

## **Private Public Partnerships in the tourism sector: Report 4**

Consultative workshop on the proposed Tourism PPPs Toolkit,  
1 and 2 December 2004

This is the fourth report commissioned by National Treasury and overseen by a multi-institutional Task Team, as the preliminary work (Stages 1-4) for the development of South Africa's *Tourism PPPs Toolkit*. Report 1 is an analytical review of tourism PPPs conducted in South Africa to date, and a scan of international trends in similar projects. Report 2 is an overview of typical tourism products that can be developed and operated by private parties acquiring rights to use institution property, and an outline of how the relevant institutions can optimally plan, procure and manage these PPPs. Report 3 contains an outline of a generic institutional system enabling institutions to manage a Tourism PPP programme to the standard set by Treasury Regulation 16 to the Public Finance Management Act. The key findings and recommendations of reports 1, 2 and 3 were reviewed at a national consultative workshop on 1 and 2 December 2004, the outcome of which constitutes this Report 4.

The next step is for the Toolkit to be drafted. The *Tourism PPPs Toolkit* will be issued during 2005 as a National Treasury PPP Practice Note in terms of S76(4)(g) of the PFMA, applicable to national and provincial departments and schedule 3 public entities.

02 February 2004

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## 1. Introduction and background

Government's strategy to invigorate the tourism sector through PPPs builds on a sophisticated framework which is already being applied in terms of the PFMA across a range of sectors by national and provincial government, and which is now expanding to municipal government in terms of the Municipal Finance Management Act ("MFMA"). Estimates are that the value of closed PPPs under this framework is approximately R8 billion to date. There are more than 50 further deals in the pipeline. Indications are that South Africa may have one of the most advanced programmes in the world for using PPPs as a tool for economic growth and reconstruction.

However, National Treasury recognises that it needs to further refine and streamline mechanisms to implement the regulated PPP process for particular sectors, making it relevant, in this instance, to the peculiar characteristics of South Africa's tourism industry. A number of institutions have jurisdiction over an array of assets that are under-utilised and National Treasury's intention is to develop a Tourism PPPs Toolkit ("Toolkit") which will contribute to government's growth strategy through enabling more, environmentally sensitive and socio-economically focused private sector developments on state land and assets.

The Toolkit intends to build the capacity of relevant institutions in planning, procuring and managing tourism PPPs, thereby promoting private sector confidence in a known and transparent process with consistent standards. The Toolkit will detail empowerment obligations required of private parties, as well as make recommendations about how Broad-Based Black Economic Empowerment ("BBBEE") should be promoted. It will give specific guidance on how institutions can appropriately and timeously galvanise those resources that are available from various other institutions or entities for driving BBBEE and SMME development in tourism PPPs. It will be guided by the imperative of involving the rural poor as active participants in, and beneficiaries of, the tourism sector. Due cognisance will be taken of the provisions of the Tourism BEE Charter currently being finalised and the Code of Good Practice for BEE in PPPs.

A private sector consulting consortium was appointed by National Treasury in September 2004 to develop the Toolkit. This report builds on the findings of the consulting consortium in respect of stages 1, 2 and 3 of the Terms of Reference, which are reflected in Reports 1, 2 and 3 respectively. Report 1 is an analytical review of tourism PPPs conducted in South Africa to date, and a scan of international trends in similar projects. Report 2 is an overview of typical tourism products that can be developed and operated by private parties acquiring rights to use institution property, and an outline of how the relevant institutions can optimally plan, procure and manage these PPPs. Report 3 contains an outline of a generic institutional system enabling institutions to manage a Tourism PPP programme to the standard set by Treasury Regulation 16 to the Public Finance Management Act ("PFMA").

Stage 4 of the Terms of Reference require the consulting consortium to design a programme for a 2-day national workshop, in which the findings of Stage 1 and the outline of the Toolkit (developed in Stages 2 and 3) could be presented to a wide range of stakeholders for constructive feedback and input into the final drafting stage. The aim of this report is to summarise the workshop processes, and to provide detail of public and private stakeholder feedback on reports 1, 2 and 3 (as presented at the workshop).

## **2 Workshop objectives, delegates and programme**

A summary of the preparation and logistics of the workshop is attached as Annexure 1.

Delegates from public, private, NGO and community sectors were targeted for participation in order to achieve optimal spread of stakeholder interests input. More than 300 delegates from this wide range of stakeholders attended the workshop, details of which are attached as Annexure 2. A summary of each of the presenters' CVs is attached as Annexure 3.

Generous sponsorship received made it possible not to have to charge delegates a fee for attending the workshop. National Treasury and the Department of Environmental Affairs and Tourism absorbed the majority of the workshop costs, while further sponsorship was secured from Absa, the Development Bank of Southern Africa, the Industrial Development Council, the Tourism, Hospitality & Sport Education & Training Authority, and Webber Wentzel Bowens.

The objectives of the workshop were to:

- convey to the delegates a sense of previous Tourism PPPs (both successes and failures)
- incorporate the findings of the consulting consortium's scan of current tourism PPPs
- summarise the proposals made by the consulting consortium in respect of product categories) as well as land incorporations (as contained in consulting consortium Report 2
- summarise the proposals for institutional systems for optimal management of tourism PPPs (as contained in consulting consortium Report 3)
- solicit concrete delegate feedback on specific proposals, and translate these into firm principles for incorporation into the Toolkit.

