logical series of steps for community tourism planning. The steps do not necessarily have to proceed in order, as some tasks may already have occurred in some communities. It should be noted that while the Planning Steps are set out below, important activities are in the Setting the Stage component, and the Communicating component of this guidance note. The latter is particularly important since much better communications are required between the different agencies, government, stakeholders and the general public.

1. Develop Vision and Goals

The community might not use such terms as 'vision'. However, a project starts with a few individuals with a vision - a practical dream of how a specific local area can work for economic benefit, conservation and visitor enjoyment. This makes a good starting point. Visions can focus efforts on specific goals. Clear visions can help groups to understand and support development and conservation efforts.

A thorough discussion of everyone's ideas and suggestions will assist in developing project goals. It is also useful to talk to people to find out what is important to the community, any issues, what is planned for the project area and to think about possible links with the Tourism Development Programme. This helps establish the general requirements and outline for community participation and involvement in tourism, based on the review and concept in the PIAs, TAAs and further site visits and consultation.

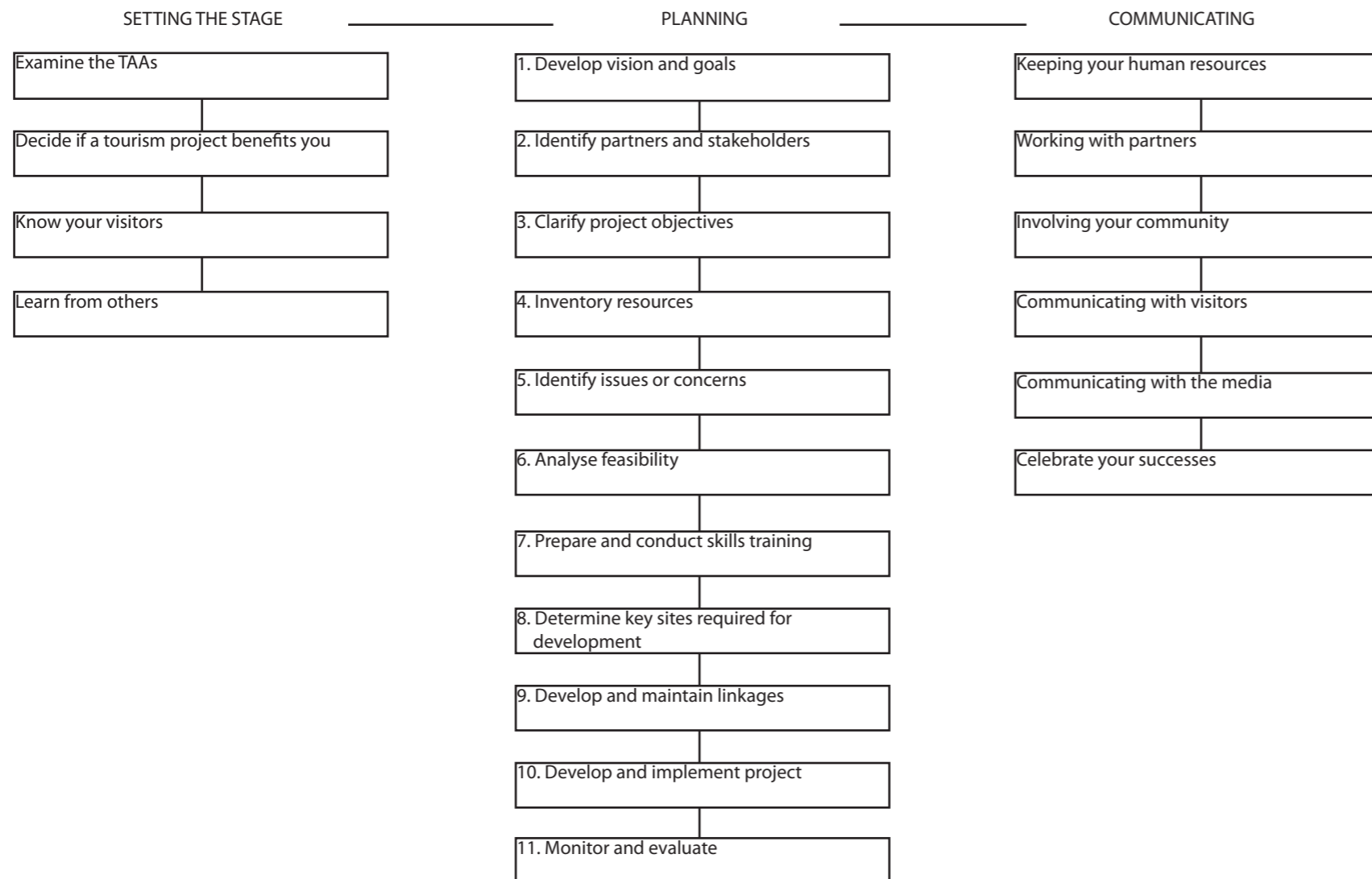
A leader(s) or project champion(s) are needed. This does not mean that an expert decides what is needed and then leads. It means that ideas, developed and welcomed by the community are not dependent on one individual, and do not collapse if the individual is not around. Also, different people may be active at different times and find the community-driven goals to motivate.

