



TNP/PME/M/21

TANZANIA NATIONAL PARKS



TOURISM INVESTMENT MANUAL 2019 – 2024





TANZANIA NATIONAL PARKS

Tourism Investment Manual

Version 1/2019

2019-2024

THE ARUSHA MANIFESTO

Over
fifty years ago, the
first President of Tanzania, the
late Mwalimu Julius K. Nyerere
recognized the integral part wildlife plays
in this country. In September 1961, at a
Symposium on the Conservation of Nature and
Natural Resources, he gave a speech that laid a
foundation for conservation in post-independence
Tanzania. The extract of that speech has become known
as the Arusha Manifesto.

*“The survival of our wildlife is a matter of grave concern to
all of us in Africa. These wild creatures amid places they
inhabit are not only important as a source of wonder and
inspiration but are an integral part of our natural resources
and our future livelihood and well-being.*

*In accepting the trusteeship of our wildlife, we solemnly
declare that we will do everything in our power to make sure
that our children’s grandchildren will be able to enjoy this
rich and precious inheritance.*

*The conservation of wildlife and wild places calls for
specialist knowledge, trained manpower, and
money, and we look to other nations to
cooperate with us in this important task -
the success or failure of which not only
affects the continent of Africa but
the rest of the world as well”.*

FOREWORD

Man and beast are interdependent on this finite planet of ours, along with the other elements-soil, water, and air-which all comprise the earth's fragile outer crust we refer to as the biosphere.

Parks with their wildlife, flora, and un-trampled landscapes are the choice of remaining pieces of the biosphere that the quality of life on earth. The continued health, welfare, and survival of our parks and wildlife reflect the status of the human condition. The demand placed on our parks and wildlife by increasing population pressures and exploitation now threaten their very existence. We must now face the challenge of achieving a balance between preservation and use to ensure the long-term survival of our parks and wildlife in a way that it could benefit both local and regional populations as well as international visitors.

Tanzania's national parks are part of this balancing act. These landscapes must remain unspoiled, as benchmarks to what once was and to serve as the last bastion of hope for the preservation of biodiversity. As this earth moves on its steady pilgrimage, national parks become increasing important parts of a larger equation from which mankind stands to gain immeasurably.

This document focuses on planned investments in the Parks and Protected Areas managed by TANAPA, for generating revenues for conservation and perpetual benefit of national and international community without impairing the resources. TANAPA is open for the various proposition of investment proposals in various forms including Public-Private Partnerships (PPP), Special Tourism Concessions, or the Traditional License agreement for the variety of investments including but not limited to the Permanent Structure, or Seasonal Campsite, Tour Operation or Activity-based tourism.

This Tourism Investment Manual is going to be reviewed in three years' time as an interim review and in five years' time as the final review.

We now must face the challenge and be prepared to make difficult decisions. Let us hope we have the courage it will take to make the right decisions!



Gen. George M. Waitara (Rtd)
Chairman, Board of Trustees



Dr. Allan J.H. Kijazi
Conservation Commissioner

21.11.2019

Date

**TANZANIA NATIONAL PARKS (TANAPA), OTHER GOVERNMENT
AGENCIES AND PRIVATE DEVELOPERS ARE REQUIRED TO COMPLY
WITH ALL ASPECTS OF THIS INVESTMENT MANUAL**

**TANAPA IS COMMITTED TO THIS SAME POLICY AND PROCEDURE FOR
ALL DEVELOPMENT UNDER ITS JURISDICTION**

DEFINITIONS

General Terms

Policies

Policies are the documented regulations and policies of the Republic of Tanzania, as detailed in chapter 5.3.1 in this document.

Legislations

Legislations are the Acts of the Republic of Tanzania as detailed in Chapter 5.3.2 in this document.

National Park Act

National Park Act is the National Parks Act, CAP. 282 Revised Editions of 2002 (hereafter referred to as the Act), including the National Policies for National Parks in Tanzania 1994 (hereafter referred to as the National Policies).

General Management Plan (GMP)

GMP is the park-specific master plan that provides the strategies for addressing challenges and achieving identified management objectives over a 10-Year Period. Throughout the multidisciplinary planning process, opportunities are provided for the public to voice concerns and improvement in the planning and management of the park. A GMP consists of a management-zoning scheme, which includes the identification of zones bases on resource sensitivity, resource values and desired management objectives. The plan identifies what “can and cannot” occur in each zone and sets the “limits of acceptable use” for each zone.

All development/activity requests will have to be in compliance with relevant Tanzania Policies and Laws including but not limited to the, and with all approved Park General Management Plans (GMPs).

PPP

A PPP is essentially a contractual arrangement whereby a private sector party performs agreed functions by having pre-defined terms of partnership with the public sector organization such as TANAPA.

Special Tourism Concession

The rights, whether full or restricted or shared or exclusive to conduct tourism activities and/or to commercially use plant and/or animal resources (collectively referred to as wildlife resources) on business principles in proclaimed protected areas and any other designated land managed and controlled by TANAPA for a specified period of time.

Commercial tourism activities

All activities involving tourism, based on an agreement between TANAPA and a Tourism Special Concession holder.

Community

A group of rural area residents on the land in close vicinity of the national parks, that have formed a recognizable entity, in making representations of the interests of the members; or a group of citizens that have defined themselves as a community.

Special Tourism Concession agreement

An agreement between the authority and a Special Tourism Concession holder that outlines each party's rights and obligations arising out of the granting of the Special Tourism Concession.

Concessionaire or Special Tourism Concession holder

Any individual, collective of individuals, community, conservancy, community forest or incorporated or unincorporated entity that has been granted a concession by TANAPA.

Concessioning Policy

Guiding Policy for awarding Special Tourism Concessions by TANAPA.

Direct Award

Awarding of a contract directly to a Concessionaire as contemplated in the Policy.

Protected Areas

Areas proclaimed as national parks, game parks, game management areas, recreational areas or similar areas in terms of appropriate Act or Acts of the United Republic of Tanzania.

Government Land

Land inside and outside of protected areas that belongs to the Tanzania Government and it includes national parks, game reserves, game controlled areas, game management areas, recreational areas, communal land, Wildlife Management Areas and community forests.

Investment Opportunity

It is the opportunity to invest in accommodation facilities and tourism activities within TANAPA jurisdiction. TANAPA will avail all 'investment opportunities' to the public through print and electronic media. TANAPA also welcomes any inquiry from the Prospective Investors to explore the opportunity which is not published; however, the investment proposal should meet all the necessary criteria and requirements set out in this Policy document.

Investment types

Standard Investments

This is an investment category whereby the tourism concession area is given to an investor for the development of the Permanent Tented Camp. Therefore, all tents for visitors and staff accommodation, shops and other facilities shall be allowed to be located in this area. This area shall not exceed 2km² of the approved site plan/design layout. For the Hot Balloon Operation Base Camp this area shall not exceed 500km² of the approved site plan/design layout.

High-End Investments

This is an investment category whereby the tourism concession area is given to an investor for the development of the Hotel or lodge in a national park. Therefore, all buildings for visitors and staff accommodation, shops and other facilities shall be allowed to be located in this area. This area shall not exceed 3km² of the approved site plan/design layout.

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CHAPTER ONE

1.0. INTRODUCTION

This document provides a step-by-step procedure for seeking approval of the investment in TANAPA in developing facilities or activities within any National Park in Tanzania. The “Interested Party” (IP) must comply with steps 1-14 mentioned as the ‘Procedure’ in this document. The IP must first prepare a Development Prospectus (DP) by complying with the National Policies, Legislations, Conventions and Park specific requirements, especially the environmental and the conservation of nature and wild-life.

Any Investor, as a company, agency, development agency, organization, developer, private individual or their representative(s) who when receives approval from Tanzania National Parks (TANAPA) to proceed with a full Project Proposal must comply with all the guidelines and norms that TANAPA would ask to comply with.

Environmental Impact Assessment (EIA) / Strategic Environmental Assessment (SEA) Consideration Checklist of this document is included to serve as a general guide for planning and development of any project. The environmental criteria checklist serves as the basis for both project planning and evaluation. An independently conducted EIA/SEA will be prepared on every full Project Proposal. The IP should consider all pertinent criteria when preparing both the Development Prospectus and the full Project Proposal.

Following the completion and approval of a full Project Proposal/EIA, the IP shall enter into license negotiations/agreement with TANAPA through the Standard License Agreement that is legally binding that shall be aligned in line to the requirements of this Investment Manual. During this revision period, the negotiation will specify the terms and conditions applicable to the investment opportunities in the construction and operations of the development or activity. Any stipulations required by TANAPA Management and all mitigation measures noted in the EIA/SEA will be noted in the license agreement and serve as a basis for the monitoring and auditing of the project/development. Any breach of these terms and conditions can result in significant fines, penalties or project shutdown, and eventual cancellation of the license agreement.

The specific objectives of this document include but not limited to:-

- (1) Raise investment in National Parks by the private sector or Public-Private Partnerships (PPP), individuals, or institutions;
- (2) Streamline proper management and conservation of National Parks through concessions in less popular parks;
- (3) Provide quality visitor/tourist infrastructure, facilities and services within and outside the National Parks;
- (4) Generate revenues that can be channeled for management and Sustainable Conservation of the National Parks; and to

- (5) Promote sustainable tourism that generates employment, supports community and reduces poverty.

1.1. Tanzania Country Profile

Tanzania, a country of Mountains and Hills, Beautiful Plateaus, Waste Grass Fields, Scenic River Basins, and Valleys have remained a favourite tourist destination on the international tourism map. Renowned for abundance of wildlife resources, cultural heritage resources, forest resources, unexploited beaches and marine resources. It's 945,203km² area on the Eastern side of Africa is made up of 22 National Parks (including a new National Parks named NYERERE, UGALLA RIVER AND KIGOSI NATIONAL PARKS that have been added in the list on July 2019, 28 Game Reserves, 42 Game Controlled Areas, 1 Conservation Area, 4 Ramsar Sites, 33 Wild-life Management Areas, 6 Nature reserves, 2 Marine parks and 3 Natural Wonders of the World that invites and welcome tourist from the countries around the globe. Its 800km coastal length along the Indian Ocean has seen prospering a human population of 56 million according to Tanzania National Bureau of Statistics (2017) that has been growing at an average rate of 2.92% over the time. With more than 120 ethnic groups, and Swahili being a main unifying language is an official language of the country and English to a lesser or a greater extent.

Tourism is one of the fastest-growing sectors from GDP contribution point, which has contributed 17.5% of the GDP and 30% of the foreign exchange earnings in 2014-15 (*MoFP,2016*). Given its endowment and having exceptionally rich natural tourism assets of world heritage status, Tanzania's tourism sector is an ideal vehicle for propelling growth and poverty reduction. The country is ranked 4th among 140 countries with regard to endowment of tourism-related natural resources (*MoFP,2015*)

It is no wonder why Tanzania has been a leading destination for Foreign Direct Investment (FDI) in the East African region. According to the 'National 5-Year Development Plan' (2016/17-2020/2021) the Government of Tanzania targets tourism growth at the rate of 6.2%, and the tourism share in the GDP to reach as high as 18.3% and 19.5% by the financial year 2020-2021 and 2025-2026 respectively.

Further assurance of return of the investment can be easily worked out on the basis of the country's stable, consistent and improved economic performance, successful economic and structural reforms. Tanzania, by adopting multiparty democracy in 1992 has created political and economic stability which both are characterized by parliamentary democracy and public consensus on key socio-economic priorities. Being a country with next to none ideological confrontations, and lacks ethnic problems or labour disputes, Tanzania provides a great opportunity to the investor where the opportunities are immense.

1.2. Tanzania Tourism Sector

The main sources of revenues of the Ministry of Natural Resources and Tourism are administration and general services, wildlife, natural resources, and tourism development. Tourism Development Levy and Tanzania Tourism Business License (TTBL) are the major revenue components in the sector with the contribution of 62.4 percent and 37.5 percent respectively.

In Dec 2017, the Ministry of Industry, Trade, and Investment has published a Blueprint for Regulatory Reforms, to improve the business environment in the country. One of the very critical recommendation is the re-introduction of multiple-entry passes into parks in order to get rid of its inconvenience to the tourists, which TANAPA has already addressed.

1.3. Benefits of Investing in TANAPA

TANZANIA NATIONAL PARKS (TANAPA) is a Parastatal Organization of the Tanzania Government that is mandated to manage and regulate the use of areas designated as National Parks. The organization's core business is sustainable conservation and nature-based is the main source of income. The funds available from tourism income is reinvested in various conservation programmes, for parks infrastructure development and maintenance and community outreach programmes.

TANAPA has developed and currently following its Medium-Term Strategic Plan (MTSP) which is for the 5 years' term 2018/2019-2022/2023. The MTSP has set a clear vision for TANAPA to ensure that the National Parks remain competitive as well as an iconic symbol of Tanzania's National Heritage and Prestige while contributing to the National Conservation Objectives and Development agenda.

TANAPA follows its Vision of '*Sustainable conservation of national park resources and values for the benefits of mankind*' and its Mission which is "*to sustainably conserve National parks through innovative approaches for maximization of ecosystem services and optimizing tourism development for human benefits*".

MTSP has recognized that all parks are the intricate mixture of values and resources, each with its own unique qualities and purpose, requiring specific treatment in the development and implementation of strategies, management plans, and operational systems. Thus, it gives an investor an assurance that due diligence is in place for the specific requirements of the specific location, type of project, and type of investment; rather than generic rationale in investment decisions.

It is a universal truth that 'competition and challenges are the drivers for the improvement and success'. It applied to the investment in the park run by TANAPA, Ngorongoro Conservation Area Authority (NCAA), Tanzania Forest Service (TFS), The Tanzania Wildlife Management Authority (TAWA) are the major internal competitors. They all bring competition from within

Tanzania, by offering similar products to TANAPA. There is also competition from neighbouring countries such as Kenya, Uganda, Zimbabwe, Zambia, South Africa, Botswana and Namibia as they all are offering nature-based tourism, like TANAPA.

There are obvious challenges for the investment projects in TANAPA, namely Protection and Promotions of Tourism Products, inadequate diversification of tourism activities and Insufficient Infrastructure to the parks, Population Increase around the parks (human-wildlife and boundary conflicts) and Incompatible land-use practices.

Regardless of the competitions and challenges, TANAPA has continued to excel in providing the best safaris in Africa. Investment in the parks managed by TANAPA would give an added advantage to the investor in meeting challenges and compete against the rivals due to the high level of help, support, guidance, incentives, and resolutions offered by TANAPA during the whole life cycle of the investment project.

Investment in TANAPA is well recognized by Tanzania Investment Centre (TIC), which is a government institution serving as a one-stop center in coordinating, encouraging, promoting and facilitating all kinds of investment in Tanzania. Similarly, TANAPA is regarded as one of the positively influencing stakeholders by Tanzania National Business Council (TNBC), which is a key institution for dialogues between private and public sectors in Tanzania. TNBC has proved to be an effective organization for a clear and concise interaction between the diverse stakeholders, investors, and the Government.

TANAPA - as an institution, well recognizes the Investment Guarantee that any investor would avail due to Tanzania's memberships as a country in Multilateral Investment Guarantee Agency (MIGA), and African Trade Insurance Agency (ATIA), which both provide political risks insurance to the private sector investors (*Source: <http://www.ati-aca.org/investor-information/current-members/>*)

Being a member of the International Centre for Settlement of Investment Disputes (ICSID), an investor in Tanzania would easily avail the resolution of any issue that may not have not been foreseen (*Source: <https://icsid.worldbank.org/en/Pages/about/Database-of-Member-States.aspx>*).

1.4. Types of Investments available within TANAPA

Investment can be as an individual or in partnership with other local or international groups, institutions, organization or private companies. The investment project can be either Build, Operate and Transfer (BOT) or Design, Build, Finance, Operate and Transfer (DBFOT).