To achieve these objectives, a one-and-a-half day workshop programme was designed, attempting to strike a balance between presenters from those institutions which have already embarked on tourism PPPs (which projects were the subject of the consulting consortium's scan), communication by representatives of the consulting consortium of the proposals made to the Task Team (as contained in Reports 2 and 3), feedback from the delegates on the proposals, as well as presentations from other stakeholders. To this end, the workshop programme was designed as follows:

**WEDNESDAY 1<sup>ST</sup> DECEMBER 2004**

07:00 – 08:30	Registration	
<b>Session 1</b>	<b>Plenary</b>	
	Chairperson	Sue Lund PPP Unit National Treasury
08:30 – 08:50	<b>(1) Welcome address</b>	<b>Moeketsi Mosola</b> CEO SA Tourism
08:50 – 09:30	<b>(2) Keynote address</b> <i>'Pursuing policy objectives through PPPs in tourism and conservation – lessons and challenges'</i>	<b>Dr Crispian Olver</b> Director General: DEAT
09:30 – 10:00	<b>(3) The proposed Tourism PPPs Toolkit</b>	Chairperson
10:00 – 10:30	Tea	
<b>Session 2</b>	<b>Plenary</b>	
10:30 – 13:00	<b>Lessons and insights from tourism PPPs to date:</b> <ul style="list-style-type: none"> <li>• (4) South African National Parks</li> <li>• (5) North West Parks &amp; Tourism Board</li> <li>• (6) Limpopo Tourism &amp; Parks Board</li> <li>• (7) Western Cape Nature Conservation Board</li> <li>• (8) Cradle of Humankind World Heritage Site</li> <li>• (9) Greater St Lucia Wetlands Park Authority</li> <li>• (10) Community PPPs</li> </ul>	Glenn Phillips Maretha Shroyer Khorommbi Matibe Adnaan Abrahams Trish Hanekom Terri Castis Livingston Maluleke
<b>13:00 – 14:00</b>	<b>Lunch</b>	
<b>Session 3</b>	<b>Plenary</b>	
14:00 – 15:00	<b>(11) Differentiated PPP processes for the following tourism products:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accommodation</li> <li><input type="checkbox"/> Food, beverage, retail</li> <li><input type="checkbox"/> Activity-based tourism</li> <li><input type="checkbox"/> Heritage and culture</li> <li><input type="checkbox"/> Land incorporations</li> </ul> <b>Proposals per product category for standardising:</b> <ul style="list-style-type: none"> <li>➢ PPP feasibility studies</li> <li>➢ BEE requirements</li> <li>➢ Procurement systems</li> <li>➢ PPP agreement terms</li> </ul>	Sagay Moodliar Eddie Koch Richard Davies Lucien Pierce
<b>15:00 – 15:30</b>	Tea	
<b>Session 4</b>	<b>Plenary</b>	
15:30 – 16:30	<b>(12) Proposal for land incorporations</b> <b>Proposals for institutional system for optimal management of Tourism PPPs</b>	Richard Davies Mzi Memani Mark Steenhoff
<b>16:45 – 18:00</b>	<b>Cocktail function</b>	

**THURSDAY 2<sup>ND</sup> DECEMBER 2004**

<b>Session 5</b>	<b>Plenary</b>	
	Chairperson	Xolile Caga National Business Initiative
08:00 – 08:30	<b>(13) Opening address</b>	<b>Dr Tanya Abrahamse</b> Executive Director: Tourism Business Council
08:30 – 08:40	(14) Arrangements for breakaway groups	Della Levinsohn
<b>Session 6</b>	<b>Break-away groups</b>	
08:45 – 11:00 (tea available from 09:30)	<b>Break-away groups to examine proposals per Tourism PPP product</b>	Facilitators
<b>Session 7</b>	<b>Plenary</b>	
11:00 – 12:00	<b>(15), (16), (17), (18) &amp; (19) Presentations from each group</b>	10 minutes per group
12:00 – 12:50	<b>Closing statements and recommendations from:</b> - (20) Community interests - (21) Small business interests - (22) Financiers' interests - (23) Private investor interests	Ephraim Mfeka Nyeleti Mushwana Katinka Shumann-Bester Colin Bell
<b>12:50 – 13:00</b>	(24) Way forward, thanks and closure	Sue Lund PPP Unit, National Treasury
<b>13:00 – 14:00</b>	<b>Lunch and departure</b>	

### **3. Public relations and publicity**

Handling of the public relations and publicity aspects of the workshop was sub-contracted by the consulting consortium to a specialist publicist in this area, while responsibility and accountability remained with the consulting consortium.

A press release was drafted, approved and issued on Wednesday 17 November. It was also uploaded onto the National Treasury website. A copy is attached as Annexure 4.

In addition, an Information Sheet and Background Document were also drafted, for use by the press where requested. Copies of these are attached as Annexures 5 and 6 respectively.

The publicist made contact with a wide range of journalists (both general and specialists) including those from the following:

Sunday Times; Financial Mail; Business Day; Mail and Guardian; Earthyear; Farmers Weekly; Citizen; Sowetan; Star Business Section; Sunday Independent; SA Tourism Now; African Eye News; Enterprise; Martin Cremer's Engineering News; Finansies en Tegniek; SA Travel Industry Review; City Press and Beeld.

Notices advertising the workshop were placed in the Mail & Guardian (Fair Trade in Tourism supplement, 3 – 9 September 2004) and in the Business Day on 26 October 2004. A folder with all relevant workshop details was also handed out to all delegates attending the People and Parks Conference by the consulting consortium members who attended that conference, and who also informed all delegates there about the workshop.

