



Manda Wilderness Project

Niassa Province, Mozambique



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THE AFRICAN SAFARI LODGE
F O U N D A T I O N



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MWP location





Overview of the Initiative

- **Manda Wilderness Project** started in 1998 in Niassa Province in Mozambique
- 3 components: Luxury lodge (Nkwichi Lodge); UK-registered charity (Manda Wilderness Community Trust / MWCT); Community conservation area (CCA)
- **Nkwichi Lodge** is a 6 chalet, 14-bed luxury eco-tourism lodge on shores of lake Niassa, rack rate ~\$240 pppn, canoeing, bush walks, community visits
- **MWCT** has raised over \$200K from outside sources and is now supported by a bed night levy on guests to Nkwichi Lodge; Agriculture project and other social projects; Support to establish community association, UMOJI, and help community register land rights and create CCA
- **CCA** is a 120,000 hectare conservancy fully managed by UMOJI (land rights) – still to be legalised and commercialised
- **Significant impact on livelihoods:** works with 20,000 people in an area where there is almost no formal employment. Direct and indirect job creation; land titles; social projects (e.g., 6 schools, 1 clinic, 1 maize mill, roads and increased agricultural production)
- **Conservation** of pristine bush through CCA; hunting has already reduced some signs of game numbers increasing





Policy Context

- **National tourism policy** supportive of eco-tourism/responsible tourism but few tangible benefits to operators
- **Provincial tourism policy** zones the lake area as a priority tourism area – further private investment expected
- **National land law** recognizes community land rights within framework of 100% government ownership of land: communities – like private investors – can acquire a DUAT = right to use the land
- **Conservation law** requires conservation areas to be registered as (a) National Parks (b) Reserves (c) Community Conservation Areas. Council of Ministers approval required



Planning & Development Issues



- Planning of the enterprise:
 - **Context** – businesses identify land and acquire a 50 year concession to develop land for tourism; community consultation required as part of the process
 - **Infrastructure** – not on national grid - combination of both solar power and generator used; natural resources bought locally for construction, local people trained in construction skills





Planning & development issues: (Enterprise) model and land tenure (1/2)

NKWICHI LODGE	<i>Land and wildlife estate</i>	<i>Commercial Infrastructure</i>
Ownership	NL has 50 year concession	NL
Development	NL	NL
Management	NL	NL

- With no policy framework to support community ownership of land, all private investors in eco-tourism in Mozambique registered their own DUAT. Phase 2 often involves a 2nd product including a community ownership component.





Planning & development issues: (Enterprise) model and land tenure (2/2)

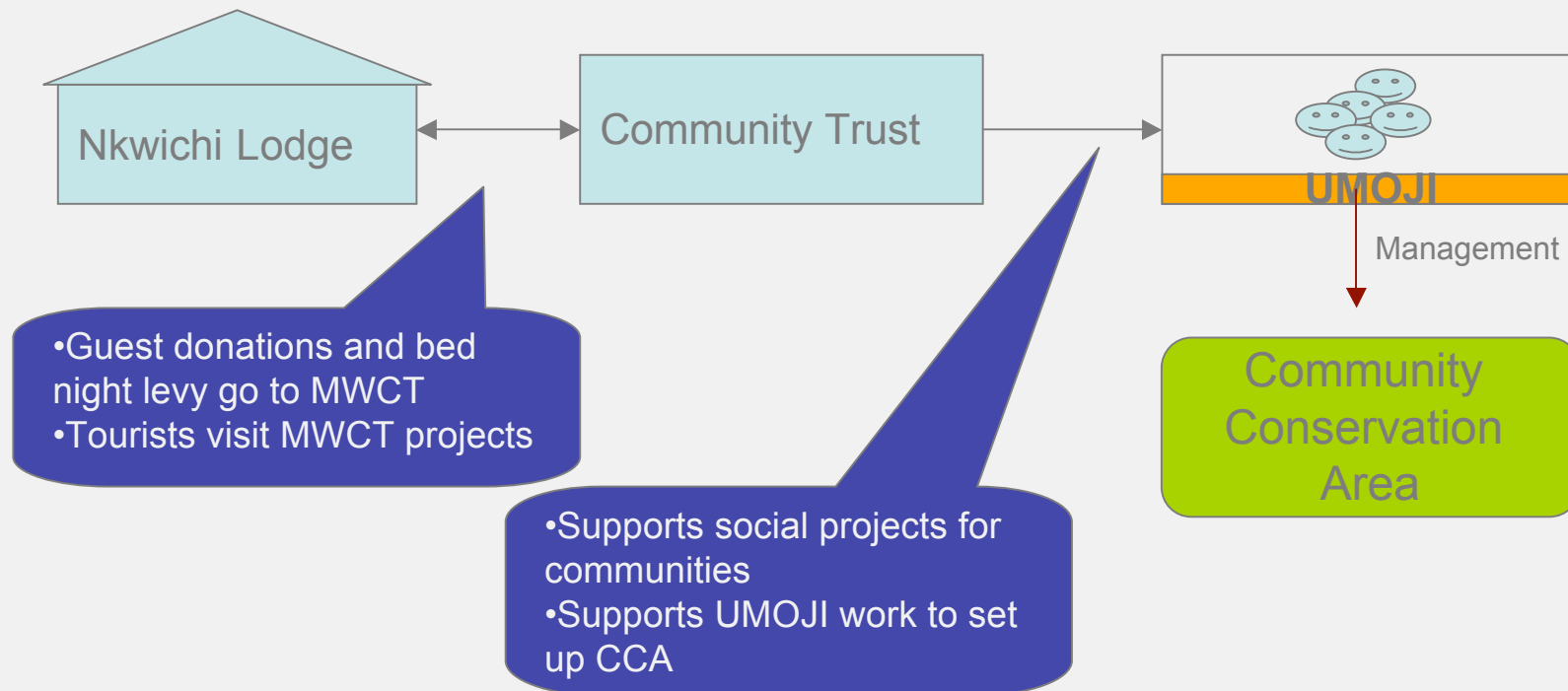
CCA	<i>Land and wildlife estate</i>	<i>Commercial Infrastructure</i>
Ownership	UMOJI	UMOJI / investor
Development	UMOJI with support from ASL and others	Investor
Management	To be outsourced in early years	Investor

