

The United Republic of Tanzania



GUIDELINES FOR COASTAL TOURISM DEVELOPMENT IN TANZANIA

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FOREWORD

The importance of tourism to Tanzanians of today and tomorrow can not be overemphasized. Tourism is currently one of the leading economic sectors in Tanzania. Developing and utilizing tourist attractions in a sustainable way is thus vital for our national development and our livelihoods. In our endeavours to achieve this goal, the Government has developed the National Tourism Policy, Integrated Tourism Master Plan, and National Integrated Coastal Strategy to guide public and private sector alike in further developing the tourism industry.

The coastal zone is one of the tourist attractions that has vast, untapped potential to attract tourism development but is still not developed due to inadequate infrastructure. Future projections indicate that coastal tourism has the potential to generate significant employment and foreign exchange earnings. However, expansion of coastal tourism could also lead to pressure on existing infrastructure services, beach erosion from poorly sited hotels, localized pollution due to increased waste load, reduction of public access to beach, degradation of habitats, and depletion of resources. It is from this understanding that these guidelines for tourism investment development have been developed to provide both technical and procedural guidance to tourism planners and potential investors in coastal tourism facilities particularly accommodation establishments.

The Ministry of Natural Resources and Tourism is the custodian for ensuring that Tourism is developed in a sustainable way while ensuring equitable sharing of benefits to both investors and the community. Thus, it is our hope that the "Guidelines for Coastal Tourism Development" will serve as a vital tool for guiding sustainable tourism development.

Let us make our coastal tourism industry sustainable and ensure the protection of our coastal environment.



Salmon Odunga
Permanent Secretary
Ministry of Natural Resources and Tourism

ACRONYMS

CRC	Coastal Resources Centre
CTWG	Coastal Tourism Working Group
DED	District Executive Director
DMT	District Management Team
DSM	Dar es Salaam
EIA	Environmental Impact Assessment
GoT	Government of Tanzania
HKAT	Hotel Keepers Association of Tanzania
ICM	Integrated Coastal Management
MIMP	Mafia Island Marine Park
MMP	Mangrove Management Project
MNRT	Ministry of Natural Resources and Tourism
MOW	Ministry of Works
MPRU	Marine Parks and Reserves Unit
NEMC	National Environment Management Council
NLUPC	National Land Use Planning Commission
TALA	Tourist Agents Licensing Authority
TANAPA	Tanzanian National Parks Authority
TATO	Tanzanian Association of Tour Operators
TCMP	Tanzania Coastal Management Partnership
TCT	Tourism Confederation of Tanzania
TIC	Tanzania Investment Centre
TOR	Terms of Reference
TRC	Technical Review Committee
TTB	Tanzania Tourist Board
URI	University of Rhode Island
USAID	United States Agency for International Development
VPO	Vice President's Office
MLHSD	Ministry of Lands Human Settlements Development
MRLG	Ministry of Regional Administration and Local Government

INTRODUCTION

Tanzania is blessed with a vast array of natural and cultural resources that are starting to be discovered by tourists from around the globe. Though its full potential is just beginning to be realized, tourism has become one of the leading economic sectors in the country, contributing about 13 percent to the annual Gross Domestic Product (GDP) and directly employing more than 150,000 people.

It is estimated that more than 90 percent of tourists visiting Tanzania come for its superb opportunities for wildlife viewing. With its numerous Protected Areas, covering 25 percent of total land area, Tanzania continues to be committed to conserving its natural resources. The Protected Areas in the north of the country are the biggest draw for tourists. One can visit the vast plains of the Serengeti, explore the largest unbroken caldera in the world in the Ngorongoro Crater Conservation Area, and climb the world's tallest freestanding mountain, Mt. Kilimanjaro, all within a day's drive of each other.

The government has embraced tourism as one of the key sectors that can provide real opportunities for economic growth. The Government has developed Tourism Policy and Integrated Tourism Master Plan to guide both public and private sectors alike in further developing the tourism industry. Realizing that the bulk of tourist activity is located in the Northern Circuit, these planners have identified a number of other areas around the country that should receive special consideration for new tourism development. The reasons for this are three-fold: one, to reduce some of the pressures being felt in the Northern Circuit due to large numbers of tourists in the high season; two, to spark economic development in other areas of the country; and three, to diversify the tourism sector away from wildlife tourism and promote cultural and coastal, or beach, tourism. The relatively untapped potential for coastal tourism development is the focus of this document.

The government, at the same time, is pursuing a strategy of sustainable development to ensure that the economic activities of the current generation do not endanger the precious environmental and cultural resources for future generations. One of the most important areas in terms of economic opportunity and natural and cultural resources is the country's extensive coastline. A National Integrated Coastal Management Strategy has been formulated that provides detailed steps that need to be taken to ensure that coastal natural and cultural resources are utilized in a sustainable manner. One of the priorities of this Strategy is to facilitate appropriate investment in emerging economic opportunities of the coast. Potential areas of investment include prawn and seaweed farming, fishing, and of course, coastal tourism.

This document is the result of both of these strategic planning processes: the Integrated Coastal Management Strategy and the Integrated Tourism Master Plan. Its objective is to facilitate investment in appropriate, or responsible, coastal tourism.

Purpose of the Document

This document provides both technical and procedural guidance to tourism planners and potential investors in coastal tourism facilities, particularly accommodation establishments. It covers a wide range of relevant topics, from siting of tourist facilities relative to the fragile coastal environment to tips on how to establish and maintain strong relationships between hotels and coastal communities. It also outlines the procedures for obtaining approvals for new investments in tourist facilities along the coast. This document will hopefully contribute to the sustainable economic development of Tanzania's coast, not only to conserve its rich natural and cultural heritage, but also to alleviate the poverty of coastal peoples over the long run.

The document does not present rules and regulations, but rather technical and procedural advice that can assist tourism planners and investors to develop economically sustainable and environmentally and socially acceptable coastal tourism facilities.

Chapter I presents a brief overview of Tanzania's coast, focusing on the unique natural and cultural attractions found there. Special attention is given to the economic status of coastal people, as coastal tourism development should contribute to alleviating the poverty of these communities.

Chapter II provides technical guidance on issues relevant to coastal tourism. Key factors that need to be taken into account when developing project proposals and plans are highlighted at the end of each section. Potential investors should take these issues into account, as they will form the basis of any review of proposed coastal tourism investment.

Chapter III provides an outline of the investment procedures relevant to coastal tourism development. These streamlined procedures will assist both potential investors and government authorities in facilitating the investment process, ensuring transparency in decision-making as well as conducting sound technical reviews.

CHAPTER I

TOURISM AND TANZANIA'S COAST

1.1 Tanzania's Coast

Tanzania's 800+ km of coast is of critical importance to the development of the country. The five coastal regions contribute about one third of the national gross domestic product. Currently, 75 percent of the country's industries are in these coastal regions. Newly initiated activities include coastal tourism, mariculture development and natural gas exploitation. These are seen as potential resources for national economic development.

The five coastal administrative regions encompass about 15 percent of the country's land area and are home to approximately 25 percent of the country's population. Recent estimates indicate that the population of the five coastal regions has increased to about eight million, with a growth rate ranging between two and six percent. A doubling of the coastal population can be expected in as little as 10 years.

Most rural coastal communities are very poor. Hence, addressing the issues associated with the small-scale, sustainable use of coastal resources is critical to poverty eradication and slowing rural to urban migration. The economy of the coastal communities depends mainly on smallholder farming, subsistence forestry, artisanal fishing, lime and salt production, seaweed farming, livestock husbandry, and small-scale trade handicrafts. Most families in the coastal regions must be involved in more than one economic activity so that if one income to the household—fishing for instance—fails, the family still has other sources of food and income. The daily struggle for food and household income keeps people from improving their situation. Underlying this difficult situation is the poor communication and transportation infrastructure, lack of social services and lack of non-resources dependant jobs.

Pressures on the coast are increasing. More and more people depend on the water and land to generate income and provide food. They are vying

for the same limited resources. This competition, coupled with the desire to increase income, has increasingly led to destructive practices. Dynamite fishing, (while in-check today, ran rampant just a few years ago) and fishing trawlers are impacting fishery resources key to local users. These resources have declined rapidly in the last five years. Fish catches steadily rose until 1990 when they reached 52,000 tons, 5,000 tons above the estimated optimal yield. Catches dropped by 32 percent from 1990 to 1994 while effort remained the same, a clear signal of over-fishing. Exploitation and uncontrolled use of forests and mangroves occurs every day. Coastal forests have been reduced from 59,300 km² to only 1,050 km² during the last two decades. Approvals for large-scale development, which threaten large tracts of coastal area and the people that live there, are becoming more frequent. Coral mining is increasing to feed construction along the coast. In the south during 1998, in just two regions, 80,000 tons (the equivalent of 8,000 lorries) of live and dead coral were estimated to be mined and used for lime production.

In population centres, sprawl and uncontrolled land use is rampant. This is made worse by unplanned settlements, both in urban and rural areas, where there is no access to potable water and sanitary systems. In some regions, 15 to 23 percent of today's households do not have toilets, leading to health problems.

As new infrastructure, such as roads and airports, is developed, quiet coastal communities will be facing the same challenges as Dar es Salaam or Mombasa, Kenya. These include severely degraded water quality (both marine and fresh), uncontrolled land use, restricted access to the coast for traditional users, and a resource base that can no longer support fishers and mangrove cutters. In less developed areas, pressures still pose a serious threat. Managing local resources will become increasingly challenging as the population grows and the number of investors, both foreign and domestic, increases.

1.2 Coastal Tourism in Tanzania

Current Status

Coastal tourism is rather undeveloped along the mainland coast and near-shore islands. This is largely due to inadequate infrastructure along the coast, as well as government and investor focus on wildlife tourism, particularly the Northern Circuit that encompasses some of the best game viewing parks in the world (Serengeti, Ngorongoro Crater, etc.) and the exotic Spice Islands of Zanzibar. As a result, little attention has been paid to the vast array of natural and cultural resources found along the coast.

Similarly, tourism accommodation along the coast can be considered relatively undeveloped, save the peri-urban areas such as the northern beaches of Dar es Salaam and Bagamoyo vicinity. These hotels cater primarily to conference and business tourists, as well as resident tourists. Otherwise, small clusters of hotels can be found in Pangani, Mafia Island and Mtwara. Again, these hotels cater primarily to resident tourists, with the exception of Mafia Island. The hotels in Dar es Salaam and Bagamoyo tend to be medium- (40 – 70 rooms) to large sized (over 70 rooms). Elsewhere, coastal hotels tend to be small, often having less than 12 rooms. A wide range of accommodations can be found in these areas, from local guesthouses with minimal amenities to luxury boutique hotels with all the amenities.

As stated above, infrastructure constraints have played a major role in the slow growth of tourism (and other industries as well) in coastal areas. Poor and often impassable roads, inconsistent ferry services across major rivers and infrequent and expensive flights have left many rural coastal areas relatively untouched. From a tourism development perspective, this can be seen as positive in that these areas, with recent and planned improvements in infrastructure, are now ripe for investment in tourism facilities.