A post-workshop press release was issued on 3 December 2004, a copy of which is attached as Annexure 7.

### **4. Proceedings and delegate feedback**

Hard copies of all of the presentations were included in the delegate folders - not all are reproduced here. Electronic copies are available on [www.ppp.gov.za](http://www.ppp.gov.za). Included in this report are the following:

- a summary and paraphrasing of certain aspects of the keynote address by Dr Crispian Olver, Director General: DEAT
- a summary of some of the questions and answers which took place at the end of each Session. The name of the presenter who responded is indicated in brackets before the response. Key issues raised by delegates are in italics and are indicated by an asterisk; these are referenced in this report by number to the Action Table on page 27
- the actual feedback presentations made by each of the breakaway groups.

**WEDNESDAY 1 DECEMBER  
SESSION 1: PLENARY**

**(1) Welcome address: Didi Moyle, Executive Chief Research Officer: SA Tourism (standing in for CEO Moeketsi Mosola)**

**(2) Keynote Address: Dr Crispian Olver, Director General: DEAT – “Pursuing policy objectives through PPPs in tourism and conservation – lessons and challenges”**

Summary points:

- No doubt about the significance of tourism as a key sector in our economy
- Investments have exceptionally long lead times, which are seen as fairly high risk by the private sector
- We are at a particularly crucial stage, having had both good and bad experiences, and having learned a lot across both the public and private sectors. It is most important that we share lessons and learn from each other
- Tourism PPPs are not easy to put together, requiring very particular guidelines and regulations in order to fast track them
- The Toolkit could not come at a more opportune time, and it is intended to distil the learning of every delegate, with the intention of giving certainty to procedures, and tailor-making those procedures more specifically to address the particular challenges in the tourism sector
- The Toolkit will hopefully be the catalyst leading to a new generation of PPP projects, meeting both the private sector's needs in terms of making an acceptable return, as well as those of the public sector in terms of poverty alleviation, job creation and broad-based empowerment.

**(3) Address by Chairperson – Sue Lund, Senior project advisor: National Treasury PPP Unit – “The proposed Tourism PPPs Toolkit”**

## Some questions and answers at the end of Session 1

1. \*\* *Can the Toolkit cover municipal PPPs too? (Action Table #1)*

Answer: (Sue Lund): The Terms of Reference for the Toolkit, as they currently stand, do not make provision for the inclusion of municipal tourism PPPs – but it is the prerogative of the workshop delegates to request this, should the need be sufficiently demonstrated.

2. \*\* *What is the process in relation to renewable PPP agreements? (Action Table #6)*

Answer: (Sue Lund): They are generally discouraged because, if a PPP agreement is automatically renewed, the institution would not be obliged to test value for money in the market at the time of the renewal, and may miss out on an opportunity to in fact achieve better value for money had the PPP agreement been put out into the market again. The model used in Botswana was cited as an option, in terms of which the PPP agreements are not renewable, but the original private party is entitled to match the highest bid received pursuant to a re-tender.

3. \*\* *Would it be possible to distribute a near-to-final draft of the Toolkit for comment? (Action Table #3)*

Answer: (Sue Lund): The Terms of Reference for the Toolkit, as they currently stand, do not make provision for a second round of consultations – but it is the prerogative of the workshop delegates to request this, should the need be sufficiently demonstrated. The delegates will be asked to indicate their preferred method for achieving this during the breakaway sessions. Delegates are also encouraged to give feedback via Task Team members.

4. \*\* *Would it be appropriate to include SALGA in the Task Team? (Action Table #1)*

Answer: (Sue Lund): As SALGA's jurisdiction is that of local government, if the decision is made to extend the Toolkit to cover local government, then SALGA's inclusion would indeed be appropriate, and would be sought.

5. \*\* *There is substantial confusion and uncertainty in relation to Community PPPs – would it be possible for the Toolkit to cover Community PPPs? (Action Table #2)*

Answer: (Sue Lund): Technically, if land is community land, it does not fall within the legal definition of a PPP, which involves the use of state property and the institution as party to the PPP agreement, neither of which is necessarily the case where a private party is given rights to operate a business on community-owned land. There are instances where the state is the legal owner of the land in a fiduciary role on behalf of the community, but this is still not strictly a PPP because the land rights holder is the community, not the state. Treasury has no legal basis to give instructions on how private investment on communal land should be implemented, but insofar as there is a need for such guidance, Treasury will take this up with the Department of Land Affairs and investigate how best this can be achieved, using similar standards to those being devised for the Toolkit. There are of course instances where communities adjacent to nature reserves become partners in a PPP, and this scenario will be given clear guidance in the Toolkit.

## **SESSION 2: PLENARY**

### **Lessons and insights from tourism PPPs to date**

**(4) Glenn Phillips - SANParks**

**(5) Maretha Shroyer – North West Parks and Tourism Board**

**(6) Khorommbi Matibe – Limpopo Tourism and Parks Board**

**(7) Adnaan Abrahams - Western Cape Nature Conservation Board**

**(8) Trish Hanekom – Cradle of Humankind World Heritage Site**

**(9) Terri Castis – Greater St Lucia Wetlands Park Authority**

**(10) Livingston Maluleke – Community PPPs**

### **Some questions and answers at the end of Session 2**

1. *\*\* Emphasis on the importance of the inclusion of Community PPPs in the Toolkit (Action Table #2)*

Makuleke example: Joint management of wildlife between Makuleke and Kruger National Park, with the Department of Land Affairs having entered into a partnership with Makuleke. When land is being utilised, good benefits flow to the community. It is essential that the Toolkit provides guidance as to how these scenarios should best be managed.