1.4.1. Accommodation facilities

- (i) Hotels
- (ii) Lodges
- (iii) Tented camps
- (iv) Camping

1.4.2. Other Investment Opportunities

- (i) Balloon safaris;
- (ii) Canopy walkways;
- (iii) Cable car safaris;
- (iv) Horse Riding;
- (v) Caravaning;
- (v) Trail Walk Assistance;
- (vi) Rescue Operation Services;
- (vii) Restaurants, coffee shops, curio shops;
- (viii) Fuel supply;
- (ix) Water sports
 - a) Boat;
 - b) Cruises tours in selected parks;
 - c) River rafting
- (x) Any other related investment opportunities as they shall be decided from time to time by TANAPA.

1.4.3. Special Tourism Concession Investment

Any activity that could Promote Tourism by engaging tourist with the nature-based activity within TANAPA's jurisdiction, but not listed anywhere in this policy documents is considered for an intimal review by TANAPA under this category. The Policy and procedure will remain the same as highlighted in this document and new ideas on business model that fits TANAPA's environment can be considered for development.

1.4.4. Who can Invest in Tanzania National Parks

The available Investment Opportunities in the Tanzania National Parks can be done by the following categories of investors including but not limited to:-

- (1) Foreign Individual Person;
- (2) Foreign Company;
- (3) Partnership between Foreign Individual and Tanzanian Citizen;
- (4) Partnership between Foreign Company and Tanzanian Company;
- (5) Foreign Institution / organization;
- (6) Tanzanian Individual; and
- (7) Tanzanian Company;

CHAPTER TWO

2.0. MANDATORY PROCEDURES

2.1. Procedural Requirement for Investment in TANAPA

2.1.0. Procedure:

The entire procedure of investing in an opportunity within TANAPA's operation is nothing but to meet the requirement of the 14 simple steps, by providing the required documentation and criteria set up under each step, as highlighted below:

2.1.1. STEP 1

2.1.1.1. *Letter of Interest is required to be submitted to TANAPA:*

It is a written letter from the "interested party" (IP), clearly identifying and describing the particular location within the identified park, and the action / task / development in the subject location.

2.1.2. STEP 2

2.1.2.1. *Providing the IP with the following four (4) important documents from TANAPA:*

In 5 days following the receipt of 'letter of interest' TANAPA would provide the following documents to the interested party.

- a. Cover Letter (standard letter)
- b. Copy of the Guidelines to comply with National Policies
- c. An approved copy of the Park General Management Plan (GMP) with the site allocation map
- d. A copy of the Tourism Investment Manual (TIM).

2.1.3. STEP 3

2.1.3.1: *Preparation of the Development prospectus (DP):*

After careful consideration of the compliance requirements of the National Policies for National Parks, GMP and Park Plans, the TIM and relevant Tanzania Policies and Laws, the IP shall prepare DEVELOPMENT PROSPECTUS (DP). Preparing DP should require mandatory approval and permissions from TANAPA. If satisfied with the prepared DP, TANAPA would grant permission, in the form of written approval and other necessary permits in order for IP to initiate the preparation of the DP. Depending on the kind of development, the DP should meet certain requirements in terms of information and documentation. This Tourism Investment

Manual states the mandatory requirement of the DP under the respective type of the project and the investment.

2.1.4. STEP 4

2.1.4.1. SUBMISSION and OPENING of the DP:

The IP shall be required to submit 5 copies of the DP to the Office of the Conservation Commissioner. The received copies shall be stamped the seal of “received” with a date to determine the receipted date. The IP or their representatives may be invited to the opening of the DP.

2.1.5. STEP 5

2.1.5.1. RATING of DP:

Within 15 days of the receipt of the DP, a thorough review and rating exercise would be given by TANAPA’s Interdisciplinary Technical Team, in line with the TIM. The team would usually have comprised of the representatives from TANAPA Head Office National Parks Development and Business Development Sections Conservation Officer-GIS at the Zone/Park and Conservation Officer-Ecology and Conservation Officer-Tourism for the respective park and other specialists; however, an additional Independent Technical Opinion may be sought if needed to ensure no preferential treatment is given to any particular IP.

2.1.6. STEP 6

2.1.6.1. Conservation Commissioner’s review and decision:

The recommendations from TANAPA’s technical team would be reviewed by the Conservation Commissioner (CC) for decision. A letter of approval or rejection would be provided with the reasons, as applicable. If there is only one IP for any particular project and investment, IP would be given another opportunity to resubmit the amended DP within four (4) weeks of the letter of rejection. If there are more than one IPs for the same investment opportunity, the CC would approve successful IP for that opportunity, based on the recommendation of the TANAPA’s Technical Team. All unsuccessful IPs will be informed in writing within one (1) week.

2.1.7 STEP 7

2.1.7.1 Permission Letter:

For any successful DP, the CC will inform in writing the successful IP, granting permission to proceed to the next step.

2.1.8. STEP 8

2.1.8.1. *Hydrological report:*

The successful IP would have to provide a hydrological survey report carried out by a qualified/ approved firm or team of specialists. The survey report should have verified and established the availability of an adequate supply of potable water for construction and operations of the development or action. Water quality, quantity, access and reliability reports, along with complete bore-holes drilling records would be required in the hydrological report. The IP shall submit 2 (two) copies of the hydrological survey report and an electronic (soft) copy to TANAPA Head Office and the respective park(s). Based on the report, CC would either issue a 'Letter of Offer' or rejection letter. In case the rejection letter is issued, the IP should re-start from step 1, with a better plan / project / investment for addressing the hydrological issues highlighted in the rejection letter.

2.1.9. STEP 9

2.1.9.1. *Project Proposal:*

Following the receipt of the 'Letter of Offer' from TANAPA, the IP shall confirm their acceptance in writing, and pay the non-refundable tourism investment site allocation fee applicable to the respective park. The IP shall prepare the 'PROJECT PROPOSAL' and 'BUSINESS PLAN' at their own costs, and in accordance with the requirements set out in the TIM.

2.1.10. STEP 10

2.1.10.1. *Submission of documents:*

The submission of 5 copies of the PROJECT PROPOSAL and the BUSINESS PLAN shall be made within two (2) months from the date of the issuance of the LETTER OF OFFER. Failure to submit these documents in the prescribed time limit may allow TANAPA to rescind the 'Letter of Offer' and consider other available DPs & IPs for the investment opportunity.

2.1.11. STEP 11

2.1.11.1. *EIA certificate:*

In the 12-14 weeks time following to STEP 10, the IP shall undertake and submit the report of the EIA in accordance with Environmental Management Act 2004 and the mandatory regulations in consultation with the National Environmental Management Council (NEMC) and TANAPA.

2.1.12. STEP 12

2.1.12.1. Proposal notification letter:

Following the compliance of Step 1 to Step 11, in meeting the mandatory requirements stated under each step, TANAPA would issue a 'Proposal Notification Letter'.

2.1.13. STEP 13

2.1.13.1. Standard license agreement:

Before commencement of any of the project and investment activity, a negotiation between the IP, the TANAPA Directorate of Conservation and Business Development team and the SACC-Legal Counsel shall be undertaken in order to finalize terms and conditions for the Standard License Agreement.

2.1.14. STEP 14

2.1.14.1. Project Implementation, Monitoring and Evaluation:

During the construction phase, TANAPA would have a right to assign a full-time professional construction supervisor to the construction site in order to ensure IP's adherence with the terms of the TIM and the License Agreement. Especially any mitigation stipulations and other conditions or requirements laid out in the technical review and EIA, would all be thoroughly reviewed and monitored during the construction phase. TANAPA would at all times, reserve the rights to have access to the work area for the general monitoring and evaluation purposes and providing relevant guidance and support.

2.2. Other Mandatory Requirements

2.2.1. BUSINESS PLAN

A business plan will be submitted as a separate document with the DP and should include the following details:

1. Market viability analysis of a project
2. The projected occupancy rate for the next 7 years
3. Cost/Benefit analysis
4. Projected revenue and profits for developer and TANAPA's Tourism Concession fee from operations of the proposed investment
5. The projected time frame for the developer to recover costs.

2.2.2 Project Proposal

The IP will prepare the PROJECT PROPOSAL as per the format and content of this policy document. It will be the responsibility of the IP to ensure that the PROJECT PROPOSAL takes into account all environmental considerations when developing the proposal. The IP will be responsible for ensuring that the PROJECT PROPOSAL document meets the Procedural Requirements, and Site Selection Criteria of this document. The IP will bear all costs associated with the preparation of the PROJECT PROPOSAL and BUSINESS PLAN documents. The IP (not the consulting firms) will be responsible for getting all clearances, permits, and approvals associated with this TIM.

CHAPTER THREE

3.1. SITE SELECTION CRITERIA

3.1.0. Site Selection:

The Prospective Investor must bear in mind that the site selection for the investment opportunity will be done by TANAPA during the preparation of park-specific GMP. The National Parks Development and Business Development Sections staff at TANAPA Head Office, Zonal Office staff responsible for tourism and conservation development, GIS Staff based in the Zone/park, and entire Park Management team and representative of tourism stakeholders shall participate in the tourism investment site selection. All the approved sites shall be georeferenced and well documented in the respective park GMPs. The following site selection criteria were developed to assist in the selection of appropriate sites for development and activities within national parks. It is essential that all these criteria be observed by the IP when preparing Development Prospectus and Project Proposal.

3.1.1. Existence of a GMP:

No sites or development activities may be considered until there is an approved GMP.

3.1.2. Agreement with GMP:

The project concept must be in compliance with the zonation and all limits of acceptable use as determined in the park respective GMP.

3.1.3. Impact on Wildlife:

The development or activity may have a minimum adverse impact on native park fauna, either resident or migratory. This includes disruption, pollution, or destruction of wildlife migratory corridors, breeding sites, dry season refugees and forage or shelter areas. The development or activity will not be located where it will cause undue animal harassment by visitors or employees or excessive susceptibility to animal roadkill.

3.1.4. Vegetation Considerations:

The development or activity may have minimum adverse impact on native park vegetation. Sites, which can sustain development with the least disturbance to native vegetation, will receive more positive consideration. The development or activity shall not impact any vegetation determined to be of exceptional resource value. The development or activity may have a minimum adverse impact on vegetation that is critical to wildlife forage, habitat, shelter, or range. The development or activity shall blend harmoniously with the park landscape and the surrounding vegetation will buffer the visual impact of the development. Any disturbance of vegetation by the development or activity shall not cause undue erosion.

3.1.5. Avoidance of Wetlands:

Wetlands are of the utmost ecological value. This includes areas, which are frequently, seasonally, or permanently inundated with water. The development or activity shall not be located in or cause any adverse impacts to any wetland.

3.1.6. Avoidance of Floodplains:

The development or activities shall not be located in an area, which is subject to frequent flooding or even a 50-year recurrence interval.

3.1.7. Avoidance of Resources of Special Concern:

The development or activities shall not be located in or cause adverse impacts to sensitive or critical habitats; or areas, features, landforms, and park resources (natural, cultural, geological, and physical resources) determined to be unique, exceptional, or of outstanding significance to the parks purpose.

3.1.8. Impact on Species of Special Concern:

The development or activity shall not be allowed if it directly or indirectly has an adverse impact on any species of flora or fauna, which are: threatened, endangered, or rare. The development or activity shall not cause any direct or indirect adverse impacts to any endemic or exceptional species, or any species of special concern.

3.1.9. Impact on Cultural, Socio-Religious and Archaeological Sites:

The development or activity shall not be located in or cause adverse impact to: archaeological sites, historical sites, or sites, or sites of cultural or socio-religious significance. Unless under the written consent of the Conservation Commissioner.

3.1.10. Shoreline and Coastal Zone Considerations:

A development or activity in these sensitive environments shall only be considered if no other alternatives exist and will only be permitted under the strictest development criteria and supervision and in accordance to the NEMA (2004) and its Regulations as shall be amended from time to time

3.1.11. Avoidance of Primary View sheds:

The development or activity shall not be placed where it is visible from the primary visitor use areas of the park. It may also not be placed where it distracts from or disturbs prominent views of unique, exceptional or outstanding resources within or outside the park.

3.1.12. Impacts on Hydrology and Water Resources:

Under no circumstances shall a development or activity degrade, contaminate or substantially disrupt the water quality of the park. This includes all surface and subsurface water resources such as: aquifer recharge areas, watersheds, floodplains, rivers, streams, and wetlands other water bodies, groundwater aquifers or the water table. Boreholes will be encouraged where possible and surface water may be used for human consumption only if approved in the park's GMP. No development or activity will be considered where vegetation and/or wildlife rely on a limited water source such as natural springs and streams.

3.1.13. Topographical Considerations:

Sites shall be selected in areas where the development will blend easily and naturally with the surrounding topographical features. Construction on slopes of more than seven percent would only be considered if no other alternative exists. The overall topography of the land including the extent, location and general configuration of rocks, outcrops, ridges, drainage lines, and other unique visual features are also important in site selection.

3.1.14. Geotechnical/Soil Considerations:

Geotechnical characteristics greatly affect the economics of development and therefore have an effect on the suitability of a site. Only sites, which are considered feasible for the construction of roads, trails, buildings and sewage system, will be considered.

3.1.15. Proximity to Park Boundary:

Locating sites near the park boundary may reduce adverse impacts on park resources, cost, time, length, and wear and tear of the access road required to haul development equipment and supplies. Therefore, sites located close to the park boundary will be considered more favourable than sites located in the wilderness zones or interior areas of the park.

3.1.16. Proximity to Utilities:

Sites, which are located close to existing utilities, will be looked upon favourably because this decreases the cost and adverse impacts caused by accessing distant utilities.

3.1.17. Potential to Increase Park Security:

Development or other activities can create a presence that can help deter and monitor illegal activities in the area in the park. This is especially true in areas that are not easily patrolled by park personnel and are known to have external challenges. Sites, which are located in areas that would increase park security, will be highly encouraged upon as long as the site or activity complies with all other criteria.

3.1.18. Proximity of Development or Activity to other Visitor Use Areas:

Sites, which do not impact, through operation or development, other visitor use areas or activities, will be encouraged.

3.1.19. Site Land Use Control:

The developer must be aware of any site encumbrances including surface or subsurface easements, right of way, and if close to the park boundary, the legal property description of the boundary location. These encumbrances may impact site suitability.

3.1.20. Site History:

The developer must be aware of the site history because it may also impact site suitability. This would include knowledge of hazardous dumping or landfills.

CHAPTER FOUR

4.1. PROJECT PROPOSAL REQUIREMENTS

CONTENT AND FORMAT

4.1.1. Cover Sheet

The cover sheet shall indicate the title of the document which shall be **PROJECT PROPOSAL**), title or type of project proposal, the park name, specific park area location (if applicable), the country name (Tanzania), date, the name of the developer or organization sponsoring or financing the project, and the name of the principal consultant firm responsible for preparing the **Project Proposal**.

4.1.2. Executive Summary

An Executive Summary not exceeding two pages shall be presented including a summary of the proposal and the associated environmental impacts report.

4.1.3. Table of Contents

4.1.4. Proposal Section

The following proposal requirements will be mandatory for the preparation of the proposal portion of the PROJECT PROPOSAL document. The proposal section of the document will require the following narrative descriptions (sections 4.1-4.4), and the graphic/technical drawings (section 4.5).

4.1.5. Introduction

Proposed development location and compliance justification with the park's approved management zoning scheme and conformance with the approved limits of acceptable use restrictions. Proposed project site description including all major topographic, natural, cultural, and existing man-made features

4.1.6. Proposal Description

Type of development, activity, program, or action:

- Lodge, Eco-lodge, hotel, bandas, permanent tented camps, etc.
- Luxury, moderate or budget accommodations
- Number of levels, room, beds, tents or campsites
- Type of activity, program, or action: information, interpretation, and education programs, walking safaris, tour vehicle circuits, etc.
- Direct and indirect benefits to communities could include activities which provide training and employment during construction and operational phases of the development to people

normally resident in communities adjacent to the park, such as purchase of local building materials from local communities, arrangements to procure produce locally, the sharing of social services for local people such as schools and dispensaries, opportunities for local people to market handicrafts and other produce, opportunities for meaningful and non-exploitative cultural interactions.