Currently, the coastal tourist attractions being visited, albeit on a small scale when compared to the Northern Parks and Zanzibar, include:

- Bagamoyo town and the adjacent Kaole Ruins
- the beaches and near-shore islands around Dar es Salaam and Mafia Island
- the Saadani Game Reserve (soon to be upgraded to National Park status)
- the history, culture and natural beauty of Pangani
- the expansive beaches south of Dar es Salaam
- the World Heritage sites of Kilwa Kisiwani and Songo Mnara
- untouched beaches of Mtwara
- the unique Swahili coast culture and lifestyle
- traditional sailing vessels
- excellent coral reefs for diving and snorkelling

This untapped potential has been identified in numerous forums related to tourism and coastal management over the past few years. With tourist numbers increasing in the Northern Circuit to near-capacity levels, both policy-makers and tourism industry leaders have been looking to diversify away from wildlife tourism. The recently revised National Integrated Tourism Master Plan (2001) points to the coastal areas as having great potential for new tourism development. The development of coastal tourism would enable Tanzania to attract more visitors and encourage them to stay longer, thereby increasing revenues for both government and the private sector.

An eye to the future

The outlook for the future looks fairly bright, particularly for those coastal areas that can offer a diverse array of attractions. In the near-term (0-5 years), it is expected that coastal tourism will continue to grow in Dar es Salaam and Bagamoyo, though at a slower pace than in recent years due to the fact that these areas are nearing the saturation point for hotels. Opportunities still exist for hotels that would cater to business travellers who want to spend weekend away from the urban setting but who can't spend much time travelling to more remote locations.

The coastal areas with the highest potential for new tourism development include the following:

- Kilwa District, particularly Kilwa Masoko
- Saadani National Park and environs (Pangani to the north and Bagamoyo to the south)
- Mafia Island
- Dar es Salaam city and surrounding area

A wide range of accommodation is needed in these areas, but keeping in line with the Tourism Policy, priority will go to up-scale small resorts that cater to the environmentally- and socially-conscious tourist. As the Integrated Tourism Master Plan points out, "Large-scale development is not only inappropriate in the context of the market that is sought but it also gives rise to development costs and environmental pressures that is unsustainable." Certainly, eco-tourism and cultural tourism opportunities exist, as do appropriate larger, self-contained resorts at various, isolated areas along the coast.

Over the long-term (6 – 10) years, other areas that are likely to attract significant tourism investment include the Mnazi Bay area of Mtwara and certain areas of the Rufiji Delta. Mtwara has the potential to become a mini-hub for those tourists wishing to explore the Southern Highlands and even venture over into northern Mozambique. The expanse river and tributary network of the Rufiji Delta could attract eco-tourists and adventure travellers once basic infrastructure is put in place.

Before this potential can be realized, however, much work needs to be done. Fortunately, numerous initiatives are already underway to prepare for tourism development, including the much-needed improvement of the Dar–Mingoyo road, the rehabilitation of historical monuments in Kilwa Kisiwani and Bagamoyo, the upgrading of Saadani to a National Park and the establishment of the Mnazi Bay - Ruvuma Estuary Marine Park. Tourism management plans are being prepared for priority areas and tourists are starting to trickle in to many sites.

CHAPTER II

TECHNICAL GUIDANCE FOR COASTAL TOURISM DEVELOPMENT

Coastal tourism development involves a wide and diverse range of activities, from the selection of appropriate sites for hotels and resorts to the movements of tourists to nearby natural and cultural attractions. Typically, coastal tourism development activities include site identification of coastal hotels; construction of hotels or other types of accommodation; establishment of guest facilities (i.e. marinas, game fishing, swimming pools, restaurants, sports facilities, gift shops, etc.); provision of access (i.e. airstrips, feeder roads, etc.); provision of supporting infrastructure (i.e. parking facilities, water supply systems, waste disposal systems, etc.); and development and management of off-site guest activities (water sport activities, visiting historical sites or monuments, walking through local villages and markets, etc.).

Hotels, beach resorts and other types of accommodation establishments can be considered the cornerstone of coastal tourism – without adequate accommodation, very few tourists will venture to coastal, particularly rural areas. As a result, the technical guidance provided here focuses primarily on the siting and design of accommodation establishments. However, when developing and reviewing, project proposals for coastal hotels, investors and government authorities alike should also take into account the off-site impacts of tourist activities.

The sections that follow provide guidance on how to incorporate good environmental and social practices into all facets of the development and operation of coastal tourism facilities and activities. Where possible, diagrams depicting 'appropriate' and 'inappropriate' designs and technologies are provided, along with selected references to consult for more detailed information.

The guidance should not be considered to be rules or regulations, but rather advice on how to incorporate environmental and social considerations into the planning, development and operation process. By taking these issues and ideas into consideration, developers can improve their businesses through cost-cutting measures and good relations with local communities. Government

authorities can ensure that the overall impact of the development is positive, contributing to the sustainable management of coastal resources and the poverty alleviation of local people.

Birdseye view of coastal tourism



Fig.1 An example of hotel site surrounded by a village and tourist attractions

2.1 Site Selection for Coastal Hotels

One of the first steps a potential investor will take is to identify the area along the coast to construct the hotel and corresponding facilities. (In case of foreign investor the area will be identified through TIC.) More often than not, the proposed site is along the shoreline, providing future guests quick and easy access to the beach, water-related activities and scenic views of the sea (the primary reasons tourists flock to the coasts around the world).

This preference for beachfront locations is not necessarily a problem as long as steps are taken to ensure that the other uses and users of the beachfront and sensitive coastal resources are taken into consideration. Examples of other uses include artisanal fisheries, prawn farming, seaweed farming, recreation areas and local traffic avenues (beaches are the main avenues of inter-village travel and transport along the coast). Environmentally sensitive areas include, among others, mangrove forests, wetlands, river mouths and flood plains, steep slopes and areas prone to beach erosion. Careful consideration of a number of factors is crucial

when identifying the most appropriate area for hotel development in order to avoid resource user conflicts and potentially hazardous areas. This section presents these factors and provides guidance on how to ensure that they are considered when selecting the best site for the development of a coastal hotel.

Guiding Principles:

- Land and natural environment should be appropriate for proposed development
- Development within sensitive areas should be avoided
- Local knowledge should be obtained on environmental characteristics and cultural or social importance of proposed site
- Potential resource user conflicts should be identified and avoided
- Coastal development should be concentrated in nodes, avoiding ribbon development
- Where appropriate land should be transferred from one category to another. e.g. village land to general land or general land to reserved land etc to facilitate investment and /or management of attractions or sites

Technical Guidance:

A Land Use Plan (LUP) for a coastal area should be prepared through participatory land use planning where the local community and other stakeholders are fully involved in the planning process. The LUP would include detailed maps that identify land that has been set aside for tourism development. In addition, the LUP would also provide specific guidance as to what types of structures and infrastructure would be appropriate to that specific area. As the LUP would have been developed through extensive local consultations, the potential investor would encounter little, if any, resistance from government or local communities to securing the site for hotel development conflicts will also be minimised. The LUP is flexible enough to allow for different ideas to be taken into account in order to accommodate any concerns or needs of individual developers.



Fig. 2 Drawings of simple LUP, showing areas zoned for tourism development, residential areas, public areas, etc.

Where a formal Land Use Plan, with detailed maps, is not available, the potential investor and local authorities should assist the villagers or local communities in developing a simple land use plan. This could be done through discussions about the potential sites with the local population. Residents of coastal areas may have local knowledge about the ecological process of a particular site and can provide valuable information to potential investors. Local authorities should be able to direct potential investors to other relevant studies conducted in the area. Local residents would also inform the investor about any cultural or social significance of the site, such as cemeteries, burial grounds, or other sacred or historical areas. Through this process of consultation, the local communities would become informed about the proposed development and could raise any questions or concerns about how it would impact their lives. Obtaining local acceptance of the proposed site is invaluable, as it can greatly minimize the chance of any future user conflicts.

Before making a final decision on a site, investors, with the support of local authorities, should identify alternative locations and consider the relative pros and cons of those sites. This process allows all stakeholders to be confident that the proposed site is indeed the most appropriate location for the hotel and supporting facilities. Factors to consider when comparing potential sites include, among others, the following:

- Views and opinions of local communities
- Geological considerations (slope of hills, soil composition, etc.)
- Sensitive ecosystems (The Town and Country Planning Ordinance (Cap. 378) identifies, among others, the following as ecological fragile lands for conservation: beaches, mangrove swamps, flood plains, onshore and offshore outcrops of coral reefs, estuaries, coastal mudflats, wetlands, deltas, marshlands, swamps, lagoons, streams, rivers, river valleys and banks, and steep slopes
- Degree to which landscape would need to be altered
- Proximity to basic infrastructure services, such as electricity, roads, water supply and solid and liquid waste disposal facilities
- Needs for additional land for possible future expansion
- Existing or planned development in surrounding area (tourist or other)

Box 2.1: Planning Principles for Coastal Development

Planners should consider the following principles when developing Land Use Plans or zoning schemes for coastal areas:

1. **Protect Sensitive Areas:** Development should be avoided in coastal areas that have been identified as being ecologically sensitive, culturally or socially important or potentially hazardous for development. When development in and around sensitive areas cannot be avoided, it is imperative that activities that could threaten the environmental or cultural resource be regulated, or even prohibited, by local ordinance or, if in an established Park or Reserve, relevant legislation.
2. **Locate development inland when possible:** When developing a plan for a coastal area, a critical question to consider is 'whether or not the proposed activity requires a coastal location?' If not, alternative sites inland should be considered. For example, a fish processing plant would not necessarily need to be located on the seashore as long as adequate systems could be developed to transport fish from landing sites to the plant, and from the plant to the shipping (road, rail or sea) point. In this way, the prime beach areas could be utilized for other purposes that absolutely require a coastal location.
3. **Concentrate Development in Nodes:** The natural preference for coastal hotel developers is to spread the development along the beach, thereby maximizing seafront property. Careful planning is required in order to avoid ribbon development parallel to the shoreline that is inefficient as far as provision of basic infrastructure services are concerned (water supply, electricity, and roads); and also to ensure that the scenic beauty that attracted development and tourists in the first place is not eroded. Planners should attempt to ensure that the coast does not become one long line of fenced-off beach resorts.

Project Review Checklist: Site Selection

Does the project proposal:

- Adhere to the Land Use Plan and its development conditions?
- Show that local authorities and local communities have been consulted about whether the proposed development is appropriate to the site?
- Show that local knowledge is being sought, and received, about the environmental characteristics and social or cultural importance of the proposed site?
- Take into account any ecologically sensitive areas within or adjacent to the proposed site?
- Consider the feasibility of providing infrastructure services to the proposed site?
- Take into consideration existing, and planned, land uses in the area and include plans to ensure that those uses will not be adversely affected by the hotel during construction and operation?
- Take into consideration the amount of land that may be needed for future expansion of the hotel?
- Consider alternative sites for the project and provide adequate reasons for choosing the proposed site?
- Justify the need for a coastal location?
- Take into consideration whether or not the development of a hotel on the proposed site will result in ribbon development now or in the foreseeable future?

2.2 Siting and Design of Tourist Facilities

Once the site for the development of a coastal hotel has been selected using the guiding principles presented in the preceding section, an investor should develop a detailed site plan for the entire plot of land. This site plan should show the exact location of facilities to be constructed, including reception areas, guest rooms, staff areas (i.e. kitchen, laundry facilities, workshops, etc.), restaurants, swimming pools, parking areas, access roads, etc. For each structure to be constructed, the size should be indicated as well as the type of building materials to be used. This section presents important factors to consider when developing such a site plan, particularly the need to ensure that setbacks and buffer zones are incorporated into the overall plan.