2. What were the funding arrangements in Makuleke?

Answer: (Livingston Maluleke): Makuleke had money available, and approached the local authority (which didn't have the necessary budget) to negotiate with Eskom. It was important to inform all departments, and let the province know what the community was willing to do, as well as linking the development with the Integrated Development Plan, thereby creating a synergy with the department.

3. *\*\* Request to clarify the meaning of "community", in particular with reference to a quota system of how to engage these members of the community in order to ensure that there are no exclusions. Clarity also requested as to how to market Community PPPs at local level. (Action Table #2)*
4. Comment from the floor: The fundamental question in ascertaining if a project is a "PPP", is if the state is involved or not. Reference to the Communal Land Rights Act.

5. *\*\* How is it intended to resolve the capacity challenge? (Action Table #4)*

Answer: (Sue Lund): The PPP Unit has mandated a provincial treasury capacity survey to be undertaken, the results of which will be assessed in relation to tourism PPP capacity needs.

6. What is being done about the Skills Development Levy? Is it being accessed?

Answer: (Terri Castis): St Lucia did try to mobilise from Theta – donor funds were received for a skills development programme, which has just had its first intake of 60 out of 300 people for training. Internship arrangements are currently in place, with a view to making those interns employable when the PPP agreements are implemented.

(Sue Lund): Theta is on the Task Team, and has committed itself to aligning its resources for PPPs.

7. *\*\* What about risk management? In particular, the question of community equity: how much risk is it appropriate for community shareholders to take? Should this shareholding be funded through grant funding? The Toolkit must give guidelines on these questions. (Action Table #2)*

Answer: (Terri Castis): Ideally, donor funding should be secured, but working capital losses still have to be financed from somewhere. In relation to “soft loans”, the question arises as to when people truly ever do own a stake in the business. The St Lucia model is that if shares are sold, they are sold at the price at inception of the business, and not at a value 4 or 5 years later.

8. Is there a national forum for monitoring the oversupply referred to in Didi Moyle’s presentation?

9. Are there any planned PPPs in the National Highveld within the N12 Route?

Answer: (Glenn Phillips): PPPs will only be rolled out in parks where they make sense, as they are about outsourcing solutions, not problems. In relation to their PPP strategy, they are currently in a consolidation phase. Each individual situation is and will be evaluated on its merits, implying no generic national roll-out.

10. Cessation of commercial flights by SANParks, implying that charter flights are now being used. When do SANParks intend reinstating the route?

Answer: (Glenn Phillips): It was agreed that the one airport would close down in order to ensure the viability of an international airport in the area. There has been an increase in charter business, eg: charters in Sabi; these must be looked at in terms of the Executive Committee decision of SANParks.

11. \*\* Comment from the floor: From Wilderness and Greater St Lucia Wetlands Park Authority experience, institutional capacity has a huge impact on the timing and quality of negotiations, particularly if there is not a well-developed appreciation of Treasury Regulations. Sometimes the latitude and flexibility within the Treasury Regulations can cause the private party to believe that the institution is simply taking evasive action by, for example, saying that they have to revert to National Treasury. This brings tension into the relationship. *It is suggested that National Treasury should play a far more visible role, explaining exactly what the parameters are, and what flexibility there should and should not be during the negotiation process. (Action Table #7)*

Answer: (Sue Lund): The Toolkit will clarify exactly when the PPP Unit / National Treasury is entitled to step in, bearing in mind that its role is that of a regulator. The Toolkit will reflect the standard industry norm in South Africa in terms of these principles.

12. The percentage that is payable to the institution by the private party – is that of turnover or of profit? (Action Table #13)

Answer: (Glenn Phillips): Turnover, not profit.

### **SESSION 3: PLENARY**

**(11) Sagay Moodliar, Eddie Koch, Richard Davies, Lucien Pierce (members of the consulting consortium) – Proposals made by the consulting consortium to NT:**

- **“Differentiated PPP processes for suggested tourism products”**
- **“Proposals per product category for standardising PPP feasibility studies, BEE requirements, procurement systems and PPP agreement terms”**

### **Some questions and answers at the end of Session 3**

1. What private sector representation is there on the Task Team?

Answer: (Sue Lund): The Tourism Business Council is on the Task Team.

2. \*\* *Relationship between the Toolkit and the Tourism BEE Charter. (Action Table #8)*

Answer: (Sue Lund): This will be set out clearly in the Toolkit.

## SESSION 4: PLENARY

### (12) Richard Davies, Mzi Memani and Mark Steenhoff – (members of the consulting consortium) – Proposals made by the consulting consortium to NT:

- “Proposals for land incorporations”
- “Proposals for institutional system for optimal management of tourism PPPs”

### Some questions and answers at the end of Session 4

1. (i)\*\* *What about the institution taking up equity in the private party? (Action Table #9)* By allowing the institution to become a shareholder in the private party, one ensures buy-in from the institution, one can hold the institution to what it has agreed to and the institution will not be able to so easily “shift the goal posts”.  
(ii) Any preference for project officers and transaction advisors coming out of the private sector as opposed to from within an institution?  
(iii) At the moment, there is no private sector involvement in the project management committee, which needs to change, ie: the private sector should have an interest in that committee.