4.1.7. Architectural character:

Descriptive analysis of how the entire development blends harmoniously with the natural environment, including all tourist facilities, staff facilities, support facilities, water and sewage systems, access roads, parking lots and landscaping.

Descriptive analysis of how all proposed buildings (architectural style and concept) are compatible and harmonized with both the natural and cultural landscape and most importantly as required by the TANAPA Quality Management System (QMS) in accordance with ISO 9001:2015.

A complete description of building materials and colors for exterior of buildings including foundation, walls, roof, decks, stairs, and walkways.

4.1.8. Type of Services:

Services and activities provided for tourist: information and interpretive/education programs and activities, restaurant(s), bar(s), toilet(s), gift shop(s), laundry, television(s), satellite dish, swimming pool, tour drivers/guides, tour vehicles, communication systems, and/or other services.

Number of staff employed on-site and total number of people living in staff village (peak and non-peak season), recruiting techniques, hiring criteria and standards.

Type of accommodation, services, and benefits provided to staff including transportation services, lodging, food, uniforms, medical benefits, first aid, fire protection, animal-protection, number of work shifts per day, other staff services and benefits.

4.1.9. Utility and Support Facilities

- Maintenance/Workshop/Storage facilities (location, size, number, and description).

4.1.9.1. Water Systems

- Water rights approval (type, location, and quantity certificate)
- Borehole (depth and water quality and quantity)
- Pipeline (required below ground; length and type of pipe; depth and type of bedding or support)
- Water hauling (types of vehicles and frequency of delivery)
- Water treatment techniques if required
- Header tanks (type, construction material, color, configuration, volume, above or below ground)

- Type, size, and number of pumps/lift stations
- Consumption use rate; estimated water use for the entire project and how the figures have arrived at i.e. liters per bed, etc.
- System viability analysis – availability and volume use projection justification

4.1.9.2. Sewage Disposal/Treatment

- Type of system; estimates in liters per day for the entire project and how the figures were arrived at
- Location, size, and volume
- Treatment methods(s)
- Maintenance technique and schedule
- Maintenance access and frequency
- System viability analysis – comparison of volume generated to treatment system size and capacity justification

4.1.9.3 Solid Waste Disposal /Treatment

- Location, type, and volume
- Type and frequency of transport
- Smoke visibility and wind direction
- Maintenance access and frequency
- System viability analysis - projected generation volumes and disposal capacity justification
- Recycle/reused for a different purpose

4.1.9.4 Power Supply

- Location, type, and size; total kilowatts required and how it was determined
- Source, noise mitigation, and visibility
- Transmission technical (no above-ground lines)
- System viability analysis – projected use and generation capacity justification

4.1.10. Fuel, Chemical handling and Management

- Types, amount and use of fuel and chemicals stores on site
- Container storage size and description
- Type and source location of fuel used for cooking in both lodge and staff housing
- Other utilities and support facilities

4.1.11. Roads and Access Systems

- All proposed roads, access related structures, and circulation patterns (rationale and description);
- Measures are taken to ensure that all roads and access related structures have a minimum visual impact
- Rationale, specifications, and location for cut and fill
- Rationale, specifications, and locations for culverts, bridges, drift crossings, and other special drainage features

- Rationale and specifications for surface treatment of roads; tarmac (only if approved by the GMP, morum, dirty track)
- Estimated volume of daily traffic
- Estimated types/number of tourist vehicles generated by this project
- Estimated types/number of service vehicles and delivery schedules/times
- Parking areas (rationale for size and location)

4.1.12. Landscaping

- Source location of all soils and native plant materials to be used in a landscaping scheme
- Species identification (scientific name) of all native plant species to be used on-site in the landscaping scheme
- Water source, amount, and distribution technique description to maintain landscaping

4.1.13. Accessibility for the Physically challenged customers

- Description of what specific portions of the grounds and structures associated with this project will be accessible to the physically challenged clients.
- TANAPA will require lodges and hotels to have (1) all common areas wheelchair accessible and (2) 10% of their bed's wheelchair accessible

4.1.14. Community Benefits

- Description of how local communities will benefit from the project; employment, small business loans to supply goods and services; community development assistance with an emphasis on the long-term.

4.1.15. Energy and water conservation techniques

- Description of energy and water conservation techniques that are incorporated into the project design

4.1.16. Permanent Surface Disturbance

- The amount of surface area (square meters) within the park that will be impacted by the placement of all man-made developments and roads as a result of this project

4.2. Construction Phase Description

1. Length of construction phase and phasing stages; duration and breakdown of the construction phase
2. Full list of equipment to be used during construction
3. Number of construction workers required (maximum number of people on-site at any one time); the number of construction workers per construction stage
4. Source of all construction materials including access required
5. Number of trucks/types to be used; registration numbers of all equipment and vehicles to be brought on site
6. The peak period of truck movement through the park

7. Temporary staff quarters location/size/plans for removal
8. Temporary water and sewer provisions and plans for removal
9. Temporary construction access to site from existing roads and plans for removal/mitigation/vegetation
10. Waste disposal
11. Power source/location
12. Temporary equipment storage (godown)/location, number of structures, size
13. Daily hours (starting time/stopping time/number of days per week) of construction activity
14. All existing access roads within park boundary that will be used during construction
15. First aid/medical/emergency services
16. Food supplies for on-site workers (source and frequency of provisions, cooking fuel source)
17. Total number of square meters surface area disturbance to occur during construction
18. Plans to avoid/mitigate adverse environmental impacts during and after construction
19. Detailed description of the restoration of impacted areas once construction complete.

4.3. Required Proposal Plan, Graphics, and Architectural Drawings

4.3.1. Figure 1: Park Site Location Map

Conceptual park map with general site location identified

4.3.2. Figure 2: Site Development Plan

A site plan at 1:200 depicting the location and interrelationship of the entire development including all structures, vehicular and pedestrian circulation systems, staffing, utility and support facilities, water and sewer systems on an A0 or A1 size sheet with 1 meter contours. These maps will include, identify, size, and locate to scale the following:

Major topographic and natural features including:

- Rock formations
- Surface water–drainage, streams, rivers, ponds, lakes, etc.
- Trees and vegetation
- All trees above 20cm dbh (diameter breast height) will be specifically identified. Trees above 20cm dbh to be cut down will be identifies
- Hills/mountains/volcanic features or other unusual landforms
- Any other major topographic or natural features
- Existing facilities, developments, utilities, and road systems (a graphic technique will be used to allow the reader to distinguish between existing and proposed facilities, developments, and road systems).

Location of all proposed roads, parking areas, trails, bridges, drifts or other access system associated developments (represented to scale) including:

- Proposed tourist access to the lodge, and an internal road circulation and parking areas

- Proposed lodge vehicles access, loading and parking areas
- Proposed tourist vehicle circuits
- All road sections located on a slope steeper than 7% slope
- Proposed nature trails
- Proposed tourist walking safaris areas

Site Plan “footprint” that accurately portrays the exact location, size, and configuration of all proposed development, structures, utilities, and graphically identifiable actions including:

- Tourist structures
- Staff quarters
- Service facilities
- Driver’s quarters
- Maintenance and storage
- Borehole/water pump/pipeline/header tanks
- Sewage pit/trash disposal system
- Electric power source and transmission system
- Other proposed developments, facilities, utilities, roads, trails, parking areas or any other proposed activities or actions that can be identified graphically
- Landscaping scheme
- Seismic considerations

Site plan will be oriented on an A0 or A1 sheet with north arrow on top of page

- Map scale (1:200)
- Prevailing wind direction arrows
- Date
- Planning, Design, and Architecture Firm name and address
- Principal Architect’s name and signature in “title block” on each drawing sheet

4.3.3. Figure 3: Architectural Drawings

The IP shall provide scaled elevations of all building from all directions. These shall include the type of walling and roofing materials to be used, the window and door details, guttering, and downpipes if used and all exterior features of the completed building.

4.3.4. Figure 4: Floor Plans

Detailed Floor Plans for all structures and structure levels; the floor plan should include among other details: wall width, window openings, door swings, and dimensions of wall lengths.

4.3.5. Figure 5: Cross Sections

Scaled drawings of typical sections through all buildings that are indicative of the major functions and interior layout of those buildings are essential. Also shown on these buildings shall be the roof structure, floor structure, approximate foundation depth, and design.

4.3.6 Figure 6: Lodge or Building Cross Section

Cross-section from sub-elevation to top of the roofline

4.3.7 Figure 7: Roadway Section Diagrams

Provide roadway section diagrams that include cross slopes, drainage slopes, cut and fill slopes and roadway structural materials

The IP will provide a finished schedule for the exteriors and interiors of all buildings. This should show what the wall, floors and ceilings would be finished with e.g. plaster, types of paint, color, etc.

Scale Model All proposal for 4- and 5-star permanent lodges will require a 3-dimensional architectural scale model of the main lodge and all associated structures within the context and to scale with the site. Once a development/license agreement is signed, the 3-dimensional model will become the property of TANAPA

For high-end investments, a detailed activity plan will be prepared in consultation with TANAPA. Examples of such activities may include game and scenery viewing, photography, mountain climbing and hiking, filming, camping, sport fishing, walking safaris, canoeing, and night game drive etc.

4.4. Business Plan

A business plan will be submitted as a separate document with the PROJECT PROPOSAL and should include the following details:

1. Market viability analysis of the project
2. Projected occupancy for the next 7 years
3. Cost/Benefit analysis
4. Projected revenue and profits for developer and TANAPA's Tourism Special Concession fee from operations of the proposed investment
5. The projected time frame for the developer to recover costs

CHAPTER FIVE

5.1. Environmental Impact Consideration

5.1.1. Environmental Impact Consideration Checklist

The IP is responsible for the preparation of the EIA for the **PROJECT PROPOSAL** and submit the same to the National Environmental Management Council for approval. The following impact checklist is included in the TIM to assist IP's and their consultants in preparing a **DP OR PROJECT PROPOSAL** to ensure that proper consideration is given to the environment during the **DP OR PROJECT PROPOSAL** generation. During the EIA Study review by NEMC apart from the TANAPA Head Office staff, Conservation Officer - GIS at the Zone/Park, the Conservation Officer-Ecology and Conservation Officer -Tourism for the respective park shall fully participate in the review exercise. The IP is required to submit two (2) hard copies and electronic copy of the final EIA study documents to TANAPA Head Office and the respective National Park one month before the review meeting date. .

The Checklist identifies environmental characteristics which may potentially be affected by development actions, or which could place significant constraints on a proposed development. The effect a development or action could have on an environmental attribute may be either positive or negative. While the Checklist has endeavored to include the major characteristics and linkages, which should be considered by the environmental analyst or planner, it is not exhaustive, and the user should be aware that other characteristics, significant to a particular situation, might occur.

The assistance of experts may be required to assess certain potential impacts, and to identify unlisted characteristics, which may be affected in specific cases. It is important to stress that cumulative effects should always be borne in mind.

The key list for consideration and assessment have been appended in this TIM under the Appendix - D

CHAPTER SIX

6.1. Tourism Investment Manual

6.1.1. Requirements and Benefits under TANAPA's Tourism Investment Manual

6.1.1.1. *Investments in the National Parks are largely guided by:*

- (i) The National Policies for National Parks in Tanzania (1994).
- (ii) National Parks Act Cap.282 (R.E. 2002).
- (iii) TANAPA TIM (2019).
- (iv) Public-Private Partnership Act (2010).
- (v) Guidelines for the Preparation of Environmental Impact Assessments for Tanzanian National Parks (1994).
- (vi) National Environmental Policy (1997).
- (vii) Wildlife policy (1998).
- (viii) National Tourism policy (1999).
- (ix) The Land Act (1999).
- (x) Wildlife Conservation Act No.5 (2009),
- (xi) Specific Park's General Management Plans (GMPs).
- (xii) National Environmental Management Act (2004) and Its Regulations
- (xiii) Other relevant policies and laws.

The investor shall seek and obtain a 'Certificate of Incentive' from the Tanzania Investment Centre (TIC), which shall become an evidential document for availing any of the incentives that may be applicable for the subject investment. Notwithstanding, there are numbers of certificates required before starting the actual project activity as narrated below.

All the investors must have the Taxpayer Identification Number (TIN) issued by Tanzania Revenue Authority (TRA). An investor may seek help from TIC in securing it from TRA, Certificate of Company Incorporation from BRELA. The Investor may also seek help from TIC in getting 'Land Derivative Right' from the respective Ministry under the Government.

Should it be applicable, TIC would also guide and help in getting 'Product Standard Certificate' from the Tanzania Bureau of Standards.

The investor shall be required to obtain the Environment Impact Assessment or Environmental and Social Impact Assessment Certificate issued by the National Environmental Management Council (NEMC).

6.2. TANAPA investment incentives and mandatory requirements:

6.2.1. TANAPA's Mandatory Requirements:

The Trustees may by virtual of their powers prescribe the fees to be paid in respect of any matter required or permitted to be done under the National Parks legislation.

6.2.1.1. *Non-refundable Tourism Investment Site Application, Site Allocation and Land Base Rent Fees.*

The Interested Party when applying for the investment site shall be required to pay a Non-Refundable Site Application Fee.

Notwithstanding the stage of development of the facility, the investor shall pay 'Non-Refundable Tourism Investment Site Allocation Fee' prior to the issuance of the 'Letter of Offer'.

The investor shall have to pay Non-refundable Site Allocation fee after the lapse of 12 months from the date of issuance of "Offer Letter" if no necessary procedures for the development of the site are completed. This fee will be paid once every year for the duration of three (3) consecutive years. Similarly, an Investor who have not developed the site within the period of 12 months from the date of signing License Agreement shall as well be liable for payment of the Non-Refundable Site Allocation Fee. Where necessary procedures have not been completed within three (3) years or site has not been developed within three (3) years, the site shall automatically be repossessed and allocated to another potential investor. From the date of approval of this Tourism Investment Manual by the Board of Trustees on November 21st, 2019, all the previously allocated sites which were not developed within 12 months will be considered as having a lapse of 12 months since the date of issuance of the Letter of Offer or from the date of signing of the License Agreement and they will be liable for the payment of the Non-Refundable Site Allocation Fees.

Where an investor has not commenced development of a permanent tented camp or a lodge (the facility) within twelve months after site allocation he shall be liable to pay an additional amount equivalent to fifty percent (50%) of non-refundable tourism investment site allocation fee for each year of delay. If the construction of the facility is not commenced within three years period the Letter of Offer and the License Agreement shall automatically be revoked and the site shall be repossessed and the Licensor may allocate it to another prospective investor.

Where construction of the facility is completed but it is not operational, the investor shall be required to pay annual land base rent fee and the concession fees equal to 50% of the occupancy capacity of the facility for each month of delay to operate the facility until the facility becomes operational. If the Investor fails to operate the facility within five years period, the License Agreement shall be automatically revoked and the Licensor shall repossess the site and may re-allocate it to another prospective investor.

The investor shall pay to TANAPA Annual Base Rent fee for all permanent facilities which have been developed in the parks upon publication in the Government Gazette from time to time. The Annual Land Base Rent Fee shall apply to all the existing permanent facilities in the national parks from the date of its publications in the Government gazette.

Fees to be paid by investors, will be reviewed from time to time when deemed necessary. License Agreement shall contain a clause which shall address the issue of delayed payment of all the approved fees by an investor and the penalty to be imposed.

The premium concession fees shall apply upon publication in the Government gazette as shall be gazetted from time to time to but not limited to all Permanent Tented Camps and Hotels/Lodges facilities that are developed in Central, Southern and Northern areas of Serengeti National Park, and other areas with similar status or that will have similar status as they shall be determined from time to time in other National Parks.