Guiding Principles:

- Setbacks and buffer zones should be used to ensure free access to and along beachfront, avoid hazardous lands and protect ecologically sensitive areas
- Development should be clustered to centralize infrastructure services and ensure open spaces
- Structures should be designed to be aesthetically pleasing and fit into local environment
- Sustainable use of local materials and products for construction and decoration should be maximized

Technical Guidance:

Factors to consider when developing within or near sensitive areas:

If the selected site is within or adjacent to ecologically sensitive areas (see Box 2.2), a number of steps should be taken to ensure that the ecological integrity of the habitats are maintained and that building on hazardous or fragile lands is avoided. In addition, since local people use the beach as the primary transport route, it is extremely important that access to and along the beach remains free and open. The most useful method of maintaining free access and avoiding damage to sensitive areas is to incorporate setbacks, or buffer zones, into the overall site plan.

Box 2.2: Sensitive coastal areas

- Rivers, river banks estuaries, lagoons and wetlands
- Rocky shores, dune systems and beaches
- Coastal forests and mangroves
- Cliffs and steep slopes
- Small Islands

A setback is a prescribed distance away from a particular landscape feature. No permanent development of any kind is permitted within this area, although small, temporary structures such as beach *bandas*, or huts, may be allowed in some cases. For example, a 60-meter setback from the high water mark along the beach would ensure that local traffic is able to pass freely and no buildings or structures would be damaged by wave action or beach erosion. The Public Beaches Planning Area Order (Government Notice No. 76, 22 May 1992) states that a strip of land of a width of not less than 60 meters from the high water mark shall be reserved exclusively for conservation and water-related human activities (defined as tourism, aqua-recreation, luxury beach hotels, and fishing). However, it may be possible to erect some few small temporary beach huts within this setback zone to allow guests to enjoy the beach without restricting access to other users.

The benefits that setbacks and buffer zones can provide include the following:

- Ecological sensitive areas protected from any physical modification
- Life and property protected against erosion
- Public resources to 'fix' erosion problems minimized
- Scenic value of the beach front maintained
- Resource user conflicts minimized or eliminated
- Free access to and along beach is protected
- Archaeological, historical or other cultural sites protected

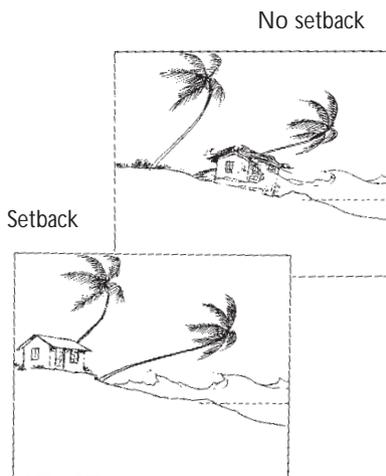


Fig. 3 diagrams of setbacks along the beach.

Buffer zones should be established around other ecologically sensitive areas to ensure that these habitats are not negatively affected during construction or operation of the hotel. For example, a nearby wetland system could be severely degraded by waste and other run-off from the construction site. To avoid this unnecessary destruction of an important ecosystem, a buffer zone should be established to protect the area from external forces. The same method should also be applied to steep slopes and cliffs since construction in these areas can seriously affect their stability, potentially causing major damage to newly constructed buildings and facilities.

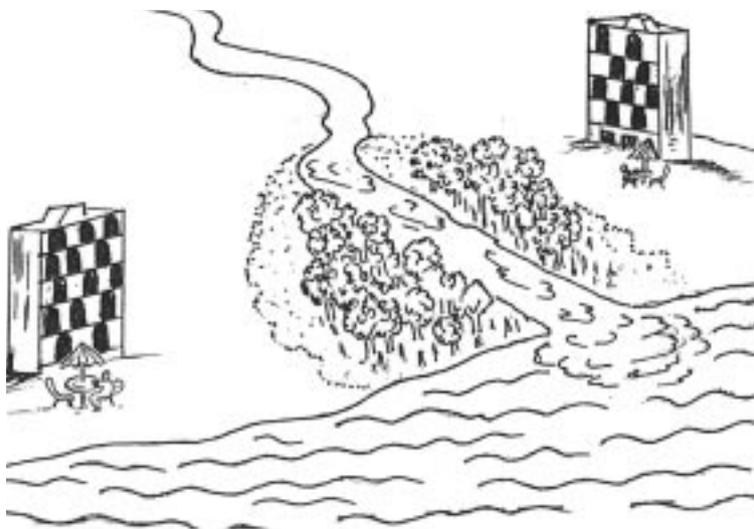


Fig. 4 diagrams of buffer zones around wetlands or forests and slopes or cliffs.

Optimal use of space: site planning considerations

Every developer has his or her own ideas about how the hotel or resort should be developed and where certain facilities should be located in relation to natural and man-made features. This individual preference makes each hotel or resort unique, an important factor that affects an establishment's competitiveness with respect to other nearby hotels. So, while specific guidance cannot be provided here that would apply to all types of establishments, some general issues to be considered during the design phase are provided with respect to the relative location of common tourist facilities.

Common areas for guests (pool, beach front, sports facilities, lounges, restaurants)

Guests typically spend the majority of their waking hours in common areas of the resort (or on off-site tours or excursions). In fact, these common areas should be seen as the centre, or nucleus, of the entire resort. Since most guests travel to the coast to be near the sea, some of these common areas should be located with a sea view. For example, restaurants or lounges where people spend time eating, drinking or relaxing should also provide nice views of the beach or other natural landscape features. Swimming pools should be located in the centre of the resort, near the beach, as many guests will want to spend a lot of time swimming and sunbathing poolside, particularly at low tides when swimming in the sea is difficult. Beach bandas can be spread out along the beachfront, allowing guests access to the water as well as privacy from other guests. Paths between the beach and the pool should be carefully planned so as to protect existing vegetation and dune stability. In some cases, elevated boardwalks may be needed.

Rooms or bungalows

Many guests will pay extra to have a room with a sea view and developers often place the luxury rooms along the beach to meet this demand. Depending on the size of the plot, particularly the extent to which it spreads out along the beach, and the number of rooms, it may not be possible for all rooms to have sea views. This is one of the reasons why it is so important to locate the common areas mentioned above in areas close to, or within viewing distance of, the sea or beachfront. This means that the rooms can be clustered around these common areas. Clustering the rooms together makes sense economically as well since all of the infrastructure services, such as water pipes or septic systems, can be centrally located and serve more than one room. Trees or other vegetation should be maintained between rooms to provide guests with privacy.

Service facilities and utilities (kitchens, work areas, pumps, generators, etc.)

Optimally, guests should never see or hear staff work stations or facilities – in fact, guests should not even know they exist. And, since these work areas do not require a sea view, they can be located inland, away from the sea and beachfront. Noisy machinery such as pumps and generators should be located far from rooms or common areas so that guests cannot hear or see them. Separate buildings or structures should be used to house laundry facilities, kitchens, and other work areas and separate paths constructed to provide

access only to staff. Again, vegetation can be used to shield these areas from view.

Access roads, parking areas and reception

Guests should be able to unload their bags and things at the reception area and then park their vehicles a good distance away from the rooms or common areas. This reduces the amount of noise from vehicles and also minimizes the amount of dust that could be kicked up and blown into rooms or commons areas. The reception area should be considered the gateway to the hotel or resort – once guests pass through the gateway, they feel they have entered a different environment.

Box 2.3: Planning Standards for Beach Resorts⁷ (Sri - Lanka)

<i>Type of Accommodation</i>	<i>Space Required</i>
a. Hotels	
Economy	10 meters ² /bed
Average	19 meters ² /bed
Luxury	30 meters ² /bed
b. Seaside Holiday villages	15 meters ² /bed
<i>Infrastructure</i>	<i>Requirement</i>
a. Water (daily consumption per person)	500 – 1,000 litres/day
b. Sewage Disposal (no main system)	0.3 ha/1,000 persons
<i>Tourist Facilities</i>	
a. Swimming pool	3 meters ² of water/user
b. Open space (seaside resort)	20 – 40 meters ² /bed
<i>Beach Capacity (for resort excluding facilities)</i>	
a. low standard	10 meters ² /person
b. medium standard	15 meters ² /person
c. comfort	20 meters ² /person
d. deluxe	30 meters ² /person
<i>Resort Density</i>	
a. low density	20 beds/hectare
b. high density	60 – 100 beds/hectare

Aesthetics: Maintaining a sense of Place

Hotels and related tourist facilities should not degrade the visual amenity of the coastal landscape, primarily because it is exactly this environment that attracts visitors to the coast in the first place. Buildings should blend into the local surroundings, creating an aesthetically pleasing combination of natural and man-made environments. The architecture and design of buildings should reflect the identity of the local culture and environment. After all, a hotel shaped like a pyramid might be appropriate in Egypt, but not along the Swahili coast. The following are some ideas on how to ensure that the hotel reflects the local context of the coast:

- Use local materials in construction: many hotels along the coast use makuti, or braided palm branches, as roofing materials, much like many of the native houses found in nearby villages. If using *makuti*, however, it is important to take precautions against fire as it can be highly flammable, particularly in the dry season. Besides being aesthetically pleasing, makuti is also relatively inexpensive and widely available in most coastal areas. Other local materials that are aesthetically pleasing are the wooden poles used to frame the large makuti bandas. However, care should be taken to ensure that the poles are coming from a sustainable source to prevent clear cutting of forests to meet increasing demand from hotels.
- Decorate rooms and commons areas with locally-produced furniture and art: using locally-made chairs or other furniture, woven mats or painted gourds can add to the guests' feeling of a sense of place. Investors and local artisans should discuss what materials and skills are available locally and work together to create a unique, authentic atmosphere.
- Limit the height of structures to blend into surroundings: buildings or other structures, particularly in rural areas, should not be taller than the palm trees found along the coast. By doing this, the natural view shed of the coastal area is maintained.

**Project Review Checklist:
Siting and Design of Tourist Facilities
Does the project proposal:**

- Identify sensitive habitats or hazardous lands and incorporate protection measures such as buffer zones or setbacks?
- Incorporate a reasonable setback from the high water mark to ensure free access along the beach and protect structures from wave action and beach erosion?
- Ensure that the buildings and structures blend into the local environment, creating an aesthetically pleasing atmosphere?
- Adhere to the development conditions as stated in the Land Use Plan, particularly with regard to maximum allowable height of buildings?
- Maximize open space by clustering rooms and locating service areas away from common areas?
- Maximize the use of local materials and products from sustainable sources for construction and decoration?
- Take into account international standards for resort or hotel density?
- Take into account materials and costs for future maintenance of facilities?

2.3 Landscape Design and Vegetation Management

The tropical environment found along the coast is one of the primary attractions for tourists coming from colder climates in Europe or North America. Native species of plants and trees provide a real sense of 'getting away' for these tourists, who often find themselves becoming quite interested in exotic species of flowers and the different varieties of palm and other trees. Native species also attract a variety of animal and bird-life, another great attraction of the coast. Simply by utilizing and managing existing vegetation, a tropical, exotic paradise can be created that will be sure to please guests.