2. Identify Stakeholders and Involve Potential Partners

A collaborative approach aims to harness joint resources, expertise and enthusiasm towards a common goal. It is important to remember that all partners must get something out of the project. The idea of partnership is not only about sharing benefits, but also sharing opportunities. Which comes first, the project or a working group? Either can come first, it doesn't really matter. It is simply important to invite selected interests to the "table". Provincial and local government should be involved early, as well as any prominent groups in the community whose objectives seemed to overlap with those of the initially conceived project.

Suggested partners or members of the group could be local land owners, fishermen, cultivators, those with accommodation for visitors, tourism industry, conservation groups, elected officials, religious representatives, provincial representatives, naturalists, financial community, opinion leaders. Projects are most powerful if they are supported by many, not just one player or community group. It is important to involve them all early in the process, so as to obtain their "buy in" and to benefit from the skills and contributions as early as possible, as well as their contributions to solving local issues.

Table 2: Community Action Planning Guide



Partners also need to benefit from the project, but also need to offer some contribution (support, materials, services or products in kind, advertising, training, technical assistance, volunteer time, etc). The main thing is to have the right kinds of partners - those who will champion project objectives. They may also contribute to funding requirements.

Money might be needed for:

- Correspondence and information distribution
- Advertising (events & activities)
- Logistics for events (rentals, etc.)
- Administration costs (photocopying, supplies)
- Hiring expertise
- Access to information (e-mail, reports)
- Supplies for projects (building materials, tools, equipment)

Wherever possible, visitors should be given the opportunity to contribute to the costs of the resources/programmes provided for their use and enjoyment. In many projects it is common that visitor fees cannot be charged directly (although if packaged by a travel agent, there will be charges). It is also rare that businesses/ individuals which benefit from visitors (shops, food outlets, accommodation, petrol stations, etc) contribute directly towards the potential social and environmental costs of the visitor activities. However, community projects are actually a good opportunity to involve the visitors.

There may be many different forms of community involvement in tourism – the options are not simply “outsiders operating in or exploiting the community” or “community ownership”. Outside businesses and agencies may be very positive partners. These are outlined in Table 3.

Table 3: Different Forms of Community Involvement in Tourism

Type of Enterprise/ Institution	Nature of Local Involvement	Examples
Private business run by outsiders	Employment. Supply of goods and services.	Kitchen staff in a lodge. Sale of food, building materials, etc.
Enterprise or informal sector operation run by local individuals	Enterprise ownership. Self-employment. Supply of goods and services.	Craft sales, food kiosk, campsite, home stays. Guiding services. Sale of fuel wood, touting.
Community enterprise	Collective ownership. Collective or individual management. Supply of goods and services. Employment or contributed labour.	Community campsite. Craft centre. Cultural centre/fort/museum. Guesthouse.
Joint venture between community and private operator	Contractual commitments or shared ownership. Share in revenue. Lease/investment of resources. Participation in decision-making.	Revenue-sharing from historic house, lodge and/or tour operation to local community on agreed terms. Community leases, land/resources/ concession to historic house/lodge/tour operation. Community holds equity in historic house/lodge/tour operation.
Tourism planning body/ agency	Consultation. Representation. Participation.	Local consultation in regional tourism planning. Community representatives on tourism board and in planning.