The premium fee rate shall be introduced upon publication in the Government gazette as shall be gazetted from time to time for conducting tourism activities in the Intensive Protection Zones (IPZ) including but not limited to Moru, Ndasiata and Nyambarumbwa areas and Mkomazi Rhino Project in Serengeti and Mkomazi National Parks respectively. This fee shall be applicable to all other National Parks with zones that have or will have similar conservation status as shall be determined from time to time.

6.2.1.2. *Timeline to complete the development/construction*

The Construction shall begin 12 months from the date of issuance of Offer Letter. The period starts from the date of the execution of the License Agreement. The construction period that is allowed for the development to be completed shall be 15 months and 30 months respectively for the Permanent Tented Camp (PTC) and Hotel/Lodge facility respectively.

If an investor does not complete construction of the facility within the period prescribed in the License Agreement, shall be required to pay arrears of similar amount of a non-refundable site allocation fee together with 50% penalty of the applicable concession fee for the respective park for each years of delay to complete construction.

The Seasonal facilities shall not be allowed to be operated in the permanent sites. All the construction materials shall be sourced from outside the parks. No person shall drive a vehicle weighing more than 10 tonnes of the gross weight within a National Park without Conservation Commissioner written authority.

6.2.1.3. *Mandatory requirements for the size or the bed capacity and occupancy rate of the facilities:*

Each of the allocated tourism investment site has certain defined bed capacity that is allowed to be established in that particular site. Therefore, all the facility owners before it becomes operational, shall report in writing to the TANAPA Head Office and the Park Management informing them

on the project completion for control purpose and other relevant operational procedures. Every facility before it becomes operational, the investor shall make sure the bed capacity for that facility and the occupancy rate for that facility (Permanent Tented Camp - PTC or lodge) shall not be less than 50% for the Parks in Southern, Eastern and Western Zone Parks except the entire Serengeti National Park and the Northern Zone of Nyerere National Park. The bed capacity and occupancy rate shall not be less than 80% of the full capacity of the allowed site capacity for all the Parks in the Northern Zone including the entire Serengeti and the Northern Zone of Nyerere National Parks. Otherwise, the owners shall be required to pay the difference of the bed night capacity of the respective facility in the form of seasonal camping fee applicable to the respective park.

6.2.1.4. Mandatory Documents for a valid DP:

The TIM document provides for checks to ensure that the investor has the financial and technical capability to invest in the park(s) and for the requested site(s). Before a letter of offer is issued, the investor is required to prepare and submit the Development Prospectus (DP) and the Business Plan documents according to TIM guidelines. Among other things, the submission should invariably have the following information:

1. A list with postal addresses of all past clients, the locations of all past projects or activities, a brief description of all past projects or activities, their reference letters, letters of recommendations, award letters from each of the following:
 - (i) Government agencies
 - (ii) The private sector where past projects or activities have occurred,
 - (iii) Suppliers from which there is a credit rating history
 - (iv) A bank name.
2. List and detailed information of all the partners involved in the financing or development of the project.
3. An audited financial statement confirming solvency of the investor(s) and the partners
4. Certificate of registration or incorporation
5. Relevant technical details of the investment project and its business plan.

According to the National Policies for National Parks in Tanzania, TANAPA will encourage all major developments only if:

 - All the criteria are met for specific park uses.
 - The development will be located in the development zones established in the park's approved GMP
 - There is a complete and thorough site-specific environmental impact assessment of the action.

6.2.1.5. Allowable minimum distance between the permanent facilities:

The minimum distance that is allowed between one facility to another for all the permanent facilities is a key consideration for site selection. The key consideration shall be enhanced visitor experience and shall not be to deprive the Licensee of the quite environment for privacy and enjoyment of the site.

The minimum distance between one facility and the other may also be determined based on the nature of the terrain of the area, physical features of the area, vegetation cover and drainage system in the area. This condition shall only apply when written approval from the Conservation Commissioner has been granted.

The minimum distance that is allowed from one facility to another facility may be reviewed by the Board of Trustees from time to time.

The allowed minimum distance that is allowed between one facility and another facility for each of the national park have been appended in this Tourism Investment Manual under the Appendix - E.

6.2.1.6. Mandatory Planting of Natural Trees and Vegetation:

Each of the investment site and development must have a provision of planting and maintaining adequate numbers of natural trees within the development. The Visual exposure of the facility developed should match with the natural environment and background.

6.2.1.7 Mandatory fees for environmental pollution:

Based on the principle that whoever damages the environment, should pay the cost for it. Also, the polluter benefits in some form or the other while polluting the environment hence the polluter should bear the cost.

The above principle shall apply to all the form and kind of investments throughout the jurisdiction of TANAPA. The fee shall be applicable for various types of pollution to all kind of developing facilities without adhering to the investment site selection criteria; including but not limited to top of the hills, mountain/hill slopes, primary view sheds, ecologically sensitive habitats, wildlife dispersal areas and breeding sites, habitats for Species of Special Concern, wildlife corridors, animal-crossings, flood plains, water sources, river banks, visual pollution and any other visual and environmental impacts within TANAPA sites.

The environment pollution fee shall be charged discriminately in addition to all other applicable park fees. The environment pollution fee shall be paid annually and no exemption shall be granted for whatsoever reason.

6.2.2. TANAPA's Investment Incentives

- (a) Free park entry during mobilization and construction stage.
- (b) All staff who are working in the permanent facilities in the parks are given free entry permits. The facilities permanent staff identity cards shall be issued upon proof of payment of the administration fee to TANAPA.
- (c) All administrative vehicles are given free entry permits; however, any vehicle over 10 tonnes gross weight must have got prior approval from the Conservation Commissioner for their entries.
- (d) Directors and family members pass with a minimum applicable annual fee upon publication on the Government gazette as shall be gazetted from time to time.

6.2.2.1. *Special Tourism Concession / Licence / Partnership Duration:*

The Lease / Licence / Tourism Special Concession. Partnership agreement period shall be for the maximum of 15 years for PTC and 30 years respectively for Lodge facilities developed in Tanzania National Parks. All investors shall be issued with a License Agreement with specific requirements on how construction and operation of the investment would be carried out. After the license term ends, they will be either renewed or the property-ownership shall be transferred to TANAPA.

TANAPA shall be provided with the necessary data on the performance of the facility in terms of bed occupancy rates from time to time upon request by the National Park Officials.

6.2.2.2. *Annual fee for Director's passes*

All investors shall pay Director's pass fee annually upon publication in the Government gazette as shall be gazetted from time to time.

6.2.2.3. *Requirements for EIA and SEA:*

For all the investment sites that have been earmarked for development and approved in the General Management Plans (GMPs) of the respective parks, TANAPA in collaboration with other stakeholders including but not limited to NEMC may conduct Strategic Environmental Assessment (SEA) or Environmental Consideration at a reasonable cost to be determined from time to time to facilitate the smooth capital investment. Another investment plan that requires a full EIA, it shall be carried out by the Investor.

All the investment projects should have obtained from OSHA, the Occupational Safety and Health Administration Certificate, depending on the nature of the investment/project. The prospective investor should have invariably applied and obtained the company incorporation, Industrial and business license from the BRELA, and a National Identification Number from the NIDA.

6.2.2.4. *Transfer, assignment or sub-let*

An investor shall not transfer/assign/sub let or part with the possession of the investment or part of the same without previously sought and granted permission in writing by TANAPA. TANAPA may only grant such transfer/assignment/sub letting after an investor pays to TANAPA a fee to be fixed in the license agreement. This means a license agreement will not be transferable without the consent of the Board of Trustees. The transfer fee shall be paid by the incoming Licensee.

6.2.2.5. *Dispute resolution mechanism*

Resolution of any dispute or differences between an investor and TANAPA may be by way of mediation, arbitration or may be referred to a court of law in Tanzania with competent jurisdiction. In either mode of dispute resolution to be applied, the Tanzania laws shall apply.

6.2.2.6. *Condition for Renewal*

Renewal of investment period will be based on mutual agreement between an investor and TANAPA. The terms and conditions of a license agreement for such renewal period will be based on the original license agreement. A license will be renewed based on demonstrated compliance with the previous License/Lease Agreement. An investor shall serve TANAPA a one-year renewal notice prior to expiry of License term.

6.2.2.7. *Termination/Liquidation of Investment*

Investment might be terminated in the manner to be stipulated in the License Agreement. However, termination may be due to breach of terms and conditions of a License, investor being declared bankrupt or insolvent and for the purpose of conserving, preserving, protecting areas, safety of investors provided that investors shall not remove, dismantle or demolish real property investments in the area without prior approval of TANAPA.

6.3. Compliance to National Policies, Legislations and Conventions

6.3.1. Policies to be complied with;

Any Investment and project shall comply with the following National Policies, legislation, and international conventions. In general, following National Policies are required to be adhered to.

6.3.1.1. *National Policies for National Parks in Tanzania (1994)*

The National Policies for National Parks in Tanzania provide clear pathways on how to accomplish the mandate of national parks in Tanzania. TANAPA envisages to promote and regulate the use of parks and provide those services necessary to meet the basic needs of park visitors and to achieve each park's management objectives. The policies provide that only those activities, which

contribute to the understanding and appreciation of the park resources, will be allowed and only to the extent that tangible heritages including natural, cultural and scenic resources and intangible resource values, which are wilderness character and visitor experience are not impaired. Further, the policy points out that all human settlements, except TANAPA staff, authorized researchers and advisors, as well as employees in accommodation facilities, will be prohibited in all national parks. Notwithstanding the above exception, an authorized human settlement will be kept at a minimum level and for essential personnel only.

6.3.1.2. National Environmental Policy (1997)

Tanzania's National Environment Policy (1997) emphasizes that rather than an afterthought, the environmental considerations should be taken as an important factor in decision making and become a part of the conscious awareness of Tanzania's development realities.

6.3.1.3. National Tourism Policy (1999)

The National Tourism Policy (1999) seeks to market Tanzania as a favoured tourist destination and thus increase progressively the number of tourists visiting the country (URT, 1999) in order to increase the contribution of the sector to the country's Gross Domestic Product (GDP).

6.3.1.4. National Strategy for Growth and Poverty Reduction (NSGPR - 2005)

The policy clearly outlines the importance of the local economy and livelihood of the people, poverty alleviation, through encouraging the sustainable and quality tourism facilities that are ecologically friendly, environmentally sustainable, and economically viable.

6.3.1.5. National Wildlife Policy (2007)

The National Wildlife Policy recognizes the importance of wildlife conservation in Tanzania. The policy advocates for sustainable utilization of wildlife resources and requires all "significant" development projects in wildlife protected areas to be subjected to Environment Impact Analysis (EIA) (URT, 2007a).

6.3.1.6. National Energy Policy (2003)

The National Energy Policy (2003) insists on the need to consider the environment in its entirety. Matter such as energy production, procurement, distribution, and utilization should all be done in an environment-friendly manner.

6.3.1.7: National Land Policy (1995)

The National Land Policy focuses on the conversion of land into an economic asset for the benefit of the citizens of the country. However, the policy provides that land could be allocated

to investors in line with their ability to develop it while safeguarding the interest of citizens in the subject land.

6.3.1.8: National Forest Policy (1998)

The main goal of the Forest Policy (1998) is to ensure sustainable supply of forest products and services by maintaining sufficient forest areas under effective management, and reassurance of ecosystem stability through conservation of forest biodiversity, water catchments and soil fertility.

6.3.1.9: National Water Policy (2002)

The aim of the National Water Policy of 2002 is to develop a comprehensive framework for sustainable development and management of the nation's water resources. The risk of water scarcity should be looked at, and mitigated in an environment-friendly manner.

6.3.1.10: National Cultural Policy (1997)

The National Cultural Policy recognizes that the public remains free to earn a living from cultural activities. Cultural heritage and their protection shall remain to be a public responsibility.

6.3.1.11: National Employment Policy (1997)

The policy is centered around creating and maintaining sustainable employment without damaging the nature-based resources. As long as the investment project creates new opportunities and employment for the local community, without damaging the nature-based resources. it meets the policy requirement.

6.3.1.12: National Policy on Gender and Equity (1999)

This policy emphasis on gender quality and equal opportunity for both men and women to participate in investment projects.

6.3.1.13: National Health Policy (2017)

The National Health Policy aims at improving the health status of all people wherever they are; and whatever their age is. Good Physical and Mental health is a fundamental criterion for the people working on the investment project.

6.3.1.14: National Policy on HIV/AIDS (2001)

HIV/AIDS is a social, cultural and economic problem; however, the policy provides a guideline how to tackle the issues.

6.3.1.15: National Trade Policy (2003)

The goal of the National Trade Policy is to facilitate smooth integration into the Multilateral Trading System (MTS). The main objective of this policy is to raise efficiency, and widen the linkages in the domestic production sector.

6.3.1.16: National Investment Promotion Policy (1996)

The National Investment Promotion Policy of 1996 recognizes that Tanzania endeavours to build a typical self-sustaining economy focussing on the development of its human resources with a dynamic culture and sustainable economy. Tanzania is geared towards creating an open market economy, which focuses on creating an enabling environment for private sector investment, especially in the tourism industry. The policy emphasizes that the investor must be serious and highly committed to participate in the country's development and in Government's efforts to alleviate poverty as well as obeying the laws of Tanzania, and eager to work on the identified project in a timely manner.

6.3.1.17: National Construction Industry Policy (2002)

This policy is centered around the use of innovative technologies and practices that allow the socio-economic development to sustain without making harm to human health and the environment

6.3.2. Legislations to be complied with includes but not limited to:-

- (i) Environmental Management Act, Cap. 191 (2004)
- (ii) Tourism Act (2008);
- (iii) The Tourism (Tourism Development Levy) Regulations, 2012, (published under GN. No.352 dated 1 October 2013);
- (iv) The Tourism (Fees and Charges) Regulations, 2009, (published under GN No.228 dated 29 June 2009);
- (v) The Tourism Operator (Registration and Licensing) Regulation, 2009 (published under GN No.229 dated 29 June 2009);
- (vi) The Tourism (Tour Guides) Regulations, 2009 (published under GN No. 230 dated 29 June 2009);
- (vii) The Tourism (Accommodation) Regulations, 2009 (published under GN No.231 dated 29 June 2009).
- (viii) Wildlife Conservation (Capture of Animals) Regulations, GN 244/2010
- (ix) Wildlife Conservation (Wildlife Fencing, Breeding Sites, Orphanage Centers, and Sanctuaries) Regulations, GN 379/2013
- (x) Wildlife Conservation (Dealers in Trophies) Regulations, GN 230/2010
- (xi) Wildlife Conservation (Tourist Hunting) Regulations, GN 414/2015
- (xii) Forest Regulations, GN 153/2004
- (xiii) Forest (Amendment) Regulations, GN 324/2012

- (xiv) Tanzania Investment Promotion Act (1997)
- (xv) Land Act, No. 4 (1999) ;
- (xvi) Village Land Act No. 5 (1999);
- (xvii) Wildlife Conservation Act, No. 5 (2009);
- (xviii) Forest Act (2002);
- (xix) Tanzania National Parks Act, Cap. 282, R.E (2002);
- (xx) Land Use Planning Act, No. 6 (2007);
- (xxi) Water Resource Management Act (2009) ;
- (xxii) Environmental Management (Air Quality Standards) Regulations (2007);
- (xxiii) Environmental Management (Water Quality Standards) Regulations (2007);
- (xxiv) Food, Drugs and Cosmetics Act (2003);
- (xxv) Employment and Labour Relations Act, No. 6 (2004);
- (xxvi) National Public Health Act, No. 1 (2009);
- (xxvii) Occupational Safety and Health Act (2003);
- (xxviii) Fire and Rescue Services Act, R.E (2002); and
- (xxix) Workers Compensation Act, No. 20 (2008).