Answer: (Sue Lund): (i) The private party is not an institution to which the PFMA applies; one of the fundamental principles of PPPs – that of substantial risk transfer from the institution to the private party – would be compromised if an institution took an equity position in a private party, as the institution would simply be shifting risk away from itself as *the institution*, and then back to itself as *shareholder* in the private party. The Toolkit intends to create certainty by answering definitively that an institution will not hold equity in a private party to a PPP agreement. To the extent that institutions already hold equity positions in certain private parties, they should ideally exit such positions, in order to prevent the institution from effectively “playing on both sides”. In relation to shifting of the goal posts, institutions must behave honestly in their contractual relationships; in addition, the contractual terms must be clear, honest and fair; and the institutional default implications for the institution must provide suitable incentives for the institution to behave in the manner contracted. Government must abide by its contractual undertakings.

(ii) In connection with project officers and transaction advisors, institutions may well recruit project officers from the private sector. Where a project officer is employed by an institution, that project officer sits on the institution’s side of the negotiating table. In relation to transaction advisors, some of the best transaction advisors have represented various sides of the negotiating table in different projects but cannot represent more than one party in one project as this would amount to a conflict of interests.

(iii) The project management committee is internal within the institution, tasked with managing the institution's interests in the transaction; hence, it would not be appropriate for there to be private sector representation on this committee. However, there are other committee structures available and necessary for liaison purposes as well as relationship-building between the private party and the institution – but these structures are different from the project management committee.

2. Is it considered to be more risky to hire a transaction advisor on a full-time as opposed to a commission-related basis?

Answer: (Sue Lund): When an institution hires a transaction advisor, it is hiring a service – the transaction advisor is expected to take *some* risk, but not *substantial* risk. The transaction advisor bids on the basis of a fixed-price contract, paid at certain specified milestone points in the project cycle (such as on completion of the feasibility study, procurement process, as well as a success fee on signature of the PPP agreement), which creates incentives on the transaction advisor, but do not amount to the substantial transfer of risk envisaged to be assumed by the private party to a PPP.

## **THURSDAY 2 DECEMBER**

### **SESSION 5: PLENARY - OPENING ADDRESS**

**(13) Dr Tanya Abrahamse – Executive Director: Tourism Business Council – “Unleashing Tourism Product Development and Investment Potential”**

**(14) Della Levinsohn - Arrangements for breakaway groups**

All delegates were divided into 5 groups, and each delegate was pre-assigned to a particular group (being A-E), with group allocations having been pre-decided and placed in the inside plastic cover of each folder. That way, an equal split of delegates in each breakaway group was assured, and debate and uncertainty removed from the equation. For ease of administration, 5 separate rooms were secured at the conference venue. A Task Team representative and a consulting consortium representative facilitated each group.

Task Team representatives lead the discussion with the breakaway group, while the consulting consortium member co-facilitate in a supportive capacity (for example: clarifying the proposed principles of the Toolkit, if unclear from presentations). In addition to the co-facilitators, each group was assigned an “author”, who was responsible for capturing the conclusions of the group in the format of a template PowerPoint presentation, which had been preloaded onto a laptop assigned to that group, and which had been explained to the delegates during the plenary session preceding the breakaway session.

This feedback was saved onto a disk at the end of the breakaway group session, which was then loaded onto the main conference laptop, and was used as the basis for a 10 minute feedback presentation by a representative of each breakaway group during Session 7 (copies of these feedback presentations are included below).

### **SESSION 6: BREAKAWAY GROUPS**

### **SESSION 7: PLENARY**

#### **Presentations from each breakaway group (A – E respectively)**

Consistent with the rest of this report, relevant comments from the breakaway groups requiring discussion have been included in the “Action Table” at the end of section 5 below. Those have been marked with an asterisk and are in italics in the slides. The number in brackets next to the marked items in the slides indicates the item number in the Action Table where the comment has been reflected.

#### **(15) Group A**

**National Treasury / DEAT Consultative  
Workshop:  
Tourism PPPs Toolkit**

**Feedback from breakaway group A**

**Facilitator: TERRI CASTIS  
Author: JURGENS VAN ZYL**

2 December 2004



**Feedback on differentiated PPP processes for the  
following tourism products:**

- General:
  - **\*\* Clarity on PPP v out-sourcing (#14)**
  - Clarity on basis for prod type differentiation
  - Why necessary to differentiate b/w products?
  - Will be grey areas, require "application of the mind" to allocate product
  - Look at combination of products
  - Differentiation may not go through to scoring system
- Addition – re-look at air strips & jetties as separate concession opportunities.

**Feedback on inception phase and registration  
conditions 1**

- **\*\* Concern re differences in capacity in institutions (#4)**
- Inception is crucial for inst readiness & include strategic plan for resource base / "market check" & then project marketability check
- During inception: also require "value-for-money" decision, which may be problematic
- Pre-feasibility: Change term to "scoping"
- Due to persistent capacity problems – Treasury may still be overwhelmed
- **\*\* Therefore: capacity-building essential (#4)**

**Feedback on inception phase and registration  
conditions 2**

- RISK
  - Risk for the state
  - Risk for the environment & heritage
  - Risk for private sector
  - Responsibility on state to ensure risk mitigation measures
  - At national level, for "SA Inc": Viability of number & type of deals going to the market