Creating a natural aesthetic is not the only reason to carefully consider landscape design. Vegetation also provides numerous environmental services, such as shade from the hot sun, anchors to minimize erosion of dunes and hillsides, privacy barriers between rooms and between guest spaces and work places, and even can serve as a natural filtration system for wastewater (see Section 2.4 on water issues).

Development in coastal areas can pose great threats to existing ecological processes. Typically, developers clear existing vegetation from the construction area in order to be able to 'create' a new environment that fits their site plan. However, this can cause numerous problems such as erosion of hills, the disruption of avian migration patterns and the introduction of intrusive, or alien, species. Careful planning and design of on-site vegetation can not only create a tropical ambience but also contribute to the protection of coastal habitats and the minimization of operating costs. This section provides a number of important factors that should be considered when developing site plans and landscape designs.

Guiding Principles:

- Sensitive coastal habitats should be protected (i.e. mangroves, aquatic flora, wetlands)
- Clear-cutting of existing vegetation should be avoided during construction to eliminate need for replanting
- Introduction of alien or intrusive plant species should be avoided
- Aesthetics and environmental services of vegetation should be considered

Technical Guidance:

When developing site plans, and certainly before construction begins, developers should evaluate the soil types and site conditions, particularly the site's exposure to natural elements (i.e. sun, wind and sea spray), the potential for hillside erosion and site contour and elevation. Further, the developer should identify the ecological characteristics of the natural habitat, including the role of existing vegetation. It is important to identify the types of plants and trees, their location and how they are grouped together in order to fully understand the habitat and its processes and functions. Any changes to existing vegetation should take these processes and functions into account in order to eliminate potentially damaging outcomes.

One way to ensure that the integrity of the habitat is protected is to retain as much existing vegetation as possible. While the construction of facilities will of course require the removal of some vegetation, an understanding of the environmental services the ecosystem provides allows the developer to make important decisions as to what types of vegetation may be removed and what types should remain. Retaining existing vegetation has economic benefits as well in the form of cost savings on watering. Non-native plants and vegetation may

require large amounts of water to survive in the coastal climate, while native species can survive on existing rainfall and groundwater supplies. As a general rule, removal of existing vegetation should be avoided; however, when impossible to avoid, only native species should be planted.

As stated above, vegetation can provide important environmental and aesthetic services. Hillside erosion can be minimized through the planting of shrubs or trees that have extensive root systems, effectively holding the soil in place. When the development is planned for slopes, careful consideration should be given to the role of existing vegetation in protecting against erosion. Vegetation buffer strips should be maintained along the shores of nearby water bodies, such as lagoons and rivers. This helps to minimize erosion, increase the filtration of contaminants and retains a healthy habitat for flora and fauna.

Developers should utilize vegetation strategically to create shady areas for guests to escape the hot midday sun. Designing the site plan to utilize existing shade trees can effectively reduce the need for continuous (and costly) artificial cooling systems (i.e. air conditioners). Further, establishing natural vegetation privacy barriers can be an effective way of providing guests with privacy as well as eliminate views of unsightly work areas, such as maintenance sheds, laundry facilities and kitchens.

Box 2.4: Mangroves

Mangroves are salt-tolerant forest or swamp ecosystems that provide numerous environmental services. Through the actions of their extensive root systems, sediments and land-based debris are effectively trapped before reaching coastal waters. As a result, mangroves are important to the health of near-shore ecosystems such as sea grass beds and coral reefs that require clear water for growth. In addition, mangroves are extremely productive ecosystems that function as feeding and breeding grounds for many species of fish, shellfish, prawns and crabs.⁸ Unfortunately, many coastal hotel developers have been indiscriminately clear-cutting mangroves to create sandy beaches for their guests. While sandy beaches are indeed important to a coastal hotel, the long-term environmental impacts can prove quite costly due to increased rates of erosion, damage to coral reefs and reduced fish catches.

To address this issue, the Government has developed a Mangrove Management Plan to ensure that this important coastal resource is protected. The Forestry and Beekeeping Division, MNRT, must approve any cutting of mangroves. In all cases, extensive cutting of mangroves is prohibited.

Project Review Checklist: Vegetation Management

Does the project proposal:

- Identify the major features of existing vegetation and incorporate them into the site plan?
- Identify and show an understanding of the ecological services existing vegetation provides and include plans for protecting it during construction and operation?
- Consider the option of creating a temporary nursery for those plants and trees cleared for construction to be replaced once construction is complete?
- Show commitment to avoiding the introduction of non-native species onto the site?
- Show commitment to planting plants and trees that require minimal amounts of watering?
- Include plans to utilize plants and trees for shading and privacy barriers?

2.4 Water Supply And Liquid Waste Management

Fresh water is a relatively scarce resource along the coast. The principal source of water is groundwater. Very few areas of the coast have piped water storage and distribution systems. Typically, wells or boreholes are dug to reach the water table and then either pumped to the surface or drawn up with buckets. Very few studies have been conducted on the hydrological cycle to determine the available quantity of fresh water; however, as with most other tropical coastal areas, it can be assumed that supplies are limited.

It is commonly understood that tourist hotels and resorts require vast quantities of water. The main water uses include bathing, housekeeping, cooking, laundry, landscaping and swimming pools. The World Tourism Organization (WTO) estimates that tropical beach resorts should plan on a daily consumption of water per person of 500 – 1000 litres per day. There is a need to identify sources of water that meet this demand but do not reduce available water supply to nearby villages and businesses.

Similar to water *quantity*, very little research has been done on fresh water quality in the coastal zone outside of the large urban areas of Dar es Salaam. Factors that effect water quality include salt-water intrusion, run-off from agriculture and contaminants from household, commercial and industrial wastewater. As for water supply, wastewater treatment facilities are virtually non-existent along the coast. Protecting the quality of the water supply is an important task that hotel developers and local authorities should consider when designing and approving sewage treatment facilities. This section provides guidance on how developers can plan their hotels and facilities to conserve water and minimize pollution of groundwater sources.

Guiding Principles:

- All relevant factors should be considered in siting and design of wells and septic systems
- Natural or alternative sewage treatment systems should be considered in order to reduce costs and potential for contamination
- Closed cycle' systems whereby water initially used for human consumption is recycled for use in landscaping.
- Water conservation techniques to decrease water use and reduce operational costs should be instituted
- Hard surfaces should be minimized to reduce run-off and allow for sufficient water absorption
- A hydrological survey of water resources along the coast should be carried out to establish a scientific base for planning of tourism facilities

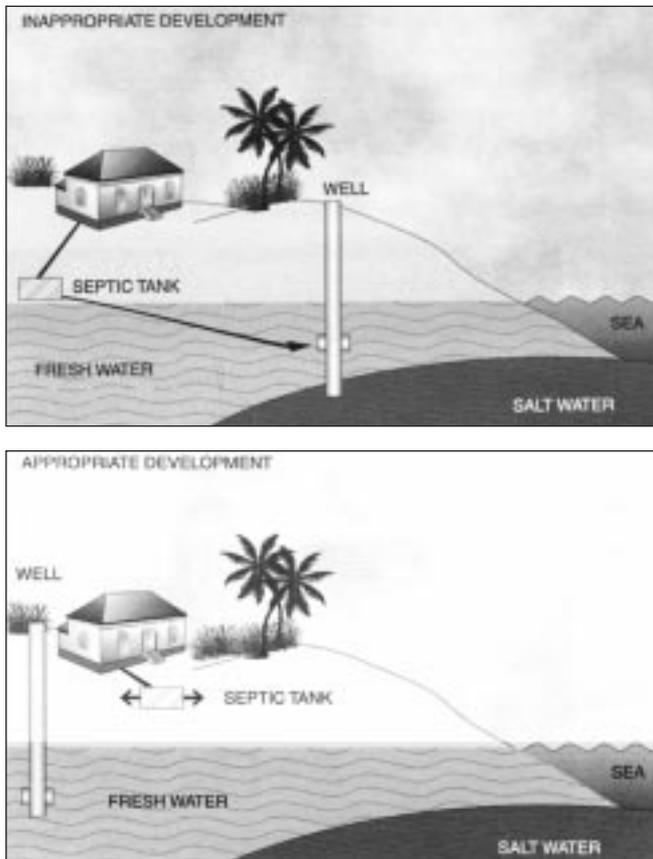
Technical Guidance:

Siting and Design of Water Wells

Knowledge of the site and careful siting and design of water delivery systems can ensure a consistent supply of fresh water and minimize potential for contamination. The following steps should be followed in the planning stage

1. Locate water sources and determine water needs. Identify sources of fresh water on-site or nearby and estimate demand for water during construction and operation at full capacity, taking into account seasonal fluctuations in rainfall and tourist arrivals.
2. Identify and locate potential sources of contamination. Possible sources include pit latrines, industrial wastewater, septic tanks, run-off during heavy rains or fertilizers from agricultural activities.

3. Conduct a hydrological survey prior to drilling. This study will help determine the optimal location and depth of well or borehole. It is recommended that studies be conducted in the dry season to establish the lower limits of water availability.
4. Design wells to eliminate intrusion of contaminants and salt water. One inexpensive and effective method is to install a horizontal tube at the bottom of the vertical pipe. This ensures that fresh water flows horizontally into the wellhead.



*Fig. 5 Diagram of water well with horizontal tube
Siting and Design of Septic Systems*

A septic system consists of a holding tank and leach field that filters contaminants from the wastewater.

Poorly designed or located septic systems can have serious negative impacts by polluting surface water bodies and ground water stores. Taking the following steps into consideration can greatly minimize these potential impacts.

1. Consider the location of existing wells and buildings, both on-site and in adjacent areas. To minimize the risks of contamination, septic systems must be located at least 30 meters away from any water wells; 7 meters from any stream, cuts or embankments; 1.5 meters from any paths, walls, buildings or property boundaries; and 3 meters from swimming pools or large trees. Situations where contours or steep slopes exist, particularly where soils are porous, may warrant an even greater distance between septic systems and water wells.
2. Evaluate depth of water table after rainy season to avoid contamination. Leachate liquids, waste after solids have been separated out, should not flow towards wells or into the water table. Establishing the highest level of the water table after the rains and locating the septic system above this level will help to eliminate any chance of water contamination from wastewater.
3. Consider the soil type and contour of bedrock. Septic systems should be located at least one meter above the underground rock ledge to minimize possibility of leachate liquids flowing along the top of the rock ledge and into the groundwater or directly into the sea.

All sewage should be treated to at least secondary, preferably, tertiary levels before being discharged into the ground. The following simple septic system design can effectively treat sewage wastes and even be a source of water for irrigation of hotel gardens. The important feature is the addition of a final treatment step through the use of constructed, or artificial, wetlands.

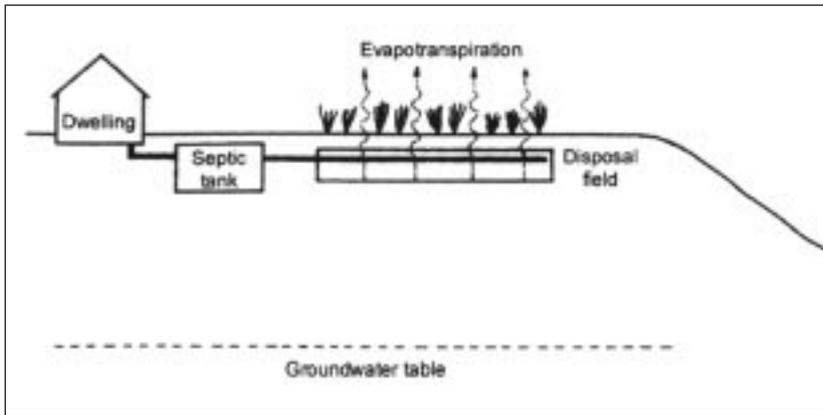


Fig. 6 septic tank and evapotranspiration bed.