6.3.3. International Conventions to be complied with;

- (i) East African Community Treaty (1999) amended in 2007;
- (ii) Lusaka Agreement (1994);
- (iii) Convention on International Trade in Endangered Species (1973);
- (iv) World Heritage Sites Convention (1972);
- (v) Convention on Biological Diversity (1992);
- (vi) Convention on Climate Change (1992);
- (vii) International Code of Conduct on the Distribution and Use of Pesticides;
- (viii) International Plant Protection Convention (1952); and
- (ix) International Labour Organization Convention (1991).

6.4. TANAPA's New Investment Opportunities and Options

The following are investment options available within and outside of Tanzania national parks;

- (i) Private owned Investment Proposal such as traditional License
- (ii) TANAPA Owned Site with License to Operate under Tourism Special Concession arrangement including Seasonal Arrangement
- (iii) Joint Venture such as PPP (TANAPA as a Public Organization, Investor as a Private Organization and a Partnership between the two organization to run the facilities or to develop new infrastructure)

Once sites are available for investment in the National Parks, they will be advertised to the public through the TANAPA website.

6.5. TANAPA's New Investment Opportunities

Tourism activities in National Parks require at least some physical development in order to generate income. Tourism shall be economically successful and profitable in the long term to produce real benefits. The benefit is an essential element for the sustainability of tourism activity.

Physical development means roads, earthworks, buildings, fences, water and/or power supplies. All of these reduce naturalness and the various 'wild values' of the subject park. It is these natural wilderness features that visitors come to see and experience. Often it is these same natural features that provide important monitoring criteria for wildlife and environmental health in the park.

In any of the national park, it is most important for the development structures to have minimal impact, there should be no unnecessary construction. Building activity should be limited to just sufficient for economic success, but no more than is needed. They must be carefully planned and located sensitively and aesthetically with both wildlife and visitor needs in mind. In any of the park, the highest standards for minimizing environmental impact is paramount for TANAPA.

Whilst investment can bring major economic benefits to the tourism sector, investors must be assumed to be concerned primarily with the private returns to investment, and not the social returns. Therefore, concessions and partnering decision for the new investment shall be taken in such a way that any negative externalities are prevented, so that the protection and conservation of natural tourism resources as well as the environment are ensured.

6.5.1. Special Tourism Concessions:

For the purpose of this document; a Special Tourism Concession is defined here as *"A License, easement or permit for an operation undertaken by any party other than the protected area agency"* and it *"provides public service and may require some capital investment by a concessionaire for buildings, equipment and operating costs. A Special Tourism Concession arrangements could provide accommodation, food and beverage, recreation, education, retail, and interpretive services to tourists"*

There shall be a 'Non-refundable application fee and annual base rent fee for the Special Tourism Concessions investment in the national park area upon publication in the Government Gazette from time to time.

6.5.2. Public-Private Partnership (PPP)

TANAPA recognizes that introducing the private sector investment can bring much-needed finance, expertise, and innovation to the tourism sector that the public sector alone cannot provide due to budgetary and capacity constraints. The competitive pressures from rival tourist destinations and facilities will drive private investors to develop quality products, improve customer service and have efficient management. It is obvious that the TANAPA may well benefit from certain

management activities undertaken by the concessionaire/investor/private sector partner, such as taking responsibility for certain maintenance and operational responsibilities as part of their agreement requirements, maintaining tracks or signs, or gathering and sharing information about the park resources.

TANAPA may enter into an agreement with Private Sector under the PPP arrangements to operate and manage tourism facilities under its ownership including but not limited to Historical and Cultural Centres, Golf Course, Hotel/Lodge facilities, Bandas and Camps inside and outside its areas of jurisdiction.

The specific Standard Operational Procedures and Guidelines construed to the requirement of this manual that is nationally and internationally accepted for Special Tourism Concessions and PPP engagement have been developed and appended to this document under Appendix – F.

6.5.3. Seasonal Investments in Campsites

For the purpose of this document Seasonal Campsites shall be defined as *All the temporary tented camps; no cement platforms or permanent structure of any type; temporary timber foundations; no boreholes, no swimming pool and no permanent toilet structure of any type and camouflage camping techniques*”;

No Seasonal campsite shall be allocated within the minimum distances from one permanent facility to another as stipulated Appendix - E to this Manual. The distance between one seasonal camp to another seasonal camp shall not be less than 3-5kms depending with the nature and size of the respective park. No cement or wooden or any permanent platforms, or water boreholes, or any sanitary structures of any kind shall be built under the seasonal camping site license.

The Camp Operator shall pay the ‘Non-Refundable Seasonal Camp Site Application and Allocation Fees’ upon publication in the Government Gazette from time to time.

The operator shall provide and maintain proper systems of waste management and ensure that the site and general environment have remained clean at all time. The formation and set up of Seasonal Campsite shall be compliant with the ecological and environmental norms and the National Park’s requirements stated in the respective Park GMP. At the end of the term, all the trash shall be packed out by the licensee-TITO Principle shall be adhered.

Prospective Operator for the Seasonal Campsites shall have the following obligations, subject to the application of investment been approved by TANAPA.

The Operator must get a status of registered tour operator, hotelier or camp operators with a valid TTLB (Tanzania Tourism Licensing Bureau) licence for tourist accommodation, VAT registered with TIN number. The Investor shall have to pay relevant fees as per the prevailing park fees structure and guidelines.

The Operator shall set up a system so that tourists can make the reservation of the Seasonal Campsites online. The campsite shall be limited to a maximum capacity of ten (10) guest tents, all installed in ecological and environmentally friendly design, and in compliance with the Park GMP requirements. The Operator shall make and maintain firebreaks around the Site as shall be approved by the Park Conservation Commissioner and ensure the proper installation and maintenance of safety and security equipment. TANAPA Park management team would be able to provide guidance on how to conduct firebreaks and in case, where the park is intending to conduct fire breaks, notice shall be given.

The Operator shall satisfy that a minimum quarterly occupancy of 180 bed nights is met. The only exception to this shall be for the low tourism season months of March and April.

The term of Licensee shall be a minimum of three (3) months and a maximum of 12 months. The term can further be extended based on the realized actual occupancy level and depends on the status of the site. The Operator who shall not meet a minimal bed occupancy rate indicated above for two quarters (six consecutive months save for the month of March and April) shall lose a chance of renewing or extending the license term.

The Operator shall not conduct or permit activities within the Seasonal Camp Site that can have interference to nature or wildlife, particularly wild animals and the conservation and security of the national park and operation of other tourist facilities and activities.

There Special/Seasonal Camp operators shall not be allowed to erect signpost bearing their company or business or trade names for providing directional purposes other than the signs that are allowed by the park as stipulated in the TANAPA Tourism Manual. The Operator shall not change the seasonal camping site names other than the approved names by the respective parks.

The premium seasonal/special camping fees shall be introduced upon publication in the Government gazette as shall be gazetted from time to time for all but not limited to all Special/Seasonal Camping facilities in Central, Southern and Northern areas in Serengeti National Park, and other areas that have similar status or will have similar status as they shall be determined from time to time in other National Parks.

TANAPA shall be provided with the necessary data on the performance of the facility in terms of bed occupancy rates from time to time upon request by the Park Officials and other TANAPA staff. The underperforming facilities shall not be considered for Special/Seasonal camping site allocation. There shall no Seasonal Camps to be allowed to operate in the sites allocated for the development of permanent facilities as approved in the respective park GMPs.

The Licensee/Concessionaire/Seasonal Operator must bear in mind the following important conditions which would appear in the License contract.

Upon successful application of investing in PTC, Hotel/Lodge, Tourism Special Concession Area, and Special/Seasonal Campsite, the license shall not be assigned, conveyed, or transferred any interest and obligations in whole or in part, to anyone else without the express prior written consent of TANAPA's Conservation Commissioner. Upon breach of any terms and conditions or in the event that either the Operator or TANAPA proposes to terminate the license arrangement, a written notice of 30 to 90 days for the Seasonal Campsite and PTC/Lodge/hotel respectively would be required to be given by the party who wishes to terminate the License.

Upon approval by the Conservation Commissioner, the property ownership transfer fee shall be paid to TANAPA prior to the transfer permission granting upon publication of the transfer fee on the Government gazette as shall be gazette from time to time.

The Concessionaire under Special Tourism Concessions or Permanent or Seasonal Investment may contribute to the park by providing the equipment, capacity building and funds in kind.

APPENDIX – A: Overnight Accommodation Definitions

Hotel:

One level, permanent, steel-reinforced cement foundations with permanent hard walls, continuous structure with multiple interior bedrooms, dining room, bar, gift shop, offices, reception, and storage under one primary roof structure with interior plumbing and power; swimming pool optional; essential onsite staff housing; essential parking and storage space only. Biodegradable trash buried and burnable burned by an investor. Non-burnable removed from the park by hotelier.

Lodge:

One level, permanent, steel-reinforced cement foundations with permanent hard walls, continuous structure with reception, gift shop, dining room, bar, offices under one roof with interior plumbing and power; a series of one level, separated, permanent, steel-reinforced cement bedroom structures (bandas, cottages etc.); swimming pool optional; only essential staff housing; essential parking and storage space. Biodegradable trash buried and burnable burned by an investor. Non-burnable removed from the park by an investor.

Eco-Lodge:

One level, permanent, timber foundations with permanent walls, continuous structure with reception, gift shop, dining room, bar, offices under one roof with interior plumbing and power; a series of one level, separated, permanent, timber bedroom structures (bandas, cottages etc.); steel reinforced with cement foundations for kitchen and washrooms, swimming pool optional; essential staff housing; essential parking and storage space only. Biodegradable trash buried and burnable burned by investors. Non-burnable removed from the park by an investor.

Permanent Tented Camp

One level, cement or wood platform, tented structure with reception, dining room, and bar; a series of one level, cement or wood platform, separated, permanent tented bedroom structures; swimming pool optional; only essential onsite staff housing; essential parking and storage only. Biodegradable trash buried and burnable burned by investors. Non – burnable removed from the park by investor.

Special Campsites: (Non-Permanent Tented Camps/Seasonal Campsites)

All temporary tented camps; no cement platforms or permanent structure of any type; temporary timber foundations; no boreholes, no permanent toilet structure of any type. All trash packed out by the tour operator; camouflage camping techniques. Seasonal campsites are allocated for a specified time and *will never automatically upgrade to a permanent site unless specified in the GMP.*

Public Campsites: (Non-Permanent Tented Camps)

All temporary tented camps; numbered and designated tent sites with perimeter definition for tent locations, fire rings, and parking area; permanent shower and toilet structure; TANAPA regularly schedules trash pickup collection system and shower/toilet maintenance.

Wilderness Campsites: (Non-Permanent Tented Camps)

Non-designated (may be designated in special circumstances) tent campsites and foot trails; access by food only; no permanent structure or roads of any type. Tour operator or individual user responsible for packing out all trash; camouflage camping techniques.

*All TANAPA license and Non-license accommodation categories will prohibit the concessionaire or organization from establishing any type of procedure that will result in discrimination or “exclusive use” of the facility. Anyone will be allowed to book or reserve accommodations for the above types of accommodations.

APPENDIX – B: Single & Multiple Submissions Rating Evaluation

SEGMENT A: RATING

Please provide the rationale for your rating in the space provided below each category. PLEASE REMEMBER THAT IN SEGMENTS A, B, AND C: THE LOWER THE SCORE THE MORE ACCEPTABLE THE DEVELOPMENT OR ACTION

PLEASE RATE BY CIRCLING ONLY ONE ITEM LEFT OF THE IMPACT DESCRIPTION

Rating 5 is a MAJOR NEGATIVE IMPACT rating

Rating 1 is a Minor Negative Impact rating

Rating 0 is NO IMPACT

5 4 3 2 1 0	Impact on Wildlife
5 4 3 2 1 0	Impact on T/E Species or Species Concern
5 4 3 2 1 0	Impact on Vegetation / Soils
5 4 3 2 1 0	Impact on Wetlands/Floodplains
5 4 3 2 1 0	Impacts on Exceptional Resources or Resources of Special Concern
5 4 3 2 1 0	Impacts on Cultural Sites: Prehistoric, Historic, and Contemporary Cultural Use Sites
5 4 3 2 1 0	Impacts on Water Resources (surface and subsurface)
5 4 3 2 1 0	Impact on Topographic Considerations (any type of development on slopes over 7% = 5 rating)
5 4 3 2 1 0	Impact on Park View sheds
5 4 3 2 1 0	Impact on the Park's Air Quality
5 4 3 2 1 0	Impact on the Park's Nigh Scene (if there are no mitigating measures for the intrusion of artificial light into the night sky = rating 5)
5 4 3 2 1 0	Impact on Solitude (noise levels)
5 4 3 2 1 0	Impact on Local Communities
5 4 3 2 1 0	Impact on Other Park Visitors
5 4 3 2 1 0	Impact on Park Operations
5 4 3 2 1 0	Impact on Park Revenue

SEGMENT B: RATING

PLEASE READ EACH CATEGORY CAREFULLY BECAUSE THE RATING IS WEIGHTED DIFFERENTLY THAN IN *SEGMENT A*

PLEASE RATE BY CIRCLING ONLY ONE ITEM LEFT OF THE DESCRIPTION

Rating 1 represents the BEST rating

Rating 2 represents an ABOVE AVERAGE rating

Rating 3 represents an AVERAGE rating

Rating 4 represents a BELOW AVERAGE rating

Rating 5 represents a POOR rating

- | | |
|-----------|--|
| 1 2 3 4 5 | Please rate the overall quality of the PROPOSAL SUBMISSION (compliance with TIM; the completeness and professional quality of the narrative text). |
| 1 2 3 4 5 | Please rate the overall quality of the PROPOSAL SUBMISSION (compliance with TIM; the completeness and professional quality of the drawings). |
| 1 2 3 4 5 | Please rate the overall quality of the area selected for the development/ action with respect to the LEAST ENVIRONMENTAL IMPACT. |
| 1 2 3 4 5 | Please rate the overall quality of the area selected for the development/ action with regards to the QUALITY OF THE VISITOR EXPERIENCE. (Is this a location that provides those types of aesthetic qualities that will ensure visitor enjoyment? Would the site appeal to you if you were a tourist?) |
| 1 2 3 4 5 | Please rate the SITE DESIGN AND LAYOUT. Assess the functional relationship and special distributions. |
| 1 2 3 4 5 | Please rate the overall ARCHITECTURAL CHARACTER. (Does the entire development/activity blend harmoniously with the natural environment and is it compatible with the cultural context. |
| 1 2 3 4 5 | Please rate the ACCESS ROAD (distance from main park road to development/action) and the INTERNAL CIRCULATION SYSTEM within the site from the standpoint of “good or bad” road alignment, environmental sensitivity, and length (a shorter access road should receive more positive ratings than long access roads). |
| 1 2 3 4 5 | Please rate the development/action from the standpoint of ENERGY AND WATER CONSERVATION. |

- 1 2 3 4 5 Please rate the development/action from the standpoint of WATER SYSTEMS.
- 1 2 3 4 5 Please rate the development/action from the standpoint of SEWAGE DISPOSAL/TREATMENT
- 1 2 3 4 5 Please rate the development/action from the standpoint of SOLID WASTE DISPOSAL/TREATMENT
- 1 2 3 4 5 Please rate the development/action from the standpoint of POWER SUPPLY
- 1 2 3 4 5 Please rate the development/action from the standpoint of FUEL AND CHEMICAL STORAGE
- 1 2 3 4 5 Please rate the development/action from the standpoint of LANDSCAPING
- 1 2 3 4 5 Please rate the development/action from the standpoint of the quality of STAFF HOUSING, STAFF WORKING ENVIRONMENT, AND STAFF BENEFITS.
- 1 2 3 4 5 Please rate the development/action from the standpoint of ACCESSIBILITY FOR THE PHYSICALLY HANDICAPPED
- 1 2 3 4 5 Please rate COMMUNITY BENEFITS
- 1 2 3 4 5 Please rate the development/action from the standpoint of ECONOMIC FEASIBILITY.
- 1 2 3 4 5 Please rate the development/action from the standpoint of providing evidence of LOCAL/INTERNATIONAL CHAINS of high-end facilities (where appropriate)

SEGMENT C: RATING

PLEASE READ EACH CATEGORY CAREFULLY BECAUSE THE RATING IS WEIGHTED DIFFERENTLY THAN IN SEGMENT A, B OR C

PLEASE RATE BY CIRCLING ONLY ONE ITEM LEFT OF THE DESCRIPTION

20+ 15 5 0 REPUTATION OF THE DEVELOPER

Please rate the overall REPUTATION OF THE DEVELOPER as related to TANAPA's past experience with the said developer. A very poor or poor rating is related to any type of misconduct; lack of cooperation with TANAPA; non-compliance with TANAPA Acts, policies and park plans; and /or a previsions record of poor construction, poor operations and/or poor management within a national park.