3. Clarify Project Objectives

It is important that everyone be clear early in the project, about:

- What the project is to be.
- The best way to involve the community and work together.
- What to avoid.
- Principles.
- What the priorities are.

Objectives help in actual project implementation. In addition, being clear on what people do not want may be equally important. The time taken to reach agreement on the objectives may vary with the scale of the project, the number of people or groups involved, and the number of issues to be addressed.

4. Inventory Resources, Management and Uses

It is important to understand the key features of the area, its resources, problems, who the resource managers are, and current land uses and users. Knowledgeable local people are usually sufficient to do an inventory, plus government/agency information and reports. Any information about the scientific or other value of the resources should be mentioned, as it interests the tourists. Resource use information can generally be gathered at the same time as resource inventory activities. Describe the natural resources and ecological systems, providing an overview of the features relevant to tourism and cultural landscape/history interpretation. Record the features of interest to the visitor and relevant to tourism. This is good for subsequent interpretation or PR activities.

Obtaining maps is also helpful. All the information should be summarised and where appropriate, mapped. Reports often already have the material in a useful form. Maps should show ownership, access points and any known plans (e.g., for development on, or adjacent to the resources). These maps form a base for planning the project, informing the public, and marking the geographic boundaries of the project.

Prepare an inventory of all stakeholder organisations and any existing community-based tourism/opportunities, to understand the present community and stakeholder characteristics of the area.

Questions which may be helpful for describing use, or for interpretation purposes are:

- What agency or individuals administer the proposed site/area?
- What kinds of protection or designation have been or could be given to the site?
- What, if any, transportation, commercial or recreational developments are planned for the site?
- What restrictions apply to the site, e.g., land use bylaws or municipal plans?
- Is there public access to the site?
- What natural processes can be seen at this site (flooding, disease cycles, plant succession)?
- What areas are critical to birds using this site (e.g., nesting habitat, migration staging areas)?
- What areas are critical to other wildlife using this site?
- What plants or animals are using this site (species, seasonal changes, rare endangered)?

5. Identify Issues or Concerns

This step is intended to assist in a realistic assessment of the potential for successful tourism activities, with a view to avoiding possible problems. Project managers/local coordinators must understand how visitors might impact the site, what causes wear and tear, what resources are fragile and which areas must be protected. They should also be aware of the cultural and other issues that concern the local community and the owner/manager of the tourism resources.

In a number of communities and sites in other countries, there are conflicting activities or land uses. For example, the formal and informal accommodation sector, the springing up of small shops or stalls beside any tourist attraction, licensed guides and touts. There are always likely to be issues and conflicts for any land area. These may be difficult to resolve. However, whenever an individual or group is part of a problem, they need to be part of the solution. So it is important that they be involved in the process. Usually, it is not "outsiders" who have the answers to problems, but those who will live with the future, who hold ideas or solutions. They must be involved in addressing the issues.

Similarly, there may be issues related to successfully attracting visitors, unless there is agreement about how to manage them, such as:

- Agreements with tour operators about numbers and size of groups the community wishes.
- Codes of conduct.
- Quality of what is offered or sold to visitors.
- Formal or informal zoning of areas visitors will be allowed.

Some questions for issues analysis include:

- **What?** What or who is being affected and to what degree? What information is available? Does information conflict? Is there legal basis? What is the significance to the project?
- **Who?** Who is involved in the issue? Who has responsibilities? Do values conflict? How does each party relate to one another? How can this be tackled? Where? Where does the issue occur? How widespread are the effects?
- **When?** When does or when did the issue occur? Is it a slow, steady occurrence, or an immediate, very dramatic occurrence?
- **Why?** Why is the issue happening? Is there an easily identifiable cause?
- **So What?** Examine how knowledge of these might be used in a positive fashion to educate the tourist about ecological, cultural or other interconnections

6. Analyse Potential and Feasibility

To be viable and realistic, projects must be based on an understanding of markets and how to place the product offered effectively in the marketplace. A project can be developed in different ways. For example, it could be developed in conjunction with commercial tourism operators or guides; or with non-commercial individuals or agencies wishing to attract visitors who are on day visits or just passing through; or oriented more to resources conservation. It could be stand alone, or very much integrated with a regional or larger system.