The septic system consists of three components:

- An impermeable, underground septic tank (traditional design) that filters the solid wastes and begins the process of biological decomposition
- A sealed tank with two cells or treatment compartments, constructed of concrete and containing gravel. A variety of wetland plants are then planted on the surface. These plants' root systems serve as filters of the wastewater (the solids have been removed in the first septic tank).
- A garden of native plants surrounding the drain fields of this second tank utilizes the remaining nutrients in the wastewater.

One of the major advantages of this system is that it does not require chemicals, pumps or other mechanical devices. The only maintenance required is the occasional de-sludging of the first septic tank and pruning of the wetland plants on the two tanks to stimulate their growth. This cut vegetation can then be used for animal fodder or supplies for artisanal baskets or weavings (it is not recommended for human consumption).

Water conservation techniques

A number of options for reducing water consumption are available, including the methods provided below:

Low-flow toilets and faucets

Installing low-flow faucet heads on showers and sinks can save large amounts of water, particularly kitchen sinks. These devices are quite inexpensive and can reduce water demand significantly over time without affecting guest satisfaction (see Box 2.5 for importance of guest education in water conservation). Placing a brick in toilet tanks can reduce the water used for each flush, which again can, over time, result in substantial water savings. Installing a foot pedal in kitchens to turn the tap on and off can prevent staff from leaving the tap open because their hands are full (tap can only be turned on while person is standing at the sink or basin).

Composting Toilets

Composting, or dry conservancy, toilets do not require any water for flushing. Waste is composted in the toilet system itself, effectively reducing the bulk of the waste and producing high nutrient compost. Other materials, as with all composting systems, must be added periodically to facilitate the decomposition process. The heat generated by the composting process evaporates any moisture. The composting chamber is ventilated through a pipe fitted with a small fan at the top. Properly functioning composting toilets will reduce to a great extent any foul odours from escaping the composting chamber.

Rainwater Harvesting

Collection of rainwater during the rainy season is a relatively easy way to increase clean water supply. A system of eaves, or gutters, places around buildings that channel water to a holding tank is simple to install and maintain. The major difficulty, and expense, is building a holding tank large enough to store enough rain water to make this a viable option. However, where other sources of water is in short supply, this may be a cost-effective option.

Reduced Daily Laundry Services

Minimizing the amount of laundry done on a daily basis can significantly reduce water consumption. A number of hotels put signs in hotel rooms asking guests to conserve water by using their own towel more than once. This is a good method of reducing laundry loads; however, one of the obstacles to the successful implementation of this conservation method is that housekeeping staff are often unsure about whether the guest wants a fresh towel or is willing to use their same towel again. More often than not, the staff person, not wanting to get into trouble, will take all towels every day for washing.

Box 2.5: Staff and Guest Education on Water Conservation

Hotel owners and managers can take a proactive role in educating their staff and guests in the values of water conservation. Training staff on the conservation measures that have been incorporated into the hotel design will encourage them to use water efficiently. If a monitoring system can be put in place, staff could receive small bonuses if actual water consumption is less than a pre-determined target level over a period of time.

More and more tourists want to understand the local context when they travel. Providing them with basic information on water scarcity and the hotel's active role in water conservation will make them more prone to watch their own consumption carefully. Small signs placed at strategic locations (bathrooms, outdoor rinsing showers, etc.) can be an effective way to get the message across without 'forcing' guests to comply.

Minimize hard surfaces to reduce run-off and allow absorption

Large areas of hard surfaces (concrete, compacted soil with little or no vegetation, etc.) can prevent rainwater from soaking into the ground. This valuable rainwater runs off before it can be absorbed. Minimizing the area covered by hard surfaces, particularly on slopes, can be an effective way to allow ground water supplies to be replenished during the rainy season. Small troughs with vegetation running across these slopes can slow the run-off rate and allow absorption. However, care should be taken to prevent water from collecting on the surface for long periods of time, as these can be excellent breeding grounds for mosquitoes and other insects.

Project Review Checklist: Water And Sewage

Does the project proposal:

- Identify adequate sources of water to meet expected demand?
- Provide results of, or call for, studies on groundwater levels during dry and rainy seasons?
- Provide assurance that other water users will not be affected by construction and operation of hotel?
- Include a comprehensive plan for the siting of water wells and septic systems to eliminate possibility of on-and off-site contamination?
- Provide assurance that septic systems will not allow leachate fluids to enter into ground water or the sea before being treated?
- Consider the option of using constructed wetlands in the design of septic systems?
- Include plans for water conservation that could include low-flow toilets and shower heads, composting toilets, rainwater harvesting, or reduced daily laundry services?
- Show commitment to implementing a staff and guest water conservation awareness program?
- Minimize hard surface areas to reduce run-off?

2.5 Solid Waste Management

The tourism industry produces relatively large amounts of solid waste. Building materials and construction waste, kitchen scraps, packaging materials (i.e. empty bottles of water or shampoo), etc. are common examples of solid wastes produced by hotels and guesthouses. Some areas of the coast are covered by waste collection services, particularly the urban areas. However, this service is not available in more remote areas. Care needs to be taken to ensure that waste is disposed off properly to minimize the impacts of pollution to the coastal environment. This section provides simple methods to minimize the amounts of waste and dispose of unavoidable waste in an environmentally friendly manner.

Guiding Principles:

- Waste should be minimized during construction and operation
- Reducing, Reusing and Recycling can lower operational costs and protect sensitive ecosystems from pollution
- Proper storage and disposal of wastes can minimize aesthetic and environmental impacts

Technical Guidance:

Reduce, Reuse and Recycle

There are many different ways that a hotel can effectively minimize and manage solid wastes. A key step is to ensure that all wastes are separated and properly stored.

- **Reducing** the amount of packaging of supplies is an easy way to decrease total waste volumes. One method is to buy supplies in bulk rather than in individual containers. For example, hotels can install refillable soap and shampoo dispensers in guest bathrooms instead of providing individual bottles or bars, each with its own wrapping. Also, buying drinking water in bulk (18 litre bottles) rather than individual one-litre bottles can reduce waste (the large bottles are reused) and increase profit margins on drinking water. Catering practices that minimize food wastage should be developed, such as portion controls or pre-ordering of meals.
- **Reusing** certain items, or finding other uses for a product once consumed, can also aid in reducing quantities of waste. In addition to refillable soap and shampoo dispensers, hotel staff and guests should be encouraged to

use coffee mugs or glasses instead of paper or plastic cups. Torn or soiled bed-sheets and towels should be reused as cleaning cloths. Some materials that a hotel may consider waste could in fact be used by local communities for a variety of purposes, from handicraft production to building construction and repairs. Separation and proper storage of wastes can facilitate the reuse of these materials by the local communities. It is important to consult with community members to determine what, if any, waste products could be reused.

- **Recycling** is one of the most common ways of managing solid wastes by reprocessing waste materials into useful products. Unfortunately, the recycling capacity of most coastal towns and villages is quite low. However, hotels and guesthouses can work with local communities and governments to initiate simple recycling schemes. Care should also be taken to purchase products made from recycled materials whenever possible, particularly paper, plastic and glass products. Organic wastes can easily be recycled into nutrient-rich fertilizer for hotel gardens (see Box 2.6).
- Separation of waste in the kitchen is required through use of different kinds of dustbins, e.g. separate dustbin for: plastic bottle, food remains and papers tins and cans and glassware.

Box 2.6: Composting

Composting can be an effective way to minimize the amount of waste sent to landfills and produce organic fertilizer for gardens. Accommodation establishments should develop a composting system and train employees, especially kitchen and gardening staff, on the importance of separating organic wastes from other non-biodegradable wastes. Many coastal people are already familiar with composting methods and can assist hotels in establishing and maintaining a composting system.

Solid Waste Storage and Disposal

All solid wastes should be separated into major categories (foodstuffs, paper, plastic, metals, etc.) and stored separately. Food scraps not used for compost should be sealed in airtight containers to eliminate odours that could attract animals, such as dogs or other scavengers. Containers of potentially harmful cleaning agents or pesticides should be rinsed carefully with grey water and stored in a well ventilated, locked shed or building.

Waste collection is normally undertaken by local or municipal governments in urban areas; however, very few coastal towns and villages offer this service. Hotels and guesthouses should consider the following options for waste collection and disposal:

- Transport waste to a pre-arranged site where it can be collected by local collection services
- Offer to pay local authorities, individuals community groups, and private sector to collect wastes from the hotel site
- Transport waste directly to the disposal site, or landfill
- Develop an on-site waste disposal system

When hotels or resorts are located in areas not served by an existing waste collection and disposal service, developers should take care to design and implement adequate systems. Establishing an on-site disposal system may be the only option available to these establishments. In all cases, plans for waste disposal should be discussed in detail with local authorities and experts prior to granting of final approval of the project. Local communities and authorities may be interested in working with the hotel to develop a sanitary landfill that can be used by all parties.

Proper siting and design of on - or off-site sanitary landfills is imperative to minimize damage to nearby terrestrial and water resources. When selecting an appropriate site, the following factors should be taken into account:

- The expected quantity and types of wastes to be disposed off
- The type of soil and location of available land for such purposes
- The level of technology needed to develop and operate the landfill (low-tech solutions should be given priority)
- The economic costs of different options, particularly if costs are being shared with local authorities and/or communities

Coastal areas are particularly sensitive to pollution and run-off, so great care should be taken to identify the proper site and design for the development of a sanitary landfill. The porous nature of coastal soils and proximity to groundwater or coastal water bodies can lead to potential pollution. Landfills are land uses which certainly do not require a coastal location and should therefore be located inland whenever possible. Transport costs from the coastal hotel to the inland site would need to be taken into account when selecting the appropriate site.

Wastes dumped in a landfill must be covered daily by inert material such as soil, sand, gravel or wood chips (sawdust). This cover layer prevents scavengers or flies from gaining access to the waste. Important factors to consider when identifying an appropriate site for a sanitary landfill include:

- Soil composition: soil should be impermeable to prevent run-off pollution of groundwater sources or a liner should be installed
- Rainwater drainage: there should not be any drainage channels entering or leaving the site
- Groundwater levels: the excavated site should be above the highest groundwater levels (i.e. after the rainy season)
- Proximity to wells or other water bodies: the site should be at least 30 meters away from wells, boreholes, streams or rivers

Previously excavated areas, such as quarries, can be suitable sites for landfills. In all cases, the site should be protected by fences or walls and screened from view by trees or other vegetation.

Project Review Checklist: Solid Waste Management

Does the project proposal:

- Assess the potential to use local waste collection and delivery services?
- Identify specific areas to be used as a landfill and show evidence that local approval has been obtained?
- Include plans to minimize and dispose of wastes during construction?
- Include plans to reduce the amount of waste generated by the hotel, through buying in bulk and using refillable dispensers?
- Show that suppliers and manufactures have been consulted for information on re-usable or recyclable materials?
- Include plans to reuse certain materials or products?
- Show that the local community has been consulted about what types of materials they could reuse?
- Include plans to recycle materials and products?
- Include plans to develop a composting scheme for organic wastes?
- Include plans for secure storage of wastes to keep flies and scavenger animals away?
- Suppliers and contractors have been consulted for materials to be reused or recycled.