Rating 20+ represents a VERY POOR rating

Rating 15 represents a POOR rating

Rating 5 represents an AVERAGE rating

Rating 0 represents a GOOD rating

20+ 15 5 0 PARTNERSHIP AGREEMENT WITH TANZANIAN
CITIZEN (S)/INSTITUTIONS

Please rate the overall PARTNERSHIP AGREEMENT with Tanzanian citizen(s). A partnership rating is based on the following:

- STRONG means more than 50% of shares
- GOOD means from 20% to 50% of shares
- WEAK means less than 20% of shares
- NO PARTNERSHIP means no shares

Rating 20+ represents a NO Partnership rating

Rating 15 represents a WEAK Partnership rating

Rating 5 represents a GOOD Partnership rating

Rating 0 represents a STRONG Partnership rating

TOTAL SCORE

**THE LOWER THE SCORE – THE MORE
ACCEPTABLE THE DEVELOPMENT OR ACTION**

PRINT NAME:

SIGNATURE:

Signature is a legal confirmation that the person doing the rating has no indirect or direct affiliation with the developer(s) under evaluation

PROFESSION:

TITLE:

ORGANIZATION/
AFFILIATION:

DATE:

APPENDIX – C: Advantages and Disadvantage of PPP

PPP advantages:

- It ensures the necessary investments into the public sector and more effective public resources management;
- It ensures higher quality and timely provision of public services;
- Mostly investment projects are implemented in due terms and do not impose unforeseen public sectors extra expenditures;
- A private sector entity gets an opportunity to obtain a long-term remuneration;
- Private sector expertise and experience are well utilized in PPP projects implementation;
- Appropriate PPP project risks allocation enables to reduce the risk of management expenditures;

PPP disadvantages:

- Infrastructure or services delivered could be more expensive than expected / normal;
- In one of the PPP project, if the public sector payments obligations were postponed for the later periods, that can negatively reflect future public sector project;
- PPP service procurement procedure is longer and costlier in comparison with traditional public procurement;
- PPP project agreements are long-term, complicated and comparatively inflexible because of difficulties in evaluating all particular events that could influence the future costs.

APPENDIX – D: Environmental Impact Consideration Checklist

The below checklist shows what must be submitted for the assessment of Environment Impact Consideration. Each element must be reported.

Subject area od EIA	ELEMENT that requires to be reported under EIA
Physical characteristics of the site and its surroundings	<ul style="list-style-type: none"> • Land • Freshwater systems • Marine and estuarine system • Climate
Ecological characteristics of the site and its surroundings	<ul style="list-style-type: none"> • Vegetation • Animals • Natural and semi-natural communities
Current and potential land-use and landscape character	<ul style="list-style-type: none"> • General considerations applicable to all development proposal • Recreational areas • Residential area in and bordering on the parks and protected areas • Commercial areas in and bordering on the parks and protected areas • Industrial areas bordering on the parks and protected areas • Agricultural and civil-cultural areas bordering on the parks and protected areas
Impact on Cultural resources	<ul style="list-style-type: none"> • Architectural, cultural or historic heritage • A special attraction of local sites, traditions or events • Sites or areas of religious or spiritual significance • Traditional hunting practices and other resources for tourism activities • Other tourism developments • Ratio of foreign: local tourists • Encroachment of any kind and nature
Social-economic characteristics of the effected publics	<ul style="list-style-type: none"> • Demographic aspects • Economic and employment status of the affected social groups • Welfare profile bordering on the parks and protected areas • Health profile • Culture profile

Infrastructure services	<ul style="list-style-type: none"> • Energy supply • Water • Waste management • Transport networks • Education • Housing and tourist facilities • Telecommunication • Financial implications to the region
Social and community services and facilities	<ul style="list-style-type: none"> • Health service facilities • Emergency services • Recreational facilities
Level of present and future environmental pollution	<ul style="list-style-type: none"> • Air pollution • Water pollution • Noise, vibration and lighting • Visual pollution • Solid or liquid waste and by-product disposal
Impact on Risk and Hazard	<ul style="list-style-type: none"> • The level and identity of hazard to the public • Probability of occurrence • Extent of effect – local, regional or panoramic <p>Degree of risk for</p> <ul style="list-style-type: none"> • Construction workers • Park staff • Tourists • Neighbors • Other living organisms (e.G. Animal health) • Habitats, eco-tones, and ecosystem functioning
Impact on Health and Safety	<ul style="list-style-type: none"> • Dust, fumes, Noise, Odors, Gases, Vapors, Lighting, Heat, Cold, Vibration, Radiation, Possibility of Accident
Policy considerations	<ul style="list-style-type: none"> • TANAPA policy • National Environmental Conservation policy • Park Management Plans • Park Zoning Plans • National legislation • Local authority by-laws and legislation
Cumulative and synergistic effects	<ul style="list-style-type: none"> • The ability of the natural and social environments to assimilate cumulative stresses placed on them • The likelihood of negative synergistic effects • Existing or future development rights because of a precedent being set

Awareness and publicity	<ul style="list-style-type: none"> • Publicity of the park • Public relations of TANAPA • Awareness of communities neighboring the park • Involvement of neighboring communities and non-governmental organizations • Environmental education objectives • Promotion of the concept of sustainable lifestyles • Insight into key environmental issues and options (e.g. poverty, population growth) • Things that tourists can do to promote the wise use of resources • Appropriate behavior by park and associated officials, in setting examples • Lobbying for a national policy and procedure to integrate developments and environmental management
Enhancement of positive characteristics	<ul style="list-style-type: none"> • Any of the characteristics listed in points 1 to 13 above

Further detail of the requirements of information on each of the elements stated above would be made available by TANAPA upon request and at the stage of preparing these documents under step 11 of the process as stipulated above.

APPENDIX - E: The Minimum Distance Between One Facility and Another in Respect of Each National Park

The below table shows the minimum distance that is between one facility and another facility for each of the national park.

S/N	PARK NAME	DISTANCE	S/N	PARK NAME	DISTANCE
1	Serengeti	10 kilometres	11	Kilimanjaro	10 kilometres
2	Ruaha	10 kilometres	12	Mkomazi	10 kilometres
3	Katavi	10 kilometres	14	Burigi-Chato	10 kilometres
4	Tarangire	8 kilometres	15	Ibanda-Kyerwa	7 kilometres
5	Mikumi	10 kilometres	16	Rumanyika-Karagwe	5 kilometres
6	Arusha	3 kilometres	17	Nyerere	10 kilometres
7	MahaleMountains	3 kilometres	18	Kigosi	10 kilometres
8	Kitulo	3 kilometres	19	Ugalla River	10 kilometres
9	Lake Manyara	3 kiometres	20	Udzungwa Mountains	3 kilometres
10	Saadani	3 kilometres	21	Rubondo Island	5 kilomettes

**GUIDELINES FOR SPECIAL TOURISM CONCESSIONS
IN TANZANIA NATIONAL PARKS**



FORWARD

Regardless, since national parks are the assets of the nation, and they have always been experiencing a short of funding to conserve the parks and its bio-diversity to the best level that they deserve, it is now prudent that rather than taxpayers' revenue be placed at risk, by placing conservation assets at possible risk, it is better to think, act and implement diverse sources of income and funding; particularly when alternative option to do the task in better way exist in the form of private capital. It is not new that commercial ventures were performed by the private sector, charging market-determined prices, within an appropriate regulatory framework designed to mitigate against impacts on biodiversity, and ensuring that there is a relatively risk-free return to the conservation assets being leveraged.

A typical Special Tourism Concession allows a private operator to construct and operate tourism facilities within a national park on the basis time-bound contract. Investors have either taken over or are upgrading specified existing facilities, services, or activities, or they are in the process of building new ones. In most cases, the Concessionaire is granted special/exclusive commercial use rights to a defined area of land, within a national park, in return for payment of Special Tourism Concession fees.

At the end of the contract term, the ownership of all the facilities revert to TANAPA. The contractual mechanism is a Special tourism concession Contract that gives rights of occupation and commercial use of the land together with a set of obligations on the part of the Concessionaire regarding financial terms, environmental management, social objectives, empowerment, and other factors. Infringement of any of these requirements carries specified penalties, underpinned by contractual responsibilities, and finally termination of the contract, with the assets reverting to TANAPA. All aspects of biodiversity management shall continue to be performed by TANAPA, consistent with the specific Park Management Plan.

Although the primary objective of the Concessioning process is to generate more revenue for the organization, the processes are designed to encourage partnerships that exhibit the correct mix of financial strength, requisite experience, and strong empowerment credentials. The focus of empowerment on promoting and providing business opportunities for historically disadvantaged entrepreneurs, in particular, those from local communities living adjacent to national parks. This is particularly necessary because Tanzania's history has been such that the majority have been not fully included as users and beneficiaries of the national park system.

TANAPA is committed to review the process and reissue the guideline in three years-time as an interim review and a 2nd final review in five years' time.

EXECUTIVE SUMMARY

Tanzania's National Parks are the choice of remaining pieces of the biosphere that the quality of life on earth due to the diversity of wildlife, flora, and un-trampled landscapes that exists. However, the conservation demands on our parks and wildlife are so high due to increasing population pressures and exploitation; that it is almost impossible to coup up with those demands with limited sources of funds and resources.

The challenge of achieving a balance between conservation goals and uses of the available resources sustainably in such a way that it could be beneficial to both local and regional populations as well as the international visitors, is possible alternative if the Special Tourism Concession arrangements are widely used wherever and whenever possible, as a part of the Park Management task. The focus should still be the same that these landscapes must remain unspoiled, as benchmarks to what once was and to serve as the last bastion of hope for the preservation of biodiversity. As this earth moves on its steady pilgrimage, our National Parks become increasing important parts of a larger equation from which mankind stands to gain immeasurably.

The strategy of inviting private investor to invest under the Special Tourism Concession arrangement is going to create an entire new equation in conservation funding and park management in the near future.

This document focuses on providing the fundamental information and crucial guidance on how the investment can be successfully made by the prospective investor through the Special Tourism Concession arrangement. All sort of planned investments opportunities for the Investment and Special tourism concessions in the Parks and Cultural Heritage sites managed by TANAPA just not required to be widely published, but also a message should go to the wider audience that TANAPA is open for various proposition of investment proposals in various forms including Public-Private Partnerships (PPP), Special tourism concessions, or the Traditional License agreement for the variety of investment including but not limited to the Permanent Structure, or Seasonal Campsite, Tour Operation or Activity-based tourism. We will always remain focused on our Vision of *Sustainable conservation of National Park's Resources and Values for the benefits of mankind*" and the Mission statement *"To sustainably conserve National Parks through innovative approaches for maximization of ecosystem services and optimizing tourism development"*. And constantly uphold our core values of *professionalism, accountability, integrity, team spirit, efficiency, innovation, and quality*. This Guideline document explains important provisions of TOURISM INVESTMENT MANUAL of TANAPA.

Let us hope we have the courage it will take to make the right decisions!



Gen. George M. Waitara (Rtd)
Chairman, Board of Trustees



Dr. Allan J.H. Kijazi
Conservation Commissioner

21.11.2019

Date

DEFINITIONS

General Terms

Policies

Policies are the documented regulations and policies of the Republic of Tanzania, as detailed in chapter 5.3.1 in this document.

Legislations

Legislations are the Acts of the United Republic of Tanzania as detailed in chapter 5.3.2 in this document.

National Park Act

National Park Act is the National Parks Act, CAP. 282 Revised Editions of 2002 (hereafter referred to as the Act), including the National Policies for National Parks in Tanzania 1994 (hereafter referred to as the National Policies).

General Management Plan (GMP)

GMP is the park-specific master plan that provides the strategies for addressing challenges and achieving identified management objectives over a 10-Year Period. Throughout the multidisciplinary planning process, opportunities are provided for the public to voice concerns and improvement in the planning and management of the park. A GMP consists of a management-zoning scheme, which includes the identification of zones based on resource sensitivity, resource values and desired management objectives. The plan identifies what “can and cannot” occur in each zone and sets the “limits of acceptable use” for each zone.

All development/activity requests will have to be in compliance with relevant Tanzania Policies and Laws including but not limited to the, and with all approved Park General Management Plans (GMPs).

PPP

A PPP is essentially a contractual arrangement whereby a private sector party performs agreed functions by having pre-defined terms of partnership with the public sector organization such as TANAPA.

Special Tourism Concession

The rights, whether full or restricted or shared or exclusive to conduct tourism activities and/or to commercially use plant and/or animal resources (collectively referred to as wildlife resources) on business principles in proclaimed protected areas and any other designated land managed and controlled by TANAPA for a specified period of time.

Commercial tourism activities

All activities involving tourism, based on an agreement between TANAPA and a Tourism Special Concession holder.

Community

A group of rural area residents on the land in close vicinity of the national parks, that have formed a recognizable entity, in making representations of the interests of the members; or a group of citizens that have defined themselves as a community.

Special Tourism Concession Agreement

An agreement between TANAPA and a concession holder that outlines each party's rights and obligations arising out of the granting of the concession.

Concessionaire or Special Tourism Concession holder

Any individual, collection of individuals, community, conservancy, community forest or incorporated or unincorporated entity that has been granted a concession by TANAPA.

Concessioning Policy

Guiding Policy for awarding Special tourism concessions by TANAPA.

Direct Award

Awarding of a contract directly to a community as contemplated in the Policy.

Protected Areas

Areas proclaimed as national parks, recreational areas or similar areas in terms of appropriate Act or Acts of Republic of Tanzania.

Government Land

Land inside and outside of protected areas that belongs to the Tanzania Government and it includes national parks, game parks, game management areas, recreational areas, communal land, conservancies, and community forests.

Investment Opportunity

It is the opportunity to invest in accommodation facilities and tourism activities within TANAPA jurisdiction. TANAPA will avail all 'investment opportunities' to the public through print and electronic media.

TANAPA also welcomes any inquiry from the Prospective Investors to explore the opportunity which is not published; however, the investment proposal should meet all the necessary criteria and requirements set out in this Investment Manual document.

Investment types

Standard Investments

This is an investment category whereby the tourism concession area is given to an investor for the development of the Permanent Tented Camp. Therefore, all tents for visitors and staff accommodation, shops and other facilities shall be allowed to be located in this area. This area shall not exceed 2km² of the approved site plan/design layout. For the Hot Balloon Operation Base Camp this area shall not exceed 500km² of the approved site plan/design layout. No hot air balloon operation base camp shall be allowed to be established at the operating visitor permanent tented camp facility or site designated for the investment of the Permanent Tented Camp.

High-End Investments

This is an investment category whereby the tourism concession area is given to an investor for the development of the Hotel or lodge in a national park. Therefore, all buildings for visitors and staff accommodation, shops and other facilities shall be allowed to be located in this area. This area shall not exceed 3km² of the approved site plan/design layout. No hot air balloon operation base camp shall be allowed to be established at the permanent lodge/hotel facility or at the site designated for the development of the lodge/hotel.