**Feedback on 'high road' and 'low road' as distinct  
PPP processes:**

- **\*\* Terminology**
  - Treasury based; institution based (#11)
- Low road = exemption from TAs, not from process
  - Problems of risk for "low road" projects & risk monitoring through the project

**Any other feedback?**

- Contracts are onerous
- Consider how to incentivise, e.g:
  - State take 1<sup>st</sup> step on EIA
  - If EIA negative: re-negotiate basic terms
  - Use & type of bonds: For inst transactions, consider no bonds
  - Focused state expenditure
  - **\*\* Compensation for retained value at end of concession period (#20)**

(16) Group B

**National Treasury / DEAT Consultative  
Workshop:  
Tourism PPPs Toolkit**

**Feedback from breakaway group B**

**Facilitators: Velaphi Sibiyi; Eddie Koch  
Author: Loraine Fick**

2 December 2004



**Feedback on differentiated PPP processes for  
the following tourism products:**

- **Accommodation:**
- **Food, beverage, retail:**
- **Activities-based tourism:**
- **Heritage and Culture:** Confusing – can fall within all of product types? Interpretation centers?
- **Land Incorporations:**
- Conferencing? Accommodation?
- Delineation: Service vs Product
- Information & PR/Marketing office – delivery of a service – PPP? Professional technical assistance – outsourced; licenced
- Keep main headings – define details as far as possible
- Private sector or community owning the intellectual property associated with the asset?
- Core business relative to revenue generation

**Feedback on inception phase and  
registration conditions**

- Lost opportunities?
- What if the institution is not pro-active?
- **\*\* NT to ensure that institutions have capacity? (#4)**
- **\*\* Once-off accreditation of institutions? Why approach NT for each PPP cycle? (#4)**
- Project cycle initiated by developer to inform institution's process – early engagement with private sector
- National strategy – potential niche markets – pool resources

**Feedback on 'high road' and 'low road' as  
distinct PPP processes:**

- **\*\* Terminology: Route A & B; Treasury & Institution; Exempt & Non-Exempt (#11)**
- **\*\* Exemption from process phases as well (#5)**
- Procurement "system": BOT; MOT etc.

**Feedback on pre-feasibility scoring matrix**

- A view on eventual sustainability and viability – capital: fixed; operating
- **\*\* Government grants involved? (#21)**
- Expert advice (TA); engagement with private sector (how???)
- Shared risks – difficult to quantify
- **\*\* Why Finances as first step? Perception that financial gain is most important: value for money; environmental; social etc. as well. Govt vs Private sector approach (#19)**
- Risks: Value of the resource: international; local / regional importance etc.
- Retail Score-sheet: found reasonable by relevant stakeholders
- **\*\* Non-compliance risk (#19)**

**Feedback on feasibility studies for**

- High road:
  - Goals and time frames
- Low road
  - ....
- Both
  - Role clarification
  - Feasibility must tie in close with pre-feasibility

**Feedback on procurement systems for**

- High road:
  - ....
- Low road:
  - ....
- Influence project cycle/proposals of private sector
- BEE: pre-qualification – bidder; project goals

**Feedback on proposed BBEE scorecards for**

- High road:
  - ....
- Low road
  - ....
- **\*\* Seven items on Tourism Scorecard vs 4 on PPP Scorecard (#8)**
- **\*\* Pre-qualification gauged against Tourism Scorecard (#8)**

**Feedback on PPP agreement terms**

- High road:
  - ....
- Low road:
  - ....
- Simplification vs capacity to monitor

**Feedback on proposal for institutional system for optimal management of tourism PPPs**

- -- Long term projects: *in house capacity be built at institutional level (#4)*
- Short term – “outsourcing”?
- Clarification re. advertisement of PPPs on annual basis – preparedness of institution?
- **\*\* Unsolicited bids: risks; role clarification – strategic buy-in & safeguards (#22)**
- Structures of government do not allow for appropriate remuneration levels for expertise required; recruitment from private sector
- “Planning and zoning” / resource planning – one of first steps in PPP process – before pre-feasibility. Could be time-consuming though?
- Concession period: uniform aligned with products types

**Delegate questions requiring further discussion**

- **Community PPPs:**
- Proposals:
  - **\*\* Defining “community”, e.g. beneficiaries etc (#2)**
  - **\*\* Land claims – who are the beneficiaries? Land Commissions to be brought into process (#12)**
  - Kruger example? Distance? Circumstance?
  - **\*\* Manual: People and Parks (#2)**
  - **\*\* Policy guidelines? land claims – role of Land Claims Commissions – should it be addressed in Toolkit? NT to initiate discussions with LCC (#12)**
  - **\*\* Do not confuse LED with CPPPs (#2)**
  - **\*\* Communal land rights (#2 and #12)**

**Delegate questions requiring further discussion**

- **Options for renewal of contract terms**
  - **\*\* Renewal option to be included; Botswana model supported (#6)**
  - Incentives to maintain asset at end of concession period
  - Share in value
  - Tax write-off of residual – bring to beginning of period?

**Any other feedback?**

- NT to create a conducive environment: resources etc. – lasting system not dependent on specific officials


**(17) Group C**

**National Treasury / DEAT Consultative  
Workshop:  
Tourism PPPs Toolkit**

**Feedback from breakaway group C**

**Facilitators: Mzi Memani & Ian Porter  
Author: James Westgate**

2 December 2004



**Feedback on differentiated PPP  
processes for the following tourism  
products:**

- Accommodation
- Food, beverage, retail
- Activities-based tourism
- Heritage and Culture - rich archaeological sites, protection of intellectual property? Is heritage a state asset? Needs to be picked up in feasibility stage.
- Land Incorporations - private land, joint venture with institution, private party?
- Consumptive use - hunting, game capture?