- UMOJI's tourism exposure and experience has been built over 5+ years of working with Nkwichi Lodge – before they need to enter into their own negotiations with private investors





Planning & development issues: Institutional Arrangements





Tourism Products and Activities

- Luxury lakeside eco-tourism resort
- 6 chalets constructed with individual characters from local materials; each has private outdoor bathroom with hot and cold running water
- Meals are taken together in the restaurant; on the viewing platform; on the beach; or privately at the chalet
- Activities include canoeing; bushwalks and trekking; walks to villages and community development projects; bird watching; snorkelling and swimming



Environmental Impact



- **Location:** Pristine brachystegia woodland on the shore of Lake Malawi-low population, little infrastructure at lodge site- access to lodge only by boat, no mains electricity, no phone coverage. Nearest road and airstrip at Cobue - approx 10km from lodge
- **Construction:** Local materials - stone, wood, bamboo, thatching grass, collected in a responsible manner to minimise impact on the environment. Use of natural features of area (rocks, trees etc) - incorporated into lodge design. 650 hectare concession for Nkwichi is being conserved. Scored 'excellent' in a recent EIA carried out in 2007
- **Activities:** Low impact activities only, e.g., no motorised water sports or fishing. Water-based activities (snorkelling) increase value of lake as habitat
- **Conservation:** of local habitat/species-hunting reduced
- **Waste:** Recycles a lot of waste-agricultural: kitchen waste for compost, paper waste for recycled cards and briquettes for stoves, glass bottles cut in half and used as drinking glasses.
- **Water:** By lakeshore - water is lifted by a solar pump to an elevated water tank and during the wet season rainwater is collected in the tank, and then the lodge water system is powered by gravity. Baths and showers are outside, and grey water is filtered through sand and directed through irrigation channels to water the surrounding areas. No hose pipes used, only watering cans to water pots etc. Guests encouraged to opt out of having towels etc laundered daily.
- **Energy:** Use of renewable energy – solar power- looking into electric outboards that can be recharged using solar power
- **Materials:** local materials wherever possible and replanting hardwood trees to replace those used in the construction and furnishing of the lodge





Social Impact

- **Governance:** MWP helped to establish community association with elected and traditional leaders; general assembly and executive committee; business has a basic contract with communities and is also part of the Association; conflict resolution through UMOJI
- **Local population:** MWP works with 15 villages (6 communities) totaling 20,000 people
- **Local employment/education:** Low levels of education and literacy/numeracy (though improving since MWP together with the communities constructed 6 schools); no tourism exposure prior to MWP. 58 locals are permanent staff at the lodge. An additional 29 to 60 are contract employees-each employee at the lodge supports a further 15 members of their extended family
- **Donations:** \$200k raised from outside donors and guests for social projects; MWCT now generates ~\$15,000 p.a from tourists and recently received \$100,000 from Ford Foundation on behalf of UMOJI. Social projects have included: 6-schools, bridges, roads, jetties, nutrition improvement, agriculture project and micro-finance (loans for seeds, tools and treadle pumps for irrigations)
- **Social problems:** No crime or prostitution recorded; no evidence of culture shock noted, positive reception in villages for guests and no 'give me money' culture
- **Access to natural resources:** Locals still have access to conservation area, but has been reduced due to their commitment for conservation. They are not allowed to hunt. Access to the beach is restricted
- **Gender issues:** At end of 2007, 17% permanent staff (total of 58) and 62% contract staff (total of 29) were women
- **Cultural impacts:** Not yet adversely affecting traditions and culture significantly; purchase of local products had increased and local arts and crafts encouraged