2.6 Energy Supply

Power supply along the coast is quite limited outside cities and towns, although even these urban areas are subjected to planned and unplanned power cuts. Almost all coastal hotels have their own power source, whether used as the primary source or as a back-up system. Diesel generators or inverters are the most common sources of power for these establishments. This section provides guidance on how hotels can cut costs by conserving energy as well as some ideas on utilizing renewable energy sources, such as solar and wind power.

Guiding Principles:

- Energy conservation measures can significantly reduce operating costs
- Natural cooling systems should be considered as alternative to costly artificial cooling systems
- Renewable energy sources can complement traditional generator and grid supplies

Technical Guidance:

Energy Conservation Measures

Building and landscape design

Hotels can take numerous measures to reduce energy consumption and costs. During the design phase, developers should incorporate innovative design ideas into their building and landscape plans to maximize natural cooling systems. The following aspects of building and landscape design can assist in creating a naturally cool environment, thereby reducing the need for constant air conditioning.

- Buildings should be designed to maximize airflow through the structure. Developers should take into account the prevailing winds and breezes and ensure that adequate openings or windows are included. Air openings should be low enough to cool guests sitting down. The inlet openings should be smaller than the outlet openings to increase air flow through the room. Walls and other partitions should be avoided to create an open floor plan that allows air to travel freely through the room.
- The north and west faces of rooms and buildings should be shaded by overhangs or trees whenever possible. These sides of the building typically receive the most sunlight and simple shading methods can greatly

- reduce the interior ambient air temperature.
- Shrubs or bushes should be planted alongside the buildings. Air is cooled as it passes through the foliage by evapotranspiration.
- Sites for common areas or public spaces should be located to maximize breezes and minimize direct sunlight.

Optimal use of electrical appliances

Hotels can also implement energy-saving techniques to reduce daily power needs. One of the easiest ways to significantly reduce daily power needs is to ensure that any electrical appliances in the guests' rooms are used only when the guest is in the room. This can be achieved through a key or card system whereby power is supplied to the room only when the guest has inserted the room key or card into a special wall outlet. This system will cut off power to the room when the guest removes the key or card whether or not fans, lights or AC's have been manually turned off.

Another method to ensure energy conservation is to cut the power supply to guest rooms for certain periods of the day. Typically, guests will spend most of their time outside of their rooms during the day, relaxing on the beach or at the pool, snorkelling or visiting off-site attractions. As a result, guest rooms do not need power during these times. If necessary, a common shower room can be used by those guests requiring a hot shower during the day. Cutting the power supply from 9am to 4pm can greatly reduce energy costs without inconveniencing the guests.

As discussed under Section 2.5, reducing daily laundry loads can minimize water use as well as conserve electricity. Encouraging guests to reuse towels and sheets can greatly reduce the operating time of laundry facilities.

In all cases, staff and guest education is vital to the successful implementation of energy conservation measures. Once the reasons have been explained, most guests will have no problem adjusting their daily routines to the fluctuations in power supply.

Renewable energy alternatives

Solar

Solar panels can be one option to generate electricity from a renewable resource. While the initial investment costs may be high, the long-term savings may be considerable, particularly for those hotels in rural areas that are not connected to the main power grid.

Wind

Windmills are another source of renewable energy that could result in long-term savings on energy costs. Care should be taken to identify locations where the operating windmills do not cause excessive noise pollution or affect avian flight patterns.

Biogas

The use of biogas generated from decomposing wastes or animal dung is another renewable option for small-scale energy generation.

Project Review Checklist: Energy

Does the project proposal:

- Estimate energy needs during construction and operation, taking into account seasonal fluctuations in tourist arrivals?
- Identify adequate sources of power, whether from the grid, generator, or other source?
- Provide plans to include a back-up power supply system in case of grid failure?
- Incorporate natural cooling features in landscaping and building design, such as open floor plans to maximize air flow, orientation of rooms with respect to sunlight, use of shade trees, etc.?
- Include plans to conserve energy by utilizing energy-saving appliances, regulating use of electrical appliances or cutting power off during certain times of the day?
- Include the development of staff and guest awareness schemes on energy conservation measures?
- Consider options for alternative energy sources, such as solar or wind power?
- Ensure that windmills, if planned, will not negatively affect avian flyways?

2.7 Strong Community Relations

The development of hotels and associated tourist infrastructure can have significant impacts on the lives of people living in the vicinity, particularly in rural coastal areas. Often times, a hotel or resort may be the largest business in remote areas and will attract much attention from surrounding villages and towns. The influx of visitors, often foreign tourists on holiday, can also be a source of great interest for coastal peoples, many of whom have not had much contact with outsiders before. For these and other reasons, it is important that good relations are initiated and maintained between the hotel and local communities. This section provides guidance on how tourist hotels and resorts and local communities can take steps to become good neighbours that work for each other's mutual benefit.

Guiding Principles:

- Local communities can be an excellent source of knowledge, labour and supplies
- Village or cultural, tourism in surrounding areas can enhance the tourist's experience
- Local people should be able to perceive some benefits from the hotel establishment – the more tangible the benefits the better

Technical Guidance:

Open lines of communication

The most important aspect of being a good neighbour is to establish and maintain open lines of communication from the beginning of the project. Information should be provided to the potential investors about natural and cultural features of the area through valuable local knowledge when selecting an appropriate site for a hotel or resort. The acquiring this information should be facilitated during participatory Land use Planning process. Once the site has been selected and agreed upon, investors can benefit from local knowledge and materials that could be cost-effective building supplies. Open lines of communication with local leaders will ensure that any potential problems can be handled with little conflict or effort.

While it is important to explain how the development of the hotel can strengthen the local economy through job creation and purchase of local supplies, it is extremely important that the potential investor avoids making promises about economic benefits that may prove difficult to keep. Once expectations are raised, it is often difficult to please everyone, even if the tourism industry is providing extensive local benefits.

Local labour, products and materials

During the construction and operation phases of the hotel, local people should be given preference when jobs become available. It is important to note that not all the necessary skills and experience will be available from the local community; however, in the long-run, it may be more cost-effective to train these persons rather than import staff from other urban areas or even abroad. When selecting local staff, it is imperative that investors refuse to hire child labourers.

Box 2.8 Hotels and Communities

The three tourist hotels in Ushongo, Pangani District, have entered into a contractual agreement with the local village whereby a percentage of the hotels' revenues are channelled to the village to fund specific development activities. Under this type of arrangement, care has to be taken to ensure that the money is utilized for the intended purposes agreed by all parties to the contract.

On Chole Island, Mafia District, the hoteliers have been assisting the Chole village in developing a new school, a modern market and a water well. Working closely with the hoteliers, the village has developed a 'village tour' that allows guests to get first-hand knowledge of the island from trained local guides. Guests to Chole Island make contributions to the village economic development fund that oversees these development activities.

Many building materials and supplies are available locally. Investors should consult local authorities and community members to identify sustainable sources of supplies and handicrafts or artwork. In many cases, local communities have not had experience providing materials and supplies to hotels, so the investor may need to provide guidance to local artisans and farmers so that they can develop the capacity to meet the demands of the hotel in terms of quantity and quality. Assisting local communities to supply foodstuffs and artwork can save the investor time and money in the long run by minimizing the need to import items from urban centres or even abroad.

Another way investors can create strong community relations is to assist local villages to develop village, or cultural, tours and encourage guests to take them. This helps to create a comprehensive tourism destination that can only improve the business prospects of the hotel in the long-term. Many existing hotels are using innovative methods to develop and maintain strong community relations (see Box 2.8).

Project Review Checklist: Strong Community Relations

Does the project proposal:

- Show that the local people have been consulted extensively about the proposed project?
- Take all comments or objections from community members into consideration?
- Show that the local people have been informed about what benefits they may receive as a result of the development? Are these perceived benefits reasonable?
- Show commitment to hiring local people during construction and operation? Are there any plans for training or mentoring local staff?
- Show that opportunities for the use of locally produced supplies, such as artwork, furniture, fruits and vegetables, etc. have been identified in collaboration with community members?
- Show that opportunities for cultural, or village, tourism have been explored in collaboration with local communities?
- Show commitment to maintaining a system of open communication between the hotel management and local communities?
- Consider working with community leaders to set up a village development fund and offer to make small contributions?

Other things to consider:

- Do the local people have a good understanding of what their roles and responsibilities are in terms of the development of tourism in their area? Do they understand the importance of maintaining a clean and secure environment for guests to enjoy?
- Do the local people understand and accept the changes that will occur as more and more tourists start visiting the area?

2.8 Managing Off-Site Tourist Activities

The preceding sections have dealt primarily with the development of a coastal hotel and its potential impacts on the local environment and community. Hotels can be considered the core of tourism activities since most of a tourist's time is spent on the grounds of the hotel. However, many tourists enjoy engaging in activities that take them beyond the hotel boundaries. Activities such as water sports, walking or hiking, visits to cultural monuments or historical sites, shopping at local markets or just wandering through nearby villages take the tourist out of the sphere of the hotel.

It is the responsibility of all stakeholders, including the hotel management, local authorities and villagers, to ensure that such excursions are positive ones, both for the visitors and local people alike. This section provides some guidance as to how to develop off-site tourist activities, as well as how to ensure that such excursions are enjoyable for all parties concerned.

Guiding Principles:

- Tourists should be encouraged to go on excursions to nearby attractions
- Tourists' activities should contribute to local economic development
- Tourists should enjoy a safe, clean and hassle-free environment at all times
- Carrying capacity levels and/or codes of conducts should be adhered to at all times
- Attractions must be maintained and developed

Technical Guidance:

Potential excursions and activities for tourists

Tanzania's coast offers numerous opportunities for active tourists. A diverse array of potential excursions or activities can only add to an area's attractiveness as a tourist destination. Hotels, local government and local communities should work together to identify and develop these opportunities in order to attract

more visitors and encourage them to stay in the area for a longer period of time. Attempts should be made to involve the local communities in providing guide and other services for visitors, not only because they are the real hosts and know the local area quite well, but also because it is an opportunity for them to derive some economic benefits from tourism. Hotels can assist local groups to design and manage these tours and activities to meet the needs of their guests.

The following is a partial list of potential tourist activities along the coast:

- Water sports: boating, fishing, snorkelling, SCUBA diving
- Hiking or cycling along the beach or inland
- Tours to local villages to see how coastal people live and work
- Tours to historical or cultural sites
- Interpretive eco-tours to unique habitats, such as mangroves, coastal forests, lagoons, or estuaries
- Wildlife or bird watching
- Attending local musical and drama performances
- Visiting local artist colonies to see how handicrafts are made
- Fishing with a local fisherman on a dhow

Carrying Capacity

The carrying capacity, or upper limits of use of an area before serious environmental or social problems start occurring, for coastal tourism attractions should be assessed by government in consultation with local communities and tourism operators. Unchecked visitation to, and pressure on, sensitive or fragile sites such as historical ruins and monuments or coral reefs can destroy the very thing that draws tourists to the area in the first place. By setting limits to the numbers of tourists that can visit an attraction at one time or even in one day, local authorities and tourism operators can ensure that the attraction will continue to be enjoyed for years to come.