**Feedback on inception phase and  
registration conditions**

- **\*\* Skills training - Budget? Capacity?**  
*Commercialisation plan must set out how to build capacity in institution (#4)*
- **\*\* Toolkit needs to deal with Commercialisation Plan (#23)**
- **\*\* Communal land - need for skills assistance and to include in the process (#2)**

**Feedback on 'high road' and 'low road' as  
distinct PPP processes:**

- **\*\* Terminology - Recommendation being Treasury Approved or Institution Approved (#11)**

**Feedback on pre-feasibility  
scoring matrix**

- **\*\* Financial limits too low on accommodation, concession periods too short – suggestions: turnover: R1-10mil; concession period: 5-15yrs (#19)**
- **\*\* Institutional capacity needs to be taken into account in determining route, not only product (#4)**
- **\*\* Accept principle of table, but motivation by institution is important (#17)**

**Feedback on proposed BBEE scorecards for**

- **High road:**
  - **\*\* Tourism Scorecard - must determine (#8)**
  - Pass/fail - can't block investment. BBEE important
  - Actively negotiate with bidders who don't comply?
- **Low road**
  - No minimum

**Feedback on PPP agreement terms**

- High road:
  - *\*\* Close out arrangements - Botswana model preferred. Let investor meet highest offer (#6)*
- Need to provide
- Low road:
  - ....

**Feedback on procurement systems for**

- High road:
  - ....
- Low road:
  - should be a continual list of opportunities that are available eg. Treasury website

**Feedback on proposal for institutional system for optimal management of tourism PPPs**

- *\*\* Municipal involvement? When? Tie in their LED plans with the institution. Approach institution (#1)*
- *\*\* Unsolicited bids - capacity to deal (#22)*
- *\*\* Speed things up - teeth to police whether process being followed - trouble shoot? (#7)*


**(18) Group D**

**National Treasury / DEAT Consultative Workshop:  
Tourism PPPs Toolkit**

**Feedback from breakaway group D**

Facilitators: Khorommbi Matibe & Mark Steenhoff  
Author: Sagay Moodliar

2 December 2004



**Feedback on inception phase & registration conditions**

- *\*\* NT delegations to Prov Treasury; build capacity (#4)*
- *\*\* Registration forms for registration of project (#24)*
- *\*\* Municipal application for municipal use of toolkit – involve SALGA in Task Team (#1)*
- State assets reg nationally – agreement by National/Prov on use of State Assets – standard agreements for delegation needed for this
- *\*\* Checklist for commercialisation strategy (#23)*
- *\*\* Detailed PM outline for PO in Toolkit (#18)*
- Lack of capacity on resolving land issue – DPW etc – to process applications – PPP unit to alleviate delays experienced by institutions – back to back agreements

**Feedback on 'high road' and 'low road' as distinct PPP processes:**

- *\*\* Terminology – comment on low road / high road iro financial terms has different meaning – institution based vs treasury based – high risk/low risk terms (need further clarity) (#11)*

**Feedback on pre-feasibility scoring matrix**

- How capex is arrived at for various categories
- Financial & term concessions– most would score high scores – high road, Risk would score lower even on higher road projects
- *\*\* Cultural/Heritage: Accom product in one or many PPPs; cross section of products; expanded definition of PPP: State vested/owned land but communities negotiating with private parties; guidelines in Toolkit for State vested land (#2)*
- *\*\* Capital versus turnover should not be in equal proportion – ½ to 1/3 of turnover (#19)*
- Look at return iro period of concession when making decisions on concession

**Feedback on feasibility studies for**

- High risk:
  - Marketing investment offers better bid value, branding identity helps in this regard
  - Timing of when institution enters PPP versus mkt research needs/interest generated to be sequenced
  - *\*\* MOU / DFIs critical (for their input into the process) (#25)*
- Low risk:

**Feedback on procurement systems for**

- High road:
  - Support for PDI in PPP process
- Low road:
  - ....

**Feedback on proposed BBBEE scorecards for**

- High road:
  - Gauteng – tourism retail manufacturing for jewellery
- Low road
  - ....

**Feedback on proposal for institutional system for optimal management of tourism PPPs**

- Task Team – Government Agency with skills in land ownership

**Delegate questions requiring further discussion**

- **Community PPPs:**
  - *\*\* Guidance required in Toolkit? Yes (#2)*
  - *\*\* Community equity in CPPPs (#2)*
  - Grey areas – restitution in conservation areas – for it to succeed, assistance is needed for communities – similar principles needed – adapting the guidelines for voluntary usage

**Any other feedback?**

- *\*\* Toolkit is published in disabled friendly manner – Braille etc (#26)*

**(19) Group E**

**National Treasury / DEAT Consultative  
Workshop:  
Tourism PPPs Toolkit**

**Feedback from breakaway group E**

**Facilitators: Bongani Ngobese, Lucien  
Pierce**

**Author: Melinda Swift**

2 December 2004



**High Road & Low Road terminology**

- **\*\* Suggestions:**
  - *High value & low value*
  - *Treasury-based & institution-based*
  - *Large & small (#11)*