Social Impact:

Training and skills development

- Staff training (permanent staff/contractors) – lodge:
 - General hospitality
 - Bartender
 - Construction
 - Carpentry
 - Basic economics
 - Housekeeping and cooking
 - Management
 - Basic Computers and English language
- Other community training:
 - Agriculture demonstration (green practices) to over 350 farmers – MWCT
 - Links between conservation, tourism, development training
 - Leadership training to UMOJI – ASL/CFJJ
 - Legal training to UMOJI – ASL/CFJJ
 - Tourism exchange trip – ASL





Social Impact:

Stakeholders and their role

- **Local people:** Employees and suppliers participate in decision making
- **NGOs:** UCA set up UMOJI and delimitation of conservation area
- **ASL:** Assist MWP on bidding process, legal advice, facilitate negotiation with consultants
- **Donors:** Ford Foundation support with finance to set up the community conservation area
- **Private sector:** Nkwichi Lodge –training, financial support, support social projects through tourist donations to community trust
- **Government:** set up tourism laws and regulations and coordination among stakeholders (?)





Economic Impact: Summary

- **Local ownership/equity:** CCA expected to generate \$85,000 revenues p.a. and \$40,000 profits p.a. for community by 2015
- **Local employment at the enterprise:** Nkwichi Lodge currently employs 48 men and 10 women, and has contracts with an additional 29-60 contractors. Local assistant manager and middle management
- **Local procurement of products and services:** Maximised wherever possible. Includes fish, handcraft, wood, grass, vegetables, bamboo and bricks
- **Investment in small businesses:** \$800 to maize mill and microfinance for market improvement, help establishing / supporting SMMEs with finance, training etc. especially in agriculture
- **Impact on poverty:** 58 people have formal employment at NLodge receiving an average of \$64 per month – this is over Mozambican minimum salary and is about ~\$2 a day