Codes of Conduct

While carrying capacity addresses the numbers of visitors to a particular site, the impacts, or actions, of those visitors also need to be addressed. While interactions between tourists and local people are predominantly positive ones,

where each group can learn about the other's way of life and customs, there are cases where conflicts can emerge which threaten the health of the tourism industry in that area. Problems such as theft or harassment can be avoided if all parties are informed and follow some basic guidelines for behaviour. These Codes of Conduct provide visitors with a list of issues or factors to consider when venturing out on tours or excursions and interacting with local communities. At the same time, the Codes of Conduct provide the assurance of the local communities that they will welcome visitors that respect their customs and value systems.

Codes of Conduct for tourism typically consist of a list of things tourists should not do (i.e. Do not touch live coral while in the sea). However, a more positive approach can be used to get the same message across without sounding too prohibitive (see Box 2.9 for some examples). Local communities and hotel staff should work together to develop Codes of Conduct specific to the activities or excursions found in their areas. These Codes, if developed in a consultative manner, can then represent an informal contract between the local communities and the tourism industry. Hotels should provide each guest with a copy of the Code of Conduct, but it could also be posted in various places where visitors and local community members can see it easily.

Box 2.9: Sample Code of Conduct

Welcome to _____!!

Please remember that you are a welcome guest. Please enjoy our natural environment, culture and warm hospitality. To make your visit more pleasurable, please make sure you do the following:

Do ask us if we would like to have our pictures taken - and remember to send us a copy!

Do buy our goods and handicrafts - and remember to bargain with a smile.

DO help us preserve our natural environment by:

- putting trash into proper bins
- Looking at our beautiful plants and flowers without taking them
- Enjoying our wildlife without feeding them
- Enjoying our coral reefs and marine life without touching or taking anything

DO help us preserve our historical and cultural heritage by:

- resisting temptation to remove objects or alter monuments or ruins
- refusing to buy historical artifacts, such as coins and pottery.

DO bask in the sun on our beautiful beaches and remember to cover up when venturing into the village or town.

DO ask us if you may enter our homes or gardens.

DO resist giving money or gifts to individuals unless it is a tip for excellent service.

DO contribute, if you desire, to our community development fund. Boxes for contributions can be found at _____.

DO feel safe when walking around but remember to leave your valuables at the hotel or guesthouse.

DO ask to see our schools and dispensary and give us advice on how to improve them.

DO sign our guest book and make suggestions on how we can be better hosts.

And one thing you must never do:

DON'T forget to tell your family and friends about your wonderful visit to _____!

Project Review Checklist: Managing Off-Site Tourist Activities
Does the project proposal:

- Identify the off-site activities and excursions that guests may engage in?
- Show that local authorities and communities have been consulted about the management of those sites or activities, particularly entrance or user fees, maximum numbers of tourists allowed at one time, etc.?
- Show commitment to developing Codes of Conduct in collaboration with local communities?
- Show commitment to developing an awareness program to sensitise guests on local cultural and social values?

CHAPTER III

INVESTMENT PROCEDURES FOR COASTAL TOURISM DEVELOPMENT

This chapter provides an overview of the investment process for coastal accommodation establishments. It provides a road map for investors to follow - it does not provide detailed information on every step of this process, but points the investor to the appropriate institution or agency. The primary objective is to provide investors with enough information to get started on the process and to assist government agencies in understanding their roles in facilitating investment.

Overview of Investment Process

Step 1: Getting Started

Initial contact and preliminary consultations between investor and government

Step 2: Developing the Proposal

Investor develops project proposal based on extensive consultations with local authorities and communities

Step 3: Proposal Review and Revision

A fluid review process with continuous feedback between technical personnel and investor

Step 4: Permits and Final Approval

Investor obtains necessary permits and receives final approval from government to begin implementation of proposed project.

Step 1: Getting Started

The first step is to contact the key institutions that facilitate the investment process and to determine which process a particular investment should follow:

Key government institutions

The Tanzania Investment Centre (TIC) is the one-stop centre for investment and should be the first contact for all investors. TIC offers a range of services to potential investors, including investment incentives (i.e. tax holidays) and advice on how to move through the investment process easily. A number of key government agencies are represented at TIC, including Immigration, Ministry of Lands, Tanzania Revenue Authority, among others. TIC can also arrange meetings for investors with other key agencies to facilitate the investment process.

The Ministry of Natural Resources and Tourism (MNRT) is the lead technical agency responsible for tourism development, and is therefore an important contact for potential investors. The Tourism Division can provide valuable information to investors in terms of the current status of the tourism sector, the outlook for tourism growth, and potential areas for development of coastal tourist hotels and resorts.

Determining Which Process to Follow

There are two important factors to consider when determining which process to follow. First, if the proposed investment is located within a Protected Area, the investor should contact the appropriate managing authority to obtain information about investment guidelines for those areas (see Box 3.1).

Second, for those investments outside protected areas, the level of investment determines whether an investor follows the Major or Minor investment process. Investors whose proposed level of investment is greater than the thresholds set by the Tanzania Investment Centre (TIC) are eligible to receive a Certificate of Incentives that provide tax breaks and custom duty reductions. TIC may require that an investor fulfil a number of criteria in order to be eligible for this Certificate of Incentives, including obtaining an Environmental Permit from the National Environmental Management Council (NEMC).

Box 3.1: Investment in Protected Areas

If the proposed site for hotel development falls within a National Park or a Marine Park or Marine Reserve, the project proponent should contact TANAPA, the Marine Parks and Reserves Unit, and Game, Forest and Nature Reserves. These managing authorities may have developed their own guidelines for investment within their boundaries.

Investors whose investment level is less than the TIC thresholds, and are therefore ineligible for the Certificate of Incentives, are not required to obtain the Environmental Permit at this time.

In general, those investments that exceed the TIC thresholds, called Major projects, would follow the Major investment process outlined below. Those investments that fall beneath the TIC thresholds, called Minor projects, would follow the Minor investment (see page 41). Both Major and Minor processes follow the same steps; the primary difference is the level of government that oversees the process (the central government oversees Major projects and the local government oversees Minor projects). Both TIC and MNRT should be able to assist investors in determining which process to follow.

Initial Contact

Once TIC and MNRT have been contacted, the investor should make initial contact, with TIC's assistance, with the local authorities responsible for the proposed area for investment. While more extensive consultations will be necessary in Steps 2 and 3, this first contact serves to inform the local authorities of the proposed investment and provides the investor an opportunity to obtain important information about the area.

To facilitate these initial meetings, the investor should consider writing a brief Concept Note, providing the type, location and scale of the proposed activities, as well as contact information of the proposed investor(s).

Step 1: Summary

- Contact TIC
- Contact Tourism Division (MNRT)
- Determine which process to follow
- Contact relevant local authorities

- For investments in Protected Areas, investors follow separate guidelines

- For investments in Protected Areas, investors follows separate guidelines

- For investments that exceed TIC thresholds, go to Step 2 of the Major process (below)

- For investments that fall beneath TIC thresholds, go to Step 2 of the Minor process (see page 41)

MAJOR INVESTMENT PROCESS

Step 2: Developing The Proposal

The investor should begin to develop a detailed project proposal during this step. To facilitate this process, the investor should conduct extensive consultations with the local authorities responsible for the proposed area, as well as technical personnel from the national government. The investor should refer to the technical guidance provided in Chapter Two of these guidelines to ensure that all of those factors are incorporated into the proposal.

Critical aspects to consider at this stage include the availability, and access to, land for the development; the views of the local communities in surrounding areas; and the identification of sensitive, or hazardous areas that may be affected by the proposed activities.

Box 3.2: Land for Investment

Investors should consult local authorities when identifying potential land for development. The local authorities must give their approval in order for the investor to proceed with the development of the project proposal for a specific plot of land. This approval is conditional upon the investor obtaining all necessary technical approvals (i.e. from NEMC, TIC and MNRT). Once final approval by MNRT has been granted, the investor can then obtain the letter of offer (after which construction can begin) and eventually the Title Deed.

If the investor already has the letter of offer or Title Deed, the review of the proposed development should occur prior to the issuance of the Building Permit.

In either case, the investor should maintain contact with the local authorities as well as the Ministry of Lands and Human Settlements Development at the national level.

The investor should ensure that the proposal includes the information presented in Annex 1. (Investors should obtain EIA registration form from NEMC) When finalized, the investor should submit the proposal to TIC, Tourism Division (MNRT) and NEMC.

Step 2: Summary

- Conduct extensive consultations with local authorities, communities and technical experts.
- Identify specific piece of land for development and obtain conditional approval from local authorities
- Develop detailed proposal.
- Go to Step 3 once proposal submitted to TIC, MNRT and NEMC.

Step 3: Proposal Review and Revision

This step consists of a series of reviews and subsequent revisions to the project proposal.

The vehicle for coordinating this step is the Environmental Impact Assessment (EIA) guidelines developed by NEMC. The purpose of EIA is to provide valuable input into project design before any development begins. The reasons for this are two-fold: one, to provide investors with technical assistance in improving the project; and two, to identify potential negative economic, environmental or social impacts of the proposed projects and incorporate mitigation measures into project design.

International experience has shown that attempting to correct problems after the project has begun or has been completed is much more costly than conducting an EIA and incorporating mitigation measures into project design. In this way, EIA should be seen as an opportunity to ensure the positive outcome of a proposed development and not a bureaucratic step necessary to gain final approval of the project.

Step 3 can be divided into the following four activities:

a. Screening

NEMC convenes a Technical Review Committee (TRC), comprised of representatives of various government sectors relevant to the project. The NEMC TRC determines whether or not the project could potentially have any negative impacts on the environment, local community or cultural heritage using the technical guidance in Chapter II as a guide.

NEMC will convene a Screening Forum within 30 days of receiving the proposal. This Screening Forum is made up of representatives of relevant institutions with a stake in tourism development. Institutions to participate include:

- NEMC
- Tourism Division (MNRT)
- TIC
- Local government representatives
- Ministry of Lands and Human Settlements Development
- Ministry of Water
- Ministry of Works
- Directorate of Environment (Vice President's Office)

Other institutions that may be included are as follows:

- Marine Parks and Reserves Unit
- Tanzania National Parks Authority (TANAPA)
- Tanzania Harbours Authority
- Forestry and Beekeeping Division (MNRT)
- Wildlife Division (MNRT)
- Antiquities Division (MNRT)
- Fisheries Division (MNRT)
- Ministry of Labour
- Ministry of Transport and Communications
- Other relevant stakeholders

Upon completion of the review, the NEMC TRC will produce a Screening Report, selecting one of the possible outcomes presented in Box 3.3.

Box 3.3: Possible Screening Outcomes

Outcome	Action
Proposal is acceptable.	Go to Step 4
More information is required before Screening Report can be completed	Investor provides information
Proposed project has major potential impacts	Go to Step 3.b
Proposal is in violation of law or is obviously unfeasible	Investor develops new proposal

b. Scoping and EIA Terms of Reference

Scoping assists the investor in determining the boundaries of the EIA study to be conducted, as well as the specific issues that need to be addressed. The Terms of Reference (TOR) for the EIA study can be directly derived from the scoping exercise. To facilitate the implementation of the EIA study and its review, the investor should ensure that the issues identified during the Screening process are incorporated into the TOR.