Examples of questions to help refine a project concept for feasibility study could include:

- What are the main options for the tourism project?
- What are the disadvantage and advantages of each option?
- Are the activities likely to appeal to visitors?
- What is the intrinsic appeal of the area to markets, and which markets?
- Are permits/licences required for any of the project elements?
- What facilities are needed and where?
- What would be the visitation season(s)?
- What would be the maximum number of visitors expected/desired at any one time?

It is important, also, that the expectations of both the community and the visitor are met, to realise project benefits (related to accommodation, food, payment and how, transportation, activities, products and souvenirs, and revenue distribution). Economic feasibility depends on costs, revenues and other benefits which the community might receive (e.g, jobs, technical assistance, resource conservation, or enhancement of community recreation opportunities and quality of life).

7. Prepare and Conduct Skills Training Programme

It will be necessary to prepare a skills development programme for pilot communities for community tourism enterprises. This task will include: preparation and implementation of training for an alternative livelihood programme, cooperative development, and community based enterprise development. Precise skills training related to those included in the programme, need to be determined earlier in the CAP formulation stage.

The training programme will then need to be implemented for selected communities in accordance with project requirements. Implementation of training is the main task, but it may be implemented in stages, depending on the skill sets required. In addition, it would be helpful to maximize a hands-on manner of training and possibly to use a train-the-trainer approach for each community.

8. Determine Key Sites Required

Some community projects may focus more on cultural assets (Ilha de Mozambique, Ilha do Ibo); others may focus on natural assets (Pemba Bay, Metangula). Considerations for determining sites might include:

- Reasonable opportunity for wildlife viewing - high probability of seeing wildlife, at least during a specified season(s).
- Ability to withstand visitation - fragile ecosystems or habitats with sensitive species should not be selected unless public use can be restricted or managed so as not to harm the site's natural values.
- Reasonable access - all sites should be reasonably accessible to the public by whatever is the selected means (vehicle, foot, boat).
- Scenic quality - ideally, it is best if scenic and wildlife values of the site are not be degraded by visible conflicting land uses (e.g., garbage lying around, solid waste dumps, etc.).
- Legal access - if land is privately owned, the landowner should be willing to guarantee, in writing, public access to the site.

- Significance - emphasis should be given to high-quality or significant sites, both natural and cultural heritage sites.
- Minimal conflicts - there should be few or no incompatible activities, or user conflicts.
- Interpretation - there should be special efforts to promote or interpret the values of the site, to link with community/ area attractions and the Northern Region Tourism Development Programme.

9. Develop and Maintain Linkages

The intent of the community tourism project should be to tie local opportunities into the Tourism Development Programme, to increase the potential beneficial impact. So it is appropriate to look at linkages at various levels: national, regional, provincial and local. After the sites are selected and community plans made, it should be possible to identify:

- Opportunities for theming which complement the regional strategy.
- Visitor access routes (or proposed routes) to various interpretive resources.
- Any potential linking of sites for developing local tours.
- Any duplication.
- Potential for distributing visitor flow and use of under-used areas.
- Potential conflict with other sites (e.g, cultural sites, features needing special management).
- General visitor flow to and through the area, beaches, mangroves, forest, fields, or other site.
- Potential bottlenecks or other flow problems.
- Short or longer trails or loops.