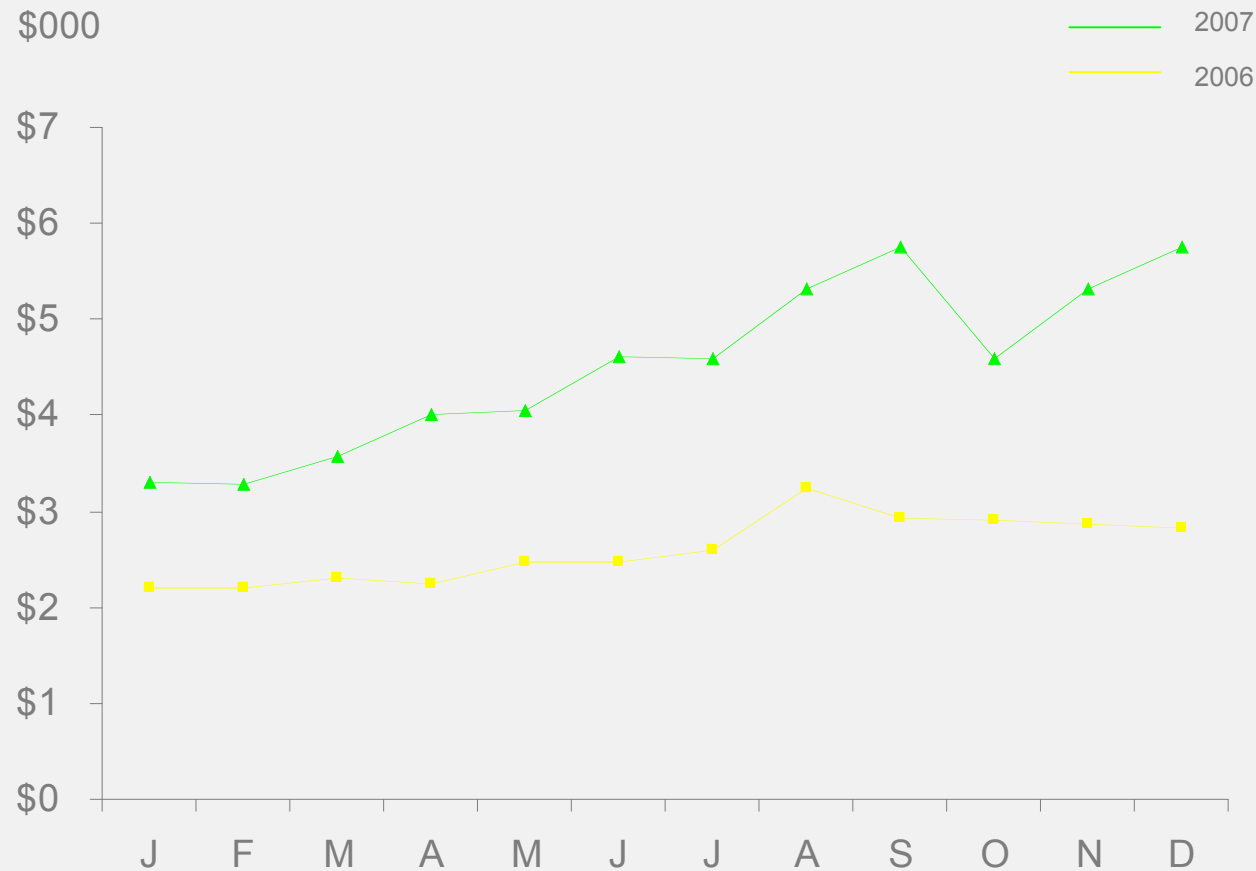




Economic Impact: Wages and purchases

Wages

\$000



Total wages

- 2006: \$31,000
- 2007: \$54,000

Max # employees (inc. contractors)

- 2006: 87
- 2007: 108 (22% female)

Max # suppliers

- 2006: 210
- 2007: 274

Total rural purchases

- 2006: \$33673
- 2007: \$15469



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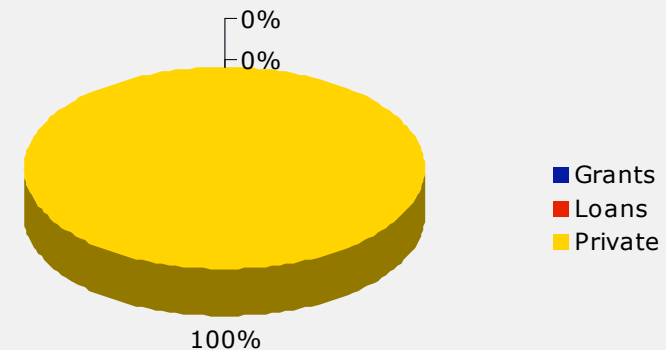
MWP/TechnoServe



Economic Impact: Capital structure – Nkwichi Lodge

Capital structure

- Private operator (group of 5 private shareholders) invested ~\$500,000 in Nkwichi Lodge
- No outside financing, though discussions with IFC for debt financing for upgrades and expansion are underway
- Commercialization of community conservation area is likely to require grant funding as well as investor (equity) financing and debt





Economic Impact: Commercial Issues

- **Viability:** Rack rate \$150-240 pppn including food and activities; lodge profitable since 2006; current focus on improving quality and price to improve profitability; accessibility challenging from Mozambique but most tourists include Nkwichi in a Malawi circuit
- **Marketing:** Brochure; tradeshow; website; direct selling and TO; also word of mouth and repeat visits; tourist feedback consistently good especially on the staff
- **Visitation and demand:** Occupancy around 40% but increasing steadily each year (seasonal variations and single guests keep rate of increase moderate); tourists mainly from UK and Europe, also expats living in Southern Africa
- **Communication:** via website, TOs and direct mailing includes bi-annual newsletter



Current Issues and Replicability



- **SWOT:**
 - **Strengths** – viable and well-known lodge; strong relationship between investor/lodge and community; community commitment to conservation; recovery of natural resources
 - **Weaknesses** – challenging business environment incl. lack of infrastructure/accessibility and locally available skills and supplies; lack of funds to support community training and participation; lack of skills and abilities from community to manage conservation area
 - **Opportunities** – potential for additional tourism investment in and around area; new interest and investment in Niassa Reserve
 - **Threats** – growth in population; bad management of natural resources; growth of “irresponsible” tourism; human-animal conflict
- **Elements of change:** economic and social development for remote communities via new model of tourism
- **Replicability:** replicable with high levels of donor/NGO support and ideally changed policy environment





Lessons Learnt

- Doing appropriate background research
- Elaborating a community engagement philosophy
- Seeking early support and permission from community leaders and members
- Communicating to the communities through a local partner/NGO
- Keeping it local: using local labor, materials and designs wherever possible
- Establishing community committees
- Demanding community participation
- Funding community projects separately
- Networking and pitching
- Working towards both company and community benefit in most projects