The investor should develop the following during this step:

Terms of Reference for EIA study

This defines *what* will be done during the assessment, and should include the following:

- Project description, rationale and objective
- Responses to issues raised at Screening Forum
- Description of environment to be affected, likely impacts to that environment and possible mitigation measures
- Proposal for environmental management and monitoring programs
- Plan to consult with relevant institutions

Plan for executing EIA Study

This defines how it will be done and should include:

- Objectives of EIA study
- Boundaries of Study
- Methodologies to be used
- Operational details of the study, including personnel, costs and timeline

Plan for ensuring Public Consultation

This defines how investor will seek out public opinion on proposed project through one or more of the following:

- Notices (radio, TV, newspapers, posters, etc.)
- Public Meetings
- Surveys or questionnaires

The investor conducts the scoping exercise and completes the EIA TOR and supplementary plans. The investor then submits the entire package to NEMC for review and approval. NEMC, through its Technical Review Committee (TRC), provides feedback and makes a decision within 45 days of receipt of package. If the TRC is not satisfied, the investor will be provided with written comments and suggestions for revising the TOR or other Plans.

c. EIA study

Once the investor has obtained approval of the EIA TOR from NEMC, the EIA study can be conducted. Investors typically hire consultants to implement the study, particularly if the study requires technical expertise. The investor should seek assistance from NEMC and other agencies throughout the implementation of the EIA study to ensure that all major issues are being covered. Once the study has been completed, the investor should submit an EIA report to NEMC.

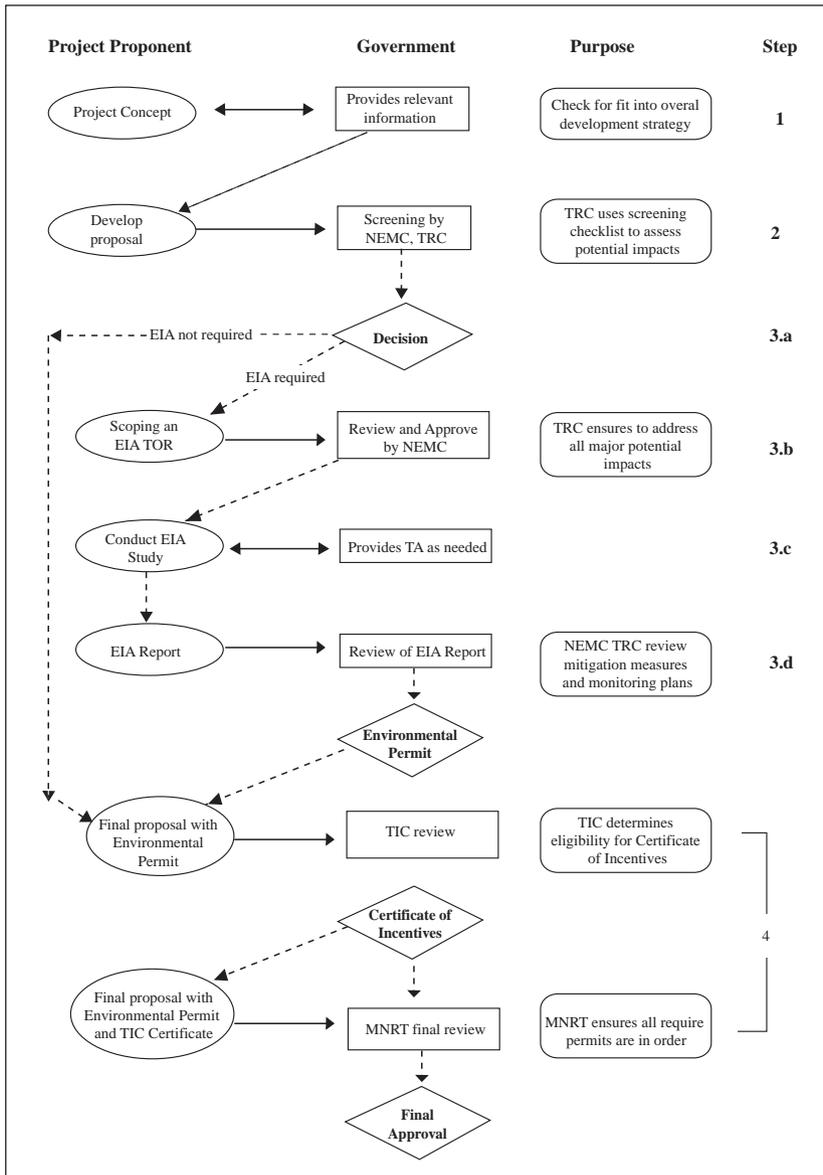
d. Review of EIA report

The NEMC TRC reviews the EIA report and determines whether or not the investor has developed adequate mitigation measures and/or made necessary changes to the project design to minimize the potential impacts the EIA study addressed. Any comments or recommendations for improving the EIA report will be made in writing to the investor, who will then be responsible for revising the EIA report and project proposal.

The criteria with which the NEMC TRC would review the EIA include, but are not limited to, the following:

- Is the EIA report in compliance with the TOR? Deviations must be fully explained and accepted by the TRC.
- The adequacy of baseline information for the description of the environment of the study area which could be the basis for impact prediction and monitoring
- Consideration is given to the correct and full application of methodologies used in the analysis of impacts
- The logic used to identify potential impacts for all phases of the project is sound
- Scoping methods are adequately described and justified
- Affected groups by the project clearly identified
- Alternatives to project site and design were properly proposed and evaluated

Investment Process For Major Projects



- All significant impacts have been considered for mitigation
- An effective environmental monitoring and management plan is in place
- Commitment to mitigation measures
- Adequate and genuine consultations with all stakeholders and their concern are incorporated in the EIA report
- Public comments were properly considered in evaluating project options
- Presentation of the information is appropriate and logical
- The report is balanced, no undue emphasis or prominence of bias
There are no gaps and conflicting statements
- The non-technical summary of the analysis and main findings are clear and justified

Once the NEMC TRC is satisfied with the EIA report, the Director General of NEMC issues the Environmental Permit.

Step 3: Summary

- | |
|--|
| <ul style="list-style-type: none"> • NEMC TRC issues Screening Report • EIA TOR developed by investor and approved by NEMC TRC • Investor conducts EIA study and submits EIA report to NEMC • NEMC TRC approves EIA Report • Go to Step 4 once NEMC has issued the Environmental Permit |
|--|

Step 4: Permits and Final Approval

With the Environmental Permit in hand, the investor has met one of the most important criteria to become eligible for the Certificate of Incentives issued by TIC. The investor should follow up with TIC at this stage to enquire about other criteria that would need to be met before obtaining the Certificate of Incentives. These criteria could include the submission of a detailed business plan or other information to enable TIC to conduct an economic analysis of the proposed project.

MNRT is the technical agency responsible for tourism development and therefore has the mandate to grant the final approval. The investor submits the final proposal, the Environmental Permit and the Certificate of Incentives to the MNRT for review. Since technical experts from MNRT would have participated

in the NEMC TRC, the proposed project would already be well known within MNRT and final approval should be granted without delay in most cases.

Once MNRT has granted final approval, the investor can now proceed with obtaining the Letter of Offer and Title Deed for the plot to be developed. In addition, the investor will need to apply for a operating license from the Tourist Agents Licensing Authority (TALA), a section of the Tourism Division (MNRT).

Step 4: Summary

- Investor provides information to TIC
- TIC determines eligibility of investor to receive Certificate of Incentives
- Proposal and Permits submitted to MNRT for final approval
- Investor can obtain title deed to land and begin construction once the MNRT has granted final approval.

MINOR INVESTMENT PROCESS

If the proposed investment is under the thresholds established by TIC, the investment process is somewhat different in that the project proponent would deal primarily with local government in obtaining the necessary approvals. The rationale underlying the steps of the EIA process outlined above (Screening, Scoping, TOR, EIA study, EIA Report review) would apply although not in such a formalized manner as laid out in the National EIA Guidelines.

Step 2: Developing the Proposal

Same as for Major process (see page 39) except that the investor would submit the proposal to the District Executive Director (DED).¹⁷

Step 3: Proposal Review and Revision

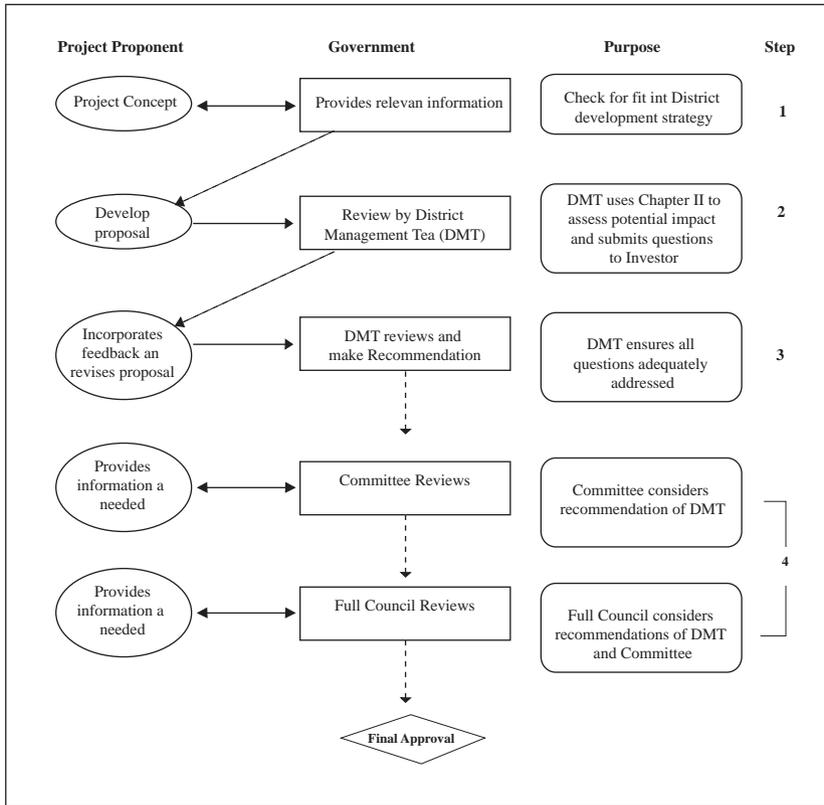
The DED would convene a District Management Team (DMT) comprised of district officers from relevant sectors to review the proposal.

Besides assessing whether the proposed development fits into the overall District Development plan, the DMT will also determine whether any potential negative impacts would occur as a result of the proposed activities. The technical guidance provided in Chapter II of these guidelines serves as a checklist for this review. The DMT will provide comments and/or questions to the project proponent for consideration.

Step 4: Final Approval

Once the DMT has reviewed the proposal and is satisfied, the proposal is then submitted to the relevant permanent Committee for review, after which the final proposal is submitted to the Full District Council for final approval. As with Major projects, project proponents can proceed with obtaining land titles and business licenses once final approval has been granted by the Full Council. In some cases, MNRT will not require smaller establishments to obtain a TALA license. Instead, the local authorities will issue a business license.

Investment Process For Minor Projects



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A joint initiative between the National Environment Management Council, the University of Rhode Island / Coastal Resources Center and the United States Agency for International Development