1.0. Introduction of TANAPA:

TANAPA is one of the professionally managed Parastatal organization of the United Republic of Tanzania. It is mandated to manage and regulate the use of protected areas designated as National Parks. As its core business is sustainable conservation, there exist many great opportunities for the investors to invest in return of just not the profit but achieving great values attached to sustainable conservation.

While TANAPA has geared up in implementing its mandate in accordance with the National Parks Act, Chapter 282 of the 2002 Revised Edition of the Tanzania Laws. The main source of income for TANAPA to support management plans, in regulating and fulfilling its organizational mandates has remained the revenue collected from the nature-based, wildlife tourism. It has created and currently implementing successfully the objectives-driven master plan, called Medium-Term Strategic Plan (MTSP); for the period July 2018 through to June 2023. The Great thing about the MTSP is that the investment opportunities made available to Prospective investors are very much in line with its vision, mission and core values; as narrated below.

1.1. TANAPA's Investment Opportunities and Structure.

TANAPA has allowed for the Prospective Investor to select from one of the four pre-defined structure of the Investment, namely Permanent, Tourism Special Concession, Public-Private Partnership, and Seasonal license. Although the process from application through to the agreement remains the same, the terms-conditions, approval letter and the contract agreement would differ to some degree depending on what investment structure was chosen by the investor.

2.0. What is the Special Tourism Concession?

For the purpose of this document, a Special Tourism Concession is defined here as “*a License, easement or permit for an operation undertaken by any party other than the protected area agency*”.

The Special Tourism Concession essentially provides public service such as accommodation, food and beverage, recreation, education, retail, or interpretive services to tourists and hence it requires some capital investment by a concessionaire. The Investment could be for one or more of the following.

- (i) buildings, (ii) equipment (iii) operating costs.

3.0. Objectives of Special Tourism Concessions:

- (i) Enhance and promote conservation control;
- (ii) Monitor commercial activities;
- (iii) Increase the economic value of the park;

- (iv) Promote economic empowerment of formerly disadvantaged or less popular park(s);
- (v) Promote sustainable development and poverty alleviation and to create employment;
- (vi) Support development of capacity and skills;
- (vii) Generating income;
- (viii) Contributing to biodiversity conservation;
- (ix) Contributing to improved services and facilities for visitors;
- (x) Contributing to economic and rural development; and
- (xi) Managing overuse and impacts of economic empowerment of people living adjacent to the park.

4.0. Role of the Special Tourism Concessions Guideline:

This guideline mainly focuses on Special tourism concessions; however, at the same time it also outlines other options that TANAPA has been showing great interest in, such as partnerships and short-term licenses, which both are very similar to the Special Tourism Concession in most respects.

The aim of this guideline is to provide information to the Prospective investors who need to understand and admire the values in supporting TANAPA, and help it achieving sustainable tourism operations to bring benefits to conservation goals as well as help it in avoiding or mitigating any negative impacts that it has suffered or prone to suffer. Broadly, this guideline document is just not aiming to help the Prospective investors but also aims to assist TANAPA and its employees in their development and use of tourism partnerships and Special Tourism Concession related procedures and rules.

Objectives of this guideline can also be listed as below.

- (i) To provide a short and accessible informative note for the investors;
- (ii) To address the needs of park management;
- (iii) To indicate how Special tourism concessions can be used to mobilise resources
- (iv) To illustrate the challenges of Special tourism concessions;
- (v) To integrate the principles of sustainable tourism;
- (vi) To provide informative notes on alternatives to the Special Tourism Concessions.

This guideline shall give the reader some fundamental information for developing a greater understanding of how laws, processes, and systems operate and help investors to get most out of the Special Tourism Concession arrangement successfully. It highlights the inputs required and outcomes that can be expected from working with TANAPA and provides answers to frequently asked questions (FAQs).

5.0. Requirement of the Special Tourism Concession system:

TANAPA has a capable and competent staff for Special Tourism Concession planning, awarding and administering contracts. Park staff will always keep an eye on control measures to prevent negative environmental, cultural and social impacts.

The staff is vigilant and capable in managing parks to ensure the concessionaire avoids or minimizes over-commercialization of particular areas and some loss of control on the services offered to visitors. The park management staff will help to achieve parks conservation goals through closely working with partners, communities, and businesses by looking for opportunities to work with concessionaires. Park management staff will do more for conservation and visitors and simultaneously help produce a range of economic, financial, and social benefits; all of which will help to make conservation more sustainable in the long run.

As is obvious that not all concessionaires are interested in conservation and will only want simple transactional relationships with TANAPA, which is not ideal. Success in conservation and in Special tourism concessions is intertwined, so greater benefits for both interests in the long term can only be achieved if this guideline is well understood by the investor before stepping into the Tourism Special Concession agreement. To be successful, conservation needs to become more mainstream and not just the domain of dedicated law enforcement efforts and human capital.

Park managers need to decide what visitor services the specific park management should provide and what can be provided by the concessionaires. The aim should be to maximize the benefits that good concessionaires can provide and at the same time it outweighs any cost.

6.0. Necessary Elements of Special tourism concessions:

TANAPA knows that to set up and manage any concession arrangement is necessarily made up of a number of interrelated components, from staff management and capacity building through to law and policy awareness, and robust award processes, IT system engagement and most importantly measuring and monitoring various deliverables. Also, the Special Tourism Concession system should be purposely designed, reviewed and improved over time.

TANAPA's Special Tourism Concession system is made up of the following core elements.

6.1. Legal Framework and Policies

Tanzania Government has Policies, Laws and Regulations in place on the domestic and foreign investments. TANAPA has its National Policies for National Parks, National Parks Act, Tourism Investment Manual and Park's Management Plan for each park, called a General Management Plan (GMP). These are the main literature that makes the majority of the information pack for any prospective investor.

Laws governing Special tourism concessions provide the outline and framework for commercial activities and contain specific limitations only when necessary. More specific detail of how concessions are to operate is addressed including but not limited to regulations and policies, manuals, guidelines; directives and various circulars as they shall be issued from time to time.

The good thing with TANAPA's Special Tourism Concession system is that regulations and policies provide the greatest level of operational freedom, without compromising control measures. Any Law and Policy that governs Special tourism concessions in any of the TANAPA managed national parks comprises the following two major considerations namely to (1) preserve and protect the area and its resources; while also allowing for (2) visitor enjoyment of them.

In order to achieve this dual mission, TANAPA stipulates that development of visitor accommodations, facilities, or services in national parks must be limited to those that are necessary and appropriate for public use and enjoyment of the park, and must be very much consistent with the preservation and conservation-related limitations set out in the GMP of the respective park.

The principle elements of TANAPA's policies and provisions place limits on itself. Which concessions may be authorized, and which cannot be is largely determined by the answer to the question – is the subject concession in line with the provisions in GMP or not?

6.2. Staff and their skills

The law neither defines 'necessary and appropriate' nor declares a particular activity that prospective investor wishes to develop as approvable Special Tourism Concession. Whether a particular activity is consistent or inconsistent with conservation policies — those decisions are left to the TANAPA's officers, who in turn refer to the GMP of the respective park for making their decisions.

All the relevant staff have been provided with the appropriate training in national laws, policies and procedures in order for them to get the investors fully informed and making them aware on the requirements, responsibilities, limits, benefits, privileges, choices, and preferences, of the management and enforcement of contracts under Special Tourism Concession arrangements.

6.3. Documentation (Paperwork)

TANAPA recognizes how important it is to limit the number of Special tourism concession arrangements and set policies to help determine what activities or facilities could be authorized in any particular park. Therefore; it is administered under a written agreement (e.g. Special Tourism Concession contract, license, or permit). It provides for a financial return to the government from the revenues generated by the services created under the Special Tourism Concession arrangements and allows such financial return to be reinvested in the development and conservation of the park.

7.0. Governing Principles of TANAPA's Special tourism concessions and PPP.

TANAPA has allowed for the Prospective Investor to select from one of the two pre-defined structure of the Investment, namely *Special Tourism Concession and Public-Private Partnership*. Although the process from application through to the agreement remains almost the same, the terms, conditions, approval process and the contract agreement would differ to some degree depending on what investment structure was chosen by the investor.

While planning and developing concession system, the following 5 principles are driving the policies and procedures. **They largely govern how the prospective investor makes its journey to become concessionaire.**

- (1) Special Tourism Concession contract terms:** Establishing an upper limit to the time-line of concession contracts is not uncommon. An investment that involves the development of significant infrastructure, is rightly the candidate of longer-term. Obviously, Special tourism concession contracts with shorter terms are required to be renewed more frequently and therefore place a greater burden on the protected area management; which needs to be balanced against the benefits of shorter terms such as reviewing fee formulas, and competition between parties competing for Special tourism concession contracts;
- (2) A process for obtaining Special Tourism Concession proposals:** A transparent, well-documented and self-explaining process is paramount to the success of a concession system. The TANAPA Management, through the GMP, have established separate criteria for accepting or denying unsolicited proposals;
- (3) Assessment Committees:** Officers in the committees assessing the proposal who evaluate and verify necessary criteria are unbiased, multidisciplinary, and have a good knowledge of TANAPA's processes and evaluation procedures, along with the requirements set out in the GMP, Investment guiding tools, national policies, and regulations;
- (4) Clarity on Award Processes:** Special Tourism Concession award process such as competitive tender, auction, direct award or unsolicited application-based proposals are kept as transparent, fair, and easily understandable as possible. The law, regulations, and policies are clear and concise; and
- (5) Pre-set Evaluation Criteria:** The Investment Manual and this guideline published by TANAPA states common evaluation criteria that are sufficiently general that they can be used in all circumstances and further refined to reflect varying requirements of different parks. Also, the competitive selection process clearly defines the subjects and the documents required in the evaluation process.

8.0. Activities considered for Special tourism concessions:

Tourism Special Concession activities include a wide range of visitor services ranging from short term activities like filming, sporting event, and biking to long term Special tourism concessions such as accommodation facilities. guided walks. Tourism Special Concession opportunities in its wider definition can be grouped as below.

Accommodation facilities	Hotels	Lodges	Tented Camps		Seasonal Camp Sites
Other Tourist Activities	Balloon safaris	Trail Walk	Rafting	Cable car	Restaurant
	Canopy Walkways	Caving	Biking	Canoeing	Ski fields
	Caravaning	Kayaking	Shop, fuel supply	Filming	Sporting Event
	Horse Riding	Equipment Hire	Guided Walk	Mountain Climbing	Tour Operations
Water-Sports	Boating	(For Cruise Tours (in selected parks only))			

9.0. Type of Investments available within TANAPA:

TANAPA allows investment from an individual or in partnership. The partnership could be with other local or international groups, institutions, organizations or private companies. The investment project can be either Build, Operate and Transfer (BOT) or Design, Build, Finance, Operate and Transfer (DBFOT).

Based on the investment size and the concession area, it can also be classified in one of the three categories as under.

9.1. Special/Exclusive tourism investment

Anything that is not listed anywhere as an opportunity but if the Prospective investor thinks that its proposal could promote tourism by engaging tourists with nature-based activity within TANAPA's jurisdiction, then it could be considered for an initial review by TANAPA under this category. The procedure for getting Special/Exclusive Concession agreed will remain same as that of any other investment opportunity.

9.2. Standard Investments:

This investment category has a two square kilometres (2km²) upper limit on the Tourism Special Concession area. Under this category, all buildings for visitors and staff accommodation, shops and other facilities are required to be built within the given area. For the Hot Balloon Operation Base Camp, the allowed area shall not exceed one square kilometre (1km²) of the allowed tents

and other structures in the site plan/design layout. No hot air balloon operation base camp or any other facilities shall be allowed to be established at the operating visitor permanent tented camp facility or site. Any other compatible facility or service(s) shall **ONLY** be developed after securing written consent and approval of the site plan/design layout by the Conservation Commissioner.

9.3. High-End Investments:

The area under this category will not exceed three square kilometres (3km²) of the approved site plan/design layout. This is an investment category whereby the Tourism Special Concession area will be given to an investor for development in a national park. Therefore, all buildings for visitors and staff accommodation, shops and other facilities will be located in this area. No hot air balloon operation base camp or any other facilities shall be allowed to be established at the permanent lodge/hotel facility or site. Any other compatible facility or service(s) shall **ONLY** be developed after securing written consent and approval of the site plan/design layout by the Conservation Commissioner.

10.0. TANAPA's strength in managing Special Tourism Concessions:

TANAPA has a robust system in place that is well developed and dedicated databases for proper functioning of its business processes, in order to get the progress and lessons learnt from the past experiences and the needed improvement. The Organisation has a track records of planning approaches and the sequence of the pre-determined processes, environmental impact assessment (EIA) and monitoring of contracts in line with Investment Policies, Laws, Guidelines and Procedures and GMP will always be necessary components to be carefully handled in any Special tourism concession arrangement. The Organization staff will always provide help and support to concessionaires to interpret conservation values and bringing them back on track incise of any deviation from the 'sustainable conservation' goal without compromising their business objectives.

TANAPA has a mix of skilled staff, including understanding EIA processes, knowledge of how tourism operates and, most importantly, good relationship abilities, and knowledge of contractual obligations and rights – especially Special tourism concession contracts operations that are vital for both the successful operation of parks and the concessions.

11.0. Special Tourism Concession as PPP

11.1. Public-Private Partnership (PPP)

TANAPA recognizes and welcomes the private sector investment which can bring much-needed finance, expertise, and innovation to the tourism sector that the public sector alone cannot provide due to budgetary and capacity constraints.

The private sector generally has fewer constraints than the public sector and can often deliver specialized services and products because it has the following attributes:

- (i) Better understands the industry and business goals.
- (ii) Should have developed the required marketing and distribution channels to bring the visitors to their business.
- (iii) Is more adaptive to change its product, delivery method and the business process to suit changing market needs and conditions.
- (iv) Is more innovative and quicker in getting things to action.
- (v) Is more flexible in labour contracts and labour management.
- (vi) Has more financial capacity in raising capital and can carry the debts on between many financial years.
- (vii) Is more flexible in offering visitor various offers and attractive prices.
- (viii) Is less constrained by government policies.

11.2. Seasonal Licenses for Campsites

TANAPA allows temporary tented camps that may stay in one place at least for one season under the license agreement. The licensee shall also make sure that ecological and environmental norms are complied with in installing and set up of seasonal campsite. Once the approved seasonal term ends, the licensee is obliged to pack, trash and clean the site as before.

One of the important criteria set is that one seasonal campsite cannot be close to others by a certain radius which differs from Park to Park. Generally, a radius of 3 to 5km is required to be maintained between two seasonal campsites depending on the visibility and interference with other facilities and activities. Similarly, the limit of its proximity from other permanent facilities is also required to be observed; which also differs from Park to Park, and depends on the visibility and interference with other facilities, park operation, and other tourism activities.

Other restrictions such as not to build cement platform or permanent sanitary structures of any kind; and mandatory provisions such as to provide and maintain proper systems of waste management and ensure that the site and general environment have remained clean at all-time are some of the key requirements to be strictly observed by all the Seasonal Camp Operators.

12.0. How the Concession is awarded:

A Special Tourism Concession may be awarded through several processes including auction, tender, expressions of interest, direct award, or in some exceptional case via response to an unsolicited application. It may be issued for a term of one day for a one-off filming job, five years for a guiding contract, a couple of years for river rafting or even 15 years for PTC and 30 years for the building and operation of a hotel or lodge.

12.1. Fundamental Values Governing Award Decisions:

TANAPA has great regard to the following values and they become governing parameters in making decisions while awarding Special Tourism Concessions:

- (i) Keep tourism in balance with conservation objectives, as outlined in the respective Park's GMP and the objectives set out in TANAPA's MTSP 2018/2019 to 2022/2023;
- (ii) Encourage sufficient volumes of tourism to ensure the financial viability of the identified Special Tourism Concessions opportunities;
- (iii) Set limits for acceptable changes associated with tourism;
- (iv) Set unacceptable limits of actions, practice, and performance of the investor investing in the Special Tourism Concession opportunity;
- (v) Establish a framework to ensure that these limits are applied fairly and effectively; and,
- (vi) Create institutional and financial structures to manage tourism revenues.