10. Develop and Implement Project

When the development project has been agreed, the needed facilities can be decided in or around the community, or at particular sites. The level of appropriate facilities may vary. The community needs to decide where and if there should be such things as: garbage cans, toilet facilities, signs, trails or boardwalks, viewing platforms, interpretive signage or kiosks, brochures, visitor centres, shops, guided tours, or any number of other facilities, tours or services. There needs to be:

- A Resource Management Strategy - to decide how the project will be run on the land, and what activities and uses will be allowed. Maps and guidelines help. Low maintenance programmes are preferable. The type and level of tourism planned must be appropriate for natural resources and cultural heritage, and consistent with the community's wishes and expectations.
- A Visitor Management Strategy - to tackle the different demands made by different types of visitors, and their different impacts. Visitor management is very important in both communities and natural areas.
- An Interpretation and Information Management Strategy - to provide information (for overnight visitors, the project, behaviour, activities, etc.), guidelines for visitors (codes or guidelines), education and interpretation (materials, signage, etc.). There should be a range of information outlets. And the kinds of interpretive information should be oriented to visitors' learning, behaviour modification and emotions.
- An Operational Strategy - to detail how the project will operate, including scheduling, construction, activities, interpretation, human resources, facility management, transportation, waste management, and safety.
- A Marketing Strategy - to indicate all the ways that local and distant visitors will be made aware of and attracted to the project. It should be realistic about the markets, indicate the contents, the communications mechanisms, and suggest partners (e.g., joint actions with a tour operator).

These do not necessarily need to be sophisticated documents, but need to address the topics.

11. Monitor and Evaluate

Monitoring the community project is very useful for success, particularly regarding visitor attitudes and satisfaction. It is also helpful for improvement, particularly regarding project organisation and management. Research and monitoring may often be carried out with partners.

The scale of monitoring often depends on project scale and complexity. The objectives developed for the project initially, as well as project parameters and identified issues, can allow the measurement of social, economic, and conservation objectives.

Continuing community participation in monitoring adds to the sense of ownership, and so to success. Some questions which might help with project evaluations are:

Questions which help evaluate project work

- Did you achieve your goal? If yes, how? If no, identify why and learn.
- Can you build on the strengths?
- Did you choose the most appropriate actions?
- Did you adjust your plan as you proceeded?
- What have you learned for the next goal?
- Did your community work well together?
- Were any key interests forgotten?
- Do you need support, e.g, group facilitation, filing, administration?
- Are volunteers maintaining commitment, or burning out?

A recurring problem with many community-based tourism projects is that they have been established as part of externally-funded and assisted initiatives, so there has been a tendency not to continue satisfactorily after the life of the aid programme. Thus it is important that:

- A reasonable time is provided for any aided project, so withdrawal of assistance does not occur too early.
- An "exit strategy" is worked out early.
- All assisting bodies and partners provide skills or know-how to the local people throughout the project.
- A strategy of long-term local ownership is maintained.
- There is use made of any private sector, NGO, local or national agency support which is ongoing.

5.3 Communications

As Table 2 showed, there is an important set of communications activities required as part of CAP activities (indeed, in any tourism activities). In tourism, agencies and enterprises are most often focussed on communicating with visitors, through marketing plans. However, all stakeholders mentioned earlier, need good communications:

- Staff - these could be paid staff or volunteers, and they have rights, as well as responsibilities, and need to know what is required of them.
- Partners - these may be for support, funds, technical assistance, communications, training, etc., and a "thank you" communication to those who provide support, is always welcome.
- Community residents - often "informal communications" is the mode of communications in villages. But more formal communications may be required for accurate information, e.g., via public meetings, exhibits, displays or posters in the biggest shop, or making a presentation at the school. Communicating with residents helps educate them about the benefits and values of the project, and explains the process as well as visitor needs.
- Visitors - visitors need information, directions, and orientation.
- Media - getting the word out is an important part of any project, whether to local regional, or national media. Partners, such as the Ministry of Tourism, may be helpful in this.
- With each other - celebrating project successes or milestones, however small, is a great positive communications tool for participants and media. Everyone likes to be involved with a winner.

APPENDICES



Appendix A:

General Guidelines for a Pre-Feasibility Study for Lease Option Application

The following items should be incorporated into the Pre-Feasibility study. It is recommended that the developer/designer discusses the proposed concept with the Ministry of Tourism and relevant government departments.