13.0. Challenges for Special Tourism Concessionaire:

- (i) Changing the desires and needs of Tourists
- (ii) Fluctuations in Foreign Currency market;
- (iii) Regional/political/health/social issues;
- (iv) Managing stakeholders' expectations;
- (v) Costs of alternative energy due to unavailability of the preferred energy;
- (vi) Costs of operation due to remoteness;
- (vii) Fluctuations in the tourism market due to international/domestic issues
- (viii) Training costs and cost in retaining staff

All the Concessionaires shall take responsibility to ensure that they have sufficiently invested in protecting their businesses against but not limited to any of the above challenges to ensure the sustainability of their investments.

14.0. Deliverables and desirable outcomes from Special tourism concessions:

- (i) Ensuring development is in line with Park's core purpose of conservation;
- (ii) Well-planned and well-managed Special tourism concessions involving partnerships among local communities, private entrepreneurs and conservation agencies have the potential to diversify livelihoods, expand job options, empower women and indigenous communities, build on traditional knowledge and skills, reduce risks and build resilience in rural economies with rich natural and cultural capital but high levels of unemployment and poverty and inadequate participation in tourism activities;
- (iii) Providing additional visitor services that the park management could not otherwise afford to provide;
- (iv) National parks cannot address all the socio-economic issues of a region; park staff are well informed in managing expectations so that they remain realistic and achievable;

- (v) Extending the range of visitor opportunities to a broader audience and complementing services provided by the Organization and park management;
- (vi) Providing income for the park management to reinvest in conservation and visitor service programmes;
- (vii) Communities living in and around the national parks are bearing significant costs associated with conservation. On some occasions, people have lost their land or access to local resources for conservation. It is very common that communities suffer losses due to conflicts between people and wildlife. Special tourism concessions can provide partial redress for such losses and disadvantages;
- (viii) Helping visitors to learn about and appreciate a particular park and conservation approach taken by the park management more generally and in doing so, gain further support for wider conservation initiatives;
- (ix) Marketing and promoting specific park along with other parks and attractions in the region as an attractive destination for visitors;
- (x) Providing extra ‘eyes and ears’ in the park that can help reduce activities including but not limited to wildlife-related crimes. In some places, this can extend to reducing security risks;
- (xi) Being employed, owning a supply business and investing income from an ownership stake in a Special tourism concession operations are practical and proven methods for enhancing local livelihoods and building local capabilities and, in turn, ensuring long-term local support for conservation initiatives;
- (xii) Increasing the economic value of specific park;
- (xiii) Promoting and compensating formerly disadvantaged communities living in and around the specific park;
- (xiv) Promoting sustainable development, economic empowerment and poverty alleviation by creating employment and developing capacity, skills and providing access to new things for local communities;
- (xv) Supporting conservation or social programmes that directly benefit the communities around specific park;
- (xvi) Developing powerful alliance with concessionaires who can demonstrate how development and conservation can work together and advocate for the continued protection of an area; especially if it is under threat from other less-sustainable activities; and
- (xvii) Special tourism concession policies, procedures, and contracts can be structured to increase local linkages and to enhance the livelihoods of people living adjacent to the national parks.

15.0. Procedural Requirement for Investment in TANAPA:

Special Tourism Concessions requires the prospective investor to apply to TANAPA in response to the investment opportunity published for the competition. In addition to the Requirements Stipulated here in this guideline document; other procedures that are stipulated in other investment guiding documents shall have adhered to.

16.0. Special Tourism Concessions Proposal Evaluation Criteria

16.1. Pre-set Criteria

TANAPA has pre-set criteria for evaluating any investment proposal that can lead to the Special Tourism Concession agreement. Criteria are as tabled here below.

Attributes of the Investment Proposal	Weightage %
Financial Capability of the Company	18
Ecotourism experience of key personnel	12
Understanding of the tourism resource base and its value	11
Ecotourism business objectives and strategy	6
Visitor activities plan	6
Quality / suitability of buildings & structures, including EIA	7
Innovation and uniqueness	10
Provision for co-management and community benefit	5
Adequacy and realism of the business plan in line with GMP	10
Financial offer such as annual fee or fee based on visitors	15

*For the Concessionaire to qualify for the special tourism concessions award it shall meet a minimum score of not less than 75% of the pre-set evaluation criteria.

16.2. Rights and obligations of both parties

Whether it is a proposal for Special Tourism Concession or Public-Private Partnership, this guideline takes into account the same criteria in making a decision while approving any investment proposal. In order to give the investor an idea about what obligations the investor would have upon successful application of investment, a guide-line of rights and obligations is presented below. Reading the guideline and the matrix of assessment given above would become a base-line for the successful investment applicant during negotiation and finalization of the Special tourism concessions documents or partnership agreement, in case if the applicant is Private Sector Operator joining the PPP with TANAPA.

16.2.1. Rights and Obligations

Below here are the Rights and the Obligations of the Concessionaire / Licensee or the Private Sector Partner, as the case may be depending on the Investment format.

16.2.2. Concessionaire's / Private Sector Partner's rights:

- (1) To develop and manage a tourism lodge/camp and related visitor activity without disturbance or interference, according to the physical and business plans agreed with TANAPA;

- (2) Rights to conduct all normal and approved tourism business activities, including high-quality hospitality requirements, visitor access to wildlife and wilderness, management of staff, and marketing, all according to the norms of sustainable tourism and Park GMP that have minimal environmental impact and maximum socio-economic benefit for local people;
- (3) Right to set prices;
- (4) Right to be given adequate notice of any provision imposed by the grantor that may affect the business; and
- (5) Right of arbitration or appeal, in any unresolved dispute situation.

16.2.3. Concessionaire's / Private Sector Partner's obligations

- (1) To develop the agreed facilities and to conduct the business energetically and in good faith, to the standards set in the Technical Plan and within the agreed time to achieve agreed financial targets;
- (2) To conduct the business in line with environmentally friendly criteria, as specifically identified and/or quantified, for all structures, services, and activities, in the Technical Plan and in the EIA / SEA reports;
- (3) To employ and train staff, especially locally sourced staff, in agreed numbers, to be trained and advanced within the company to agreed levels, including their training and advancement potential to top management;
- (4) To maintain and repair all structures and assets to appropriate standards that apply to a good quality ecotourism business;
- (5) To remove unwanted structures at the end of the contract and restore the ground and dispose of the unwanted material to conditions set by TANAPA;
- (6) To obtain and pay for all licenses, fees, and permit costs required for the business, as well as paying all taxes that are due;
- (7) To advise TANAPA in full detail, of intentions to change the number or composition of the directors or shareholders of the company, before such changes are made and with enough time for the matter to be negotiated if necessary;
- (8) To apply and seek approval from TANAPA to any substantial alterations or changes to plans before becoming committed to such changes;
- (9) To be responsible for the conduct of all employees and associates while working within the Park;
- (10) To be responsible for the safety and conduct of all visitors and guests while in the Park and when under their care;
- (11) To compile and maintain accurate records of all guests and any other relevant data and make them available for inspections when needed by Park Officials and other relevant government authorities.
- (12) In all these matters and in the conduct of the business generally observe the provisions of the Policies, Laws, Rules, and Regulations of TANAPA, the Park Management Plans and the Policies and Laws of the United Republic of Tanzania;

- (13) No matter whether investment format is a traditional License, Special Tourism Concession arrangement, or PPP arrangement, TANAPA will issue a case-specific guideline which will form a part of the legal and binding contract to monitor and manage the project operation throughout from start to finish. This guideline constitutes a part of the negotiation of the contract and must be signed off by the investor before commencing any act, activity, development or building activity in the park.

17.0. Special Tourism Concessions Contracts:

Special Tourism Concessions contract that governs private operators in TANAPA managed national parks is understandably a comprehensive legal agreement that covers all aspects of a commercial operation within a national park under Special Tourism Concession arrangement. The main components of the contract are as follows:

17.1 Conceptual issues

- (i) The contract does not alienate national assets as the Special Tourism Concession areas remain an integral component of the park real estate contributing to the overall biodiversity objectives of the park. All and any improvements built by the concessionaire become the property of TANAPA on a Build, Operate and Transfer basis (BOT);
- (ii) It is a balanced set of rights and obligations on both the concessionaire and TANAPA with each party having recourse if the other fails to meet its obligations;
- (iii) It sets the rules that will apply through the life of the Special Tourism Concessions governing how each party will act. These rules are detailed, and, as a result, the Special Tourism Concession contract is a reasonably lengthy, document; and
- (iv) Since one can never predict the future precisely, the contract anticipates the unexpected in that it also sets out the process and rules by which, when the unexpected occurs, the parties will sit down and resolve how to handle the situation.

17.2. Concessionaire qualifications

- (i) TANAPA requires a single purpose legal vehicle to be created in order to operate the Tourism Special Concession so that other activities of operators do not affect the viability of the Park operation. This can be an individual, project company, or a joint venture;
- (ii) Whilst shareholdings in the legal entity may change, the Concessionaire must continue to exhibit the qualities by which it prequalified throughout the life of the Special Tourism Concession.
- (iii) Similarly; the sponsors on the project need to demonstrate and maintain a specified level of financial solidarity in order to be an acceptable partner and to become concessionaire.

17.3. Legal aspects

- (i) The guests the Concessionaire brings into the park are the concessionaire's responsibility. The concessionaire, therefore, needs to indemnify TANAPA so that if guests are injured, they cannot sue TANAPA; it is the concessionaire who shall be accountable;
- (ii) Related party transactions are controlled within the contract preventing the concessionaire from siphoning revenues off to related parties (sister companies) for various services provided e.g. travel agents or management company, thereby attempting to reduce the turnover based payments to TANAPA; and
- (iii) If the Special Tourism Concession is terminated through the concessionaire's fault, the concessionaire shall be removed from the concession area/site, at no cost to TANAPA; However; the financial institutions that financed the physical developments have the right to appoint a new concessionaire, provided that concessionaire is acceptable to TANAPA standards. This provision is found necessary to enable the physical developments to secure financing.

17.4. Financial

- (i) The Special Tourism Concession Contract is for a maximum of 15 to 20 years in length with the rights to renew, subject to negotiated terms and conditions in 1st contract and changes in Policies, Laws, Plans, Directives, Plans, Circulars, and any other changes as may deem necessary. This was deemed to be a sufficient term to encourage real investment in infrastructure and allow enough time to generate an adequate return on investment. TANAPA will have the option of going to arrange to rebid the Special tourism concession after the first 15 years' period. Assuming that such opportunities will become increasingly scarce over time the value to TANAPA is likely to increase. If the concessionaire has been successful, he will be well placed to win a re-bid contest, due to some obvious advantages that concessionaire should have gained because of experience;
- (ii) The concessionaire's right to operate in a national park is paid for by an annual concession fee that is determined by a percentage of turnover bid by the concessionaire during the tender process. All concessions are also subject to applicable rental payment upon publication in the Government Gazette as shall be gazetted from time to time. In order to discourage "over-bidding", concessionaires have to pay certain fee projected for each year in their bids;
- (iii) There is a system of financial penalties in force throughout the life of the Special tourism concession for breaching rules, damage to the environment, non-respect of empowerment obligations, etc. The whole relationship is backed up by the contract Terms and Conditions that the Concessionaire would be able to negotiate within permissible limits; and
- (iv) Ultimately, the Special tourism concession can be terminated for persistent or serious breaches, including empowerment commitments, and the rules for this are clearly set out including financial settlement.

17.5. Environmental

- (i) The National Policies for National Parks, The National Parks Act, National Policies and other Tanzania Laws, Tourism Investment Manual and the Park Regulations including GMP of the respective park govern the operations of the concessionaire in the park together with a comprehensive set of Environmental Guidelines drawn up especially for each of the Special tourism concessions. In particular, each Special tourism concession is subject to a site-specific Environmental Impact Assessment and the development of an Environmental Management Plan. These guidelines apply to both construction and operational phases and may change over time to reflect new policies and approaches. The rules and regulations include the appointment of an Conservation Officers from Conservation and Business Development Department, for the protection of cultural and natural resources, World Heritage Site and Man and Biosphere Reserve, and the site of special interest and protection, site carrying capacity, visual impacts including lighting, bulk infrastructure (e.g. electricity, water, communications, waste management), the siting construction and maintenance of roads and tracks, fire management, provision of artificial water points, staff accommodation and health and safety, park access and TANAPA access to Special tourism concessions, standards for Special tourism concession vehicles, and codes of conduct for drives, walks and off-road driving; and
- (ii) There are various reporting requirements on the above regulations, together with regular monitoring of compliance with the regulations; as with other aspects of the contract there is a system of penalties if the concessionaire or one of its employees or sub-contractors, commits a breach of the regulations or the EIA and even termination in the case of persistent or repeated breaches.

17.6. Empowerment

- (i) The obligations in terms of empowerment shall be determined by the bidders and TANAPA in the sense that the award mechanism shall be based on empowerment commitments. To get points, the bidders had to commit to progress in economic empowerment - shareholding, affirmative action and training, and creation of economic opportunities for local communities via outsourcing. These commitments are quantifiable in terms of extent, value and time. The Winning Bidder shall be held to these commitments, which form part of the Special tourism concession contract;
- (ii) Concessionaire is obliged to report on progress made to achieving these obligations when needed to do so by the relevant government authorities; and
- (iii) Concessionaire shall have to contribute to the infrastructure development and security of the park by providing equipment and funds in kind.

18.0. Criteria that concessionaire must meet for renewal of the concession contract:

The concessionaire should –

- (i) Actively support initiatives for social and infrastructure, community development including, among others, education, environmental conservation programmes, health, and sanitation;
- (ii) Employ local people when suitable, including in management positions;
- (iii) Offer training to the local people as necessary to get on to the work;
- (iv) Purchase local services and goods as much as possible;
- (v) Offers the means for local small entrepreneurs to develop and sell sustainable products that are based on the area's nature, history, and culture (including food and drink, crafts, performance arts, agricultural products, etc.);
- (vi) Develop a code of conduct for indigenous activities, with the consent of and in collaboration with the community and park management;
- (vii) Implement a policy against commercial exploitation, particularly of children and adolescents, including sexual exploitation
- (viii) Restricting child labor while equitable in hiring women and local minorities, including in management positions;
- (ix) Protect their employees in view of international or national legal protection that they are entitled to;
- (x) Pay their employees living wage; and
- (xi) Ensure that activities under the Special Tourism Concessions do not jeopardize or compromise the provision of basic services, such as water, energy, or sanitation, to neighboring ecosystems and communities.

19.0. Mandatory Requirements to qualify for Investment in Tanzania

- (i) The prospective investors shall have applied and obtained the Taxpayer Identification Number;
- (ii) Depending on the nature of the project the 'Environment Impact Assessment certificate' or 'Environmental and Social Impact Assessment Certificate', 'Product Standard Certificate', and 'Land Derivative Right', are also mandatory to be obtained;
- (iii) The 'Certificate of Incentive' would be issued by the Tanzania Investment Centre (TIC). It is an evidential document for availing any of the incentives that may be applicable for the subject investment;
- (iv) The person or a company who wishes to invest under the Special Tourism Concession scheme must have obtained the industrial and business license from the BRELA, and a National Identification Number from the NIDA;

- (v) If the prospective investor is a company, they must have obtained a company incorporation certificate;
- (vi) All IPs must also have obtained the Occupational Safety and Health Administration Certificate from OSHA;
- (vii) An applicant for the Special Tourism concession should make sure that any investment and project proposal must be fully compliant with the respective National Policies, Legislations, and any other applicable laws and conventions in the United Republic of Tanzania.

20.0. Contacts and Links to TANAPA contacts

For more information and inquiries please contact TANAPA through the following business address:

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