1. General Information

- General description of the project and its different components.
- Location of the site and reason for choice.
- A general picture of the phases pertaining to the various components of the project, should the project be executed in phases.

2. Planning and Design

- Maps drawn to an appropriate scale, identifying the boundaries of the site.
- Preliminary plans drawn to an appropriate scale showing:
 - schematic site analysis
 - site layout and accessibility
 - quantity and type of the main components
 - building height
- name of project architect and planner.

3. Marketing Concept (if applicable)

- Target market (geographic and demographic) and number of visitors expected.
- Marketing strategy to draw the desired number of visitors.

4. Estimated Investment

- Estimated cost of plan preparation, land acquisition, construction, infrastructure and landscaping.
- Estimated operating costs.

5. Financial Structure/Investment Requirements

- Proposed equity/loan ration.
- Origin of project equity and loan, including the overall conditions attached hereto.

6. Preliminary profit and loss projections

- These should be broken down into the different components of the projects and covering a period of 10 years.
- General explanation and applied assumptions.

7. Description of the structure of ownership and of the organisation and management aspects of the project.

A rough description of the structure of ownership and management. Name(s), contact address and work experience of the owner, the proposed developer and the manager.

8. Number of required copies to be submitted

This depends on the nature of the project. To be discussed with governmental departments.

Appendix B:

General Guidelines for a Full Feasibility Study for Lease Option Application

The following items should be incorporated into a complete Feasibility Study. It is recommended that the Developer/Designer discusses the proposed concept with the relevant government departments.

1. General Information

- Extensive description of the project and its various phases (or stages).
- Location of the site and reason for choice, mentioning attractiveness, accessibility of the site and supply services etc.
- Phasing of the different components of the project and contemplated start and finish of each phase.

2. Planning and Design

- Maps drawn to an appropriate scale, identifying the boundaries of the requested site.
- Preliminary plans drawn to appropriate scale showing:
 - extended site analysis, including topography and slope percentages, storm water drainage (via natural ditches), views, surrounding buildings, etc.;
 - detailed site layout and accessibility;
 - quantity, type and size of the different components;
 - building height and density and total build-up surface;
 - rough design of the different components and location at the site;
 - provision for sewerage, storm water drainage, solid waste disposal;
 - calculation of expected use of utilities (electricity, water and telephone);
 - sketches showing elevations and possible perspectives (renderings); and
 - proposed architectural style.
- name of project planner and architect.

3. Marketing Concept (if applicable)

- Target market (geographic and demographic) and number of visitors expected.
- Marketing strategy to draw the desired number of visitors.
- For a tourism project consisting of more than 20 units, a market analysis should be made, taking into account both local and foreign competition, covering:
 - number of units;
 - location;
 - features and facilities offered;
 - degree of luxury;
 - seasonal impact;
 - level of occupancy;
 - pricing and average revenues; and
 - existing trends and future plans.
- A consumer preference analysis should include:
 - target market inquiry as to: facilities, activities, pattern of expenditures etc.

4. Estimated Investment

- Estimated cost of plan preparation, land acquisition, construction, infrastructure and landscaping, based on realistic preliminary costs.
- Estimated pre-opening and operating costs.
- Phasing of investment requirements.

The above should be accompanied by a detailed explanation of the assumptions.

5. Financial Structure/Investment Requirements

- Proposed equity/loan ratio.
- Origin of project equity and loan, including detailed conditions attached thereto.
- Proof by a certified auditor that equity is secured and written warrant from financial investors.

The above should be accompanied by a full explanation of assumptions, indication and justification of any expected government contribution.

6. Profit and Loss Projections

- A clear picture should be presented of the cash flow, broken down into the different components of the project and covering a period of 10 years.
- General explanation and applied assumptions.

7. Description of the Structure of Ownership and of the Organisation and Management Aspects of the Project

- Description of the structure of ownership and of the managing body of the project; and
- Names(s), contact address and work experience of the owner, the proposed developer and the manager.

8. Number of Required Copies to be Submitted

- This depends on the nature of the work and should be discussed with governmental departments.