**Scorecard: thresholds, capacity, weighting, etc**

- **\*\* R1 million too low as bottom level - even a small accommodation development takes > R1 million investment, due to: (#19)**
  - Cost of transaction
  - Basic facilities in the bush require additional infrastructure costs such as piped water, fencing, etc.
- **\*\* If private sector are to commit to the protracted negotiation process they have to be assured of between a R10 – R100 million deal. At LEAST R10m as low road cut off for accommodation. (#19)**
- **\*\* Concern that institutional/low road isn't necessarily the shorter road due to capacity. All steps still have to be followed just with the institution & not Treasury. So institutional capacity has to be a heavily weighted criteria for low road. (#4)**
- **\*\* Have to work on the assumption that the institution will have capacity to work on transactions of at least R10 million. (#19) So institutional capacity has to be a precondition. (#4)**

**Scorecard: thresholds, capacity, weighting, etc**

- **\*\* Differentiate b/w hamburger stand & accommodation offering, have differentiated procurement steps & requirements: Dilemma - private sector still has to commit people & time, which are transaction costs to either process (#5)**
- **Toolkit to spell out definitions of categories within the low road and the related procurement processes**
- **\*\* Anything less than R50 million for a high road process is not attractive to the private sector (#19)**
- **Toolkit outcome has to not only be choice of institution or treasury, but a practical & clear differentiation of transaction time & paperwork reduction, with resultant transaction cost reduction**

**Scorecard: thresholds, capacity, weighting, etc**

- **Bid costs case study: R1 billion DFA project and bidders prepare to spend R3 million on bids. Bid costs not radically reduced on smaller projects, but not worth the profit potential**
- **\*\* So need a sub-category of low road which is almost an administrative process with very low time investment (#5)**
- **\*\* Low capex isn't necessarily a low turnover so the ratio isn't clear cut (#19)**
- **Financial Institutions aren't geared for this process of lower level investment in PPPs**
- **\*\* Streamlining is particularly NB for CPPPs (#2)**

**Scorecard: thresholds, capacity, weighting, etc**

- **\*\* Case study of an existing project: Retail & activities, cultural experience, accommodation all in a mix – So need to split retail and activities in separate score sheets (#10)**
- **In heritage other things to consider such as theatre, museums, visitor centres, cultural experiences, etc.**
- **\*\* Shouldn't be measuring capex investment – should look at turnover per square meter possibly (#19)**
- **\*\* Accom: t/over ok; capex: R10m; R10 – 50m; R50m (#19)**
- **\*\* UK: everything below a threshold becomes normal procurement (25m UK pounds). Possible policy: any tourism product (retail, activity, accommodation, heritage) below a threshold is defined as normal procurement despite meeting the rules of PPP (#5)**
- **Proposal of a single score sheet for a tourism offering with different weighting to allow for different risks associated with activities, retails, accommodation & heritage**
- **\*\* Can split the capex-based project from the turnover-based project & have different score sheets for these (#19)**
- **\*\* Scorecard to be flexible; not an immovable rule (#19)**

**Scorecard: thresholds, capacity, weighting, etc**

- **\*\* Toolkit to give some practical template examples of typical scores for a range of tourism products, e.g. hamburger stall, mixed product (#19)**
- Shouldn't employment numbers not be an important factor? Should this be a criteria on the score sheet or just remain on BEE scorecard
- Assume low road is easier, quicker, less cumbersome & cut out Treasury route, then it is valuable
- Small business difficulties:
  - Institutions pass the buck and don't own decisions. Project Officers always defer decisions
  - Process cumbersome, long & complex

**Tourism products:**

- Categories are fine
- Will always be more
- **\*\* Heritage not a clear word because we always have to explain it, so perhaps a better term? Could use the term "visitor attractions" which explains a ticketed experience be it a visitor centre, cultural event, viewing of a heritage object or place, etc. (#10)**
- **\*\* Guidance on how a cluster of offerings is dealt with (#10)**

**BEE scorecard:**

- Won't encourage entry level business people regardless of their race
- High road (40%) is this feasible in terms of raising equity? DFI cost is so expensive for a BEE partner – it would be better if government put in poverty alleviation funding as equity
- In rural areas the issue is poverty alleviation; not BEE fundamentally
- **\*\* Broad based BEE is the essential need (#8)**
- **\*\* Perhaps change the balance between BEE equity and local employment which allows for more immediate benefit (#8)**
- Concern re financing losses and need for top-up and the resulting dilution in BEE interests
- **\*\* Emphasise procurement, job creation & skills transfer (#8)**
- Low road projects – take cognisance of sweat equity

**Legal Agreement terms:**

- Need standardisation and a template to work from to be adapted for each project
- Feel battered by negotiations
- **\*\* Short & simple documents (#16)**
- Will shorten negotiation time
- Will facilitate CPPPs too
- **\*\* Building industry has developed a standardised document that everyone understands and only changed clauses are discussed – this can be done for PPP projects (#16)**
- **\*\* Prefer a standardised contract / template agreement and not just standardised clauses. Possibly provide a template for each type of tourism product category (unless legislated institutions are not required to use the tool – toolkit can be issued in terms of the PFMA)(#16)**
- Standardised provisions in the high road is getting towards this

**Other issues:**

- **\*\* Simplify the toolkit so that e.g. rural users in CPPPs can understand it (#16) : ensure a process where govt. has a responsibility to provide advice & support (#7)**
- No need to keep on re-inventing the wheel
- **What are the key issues that make investors walk away from a PPP deal:**
  - Red tape
  - Petty politics & egos
  - Long process
  - Uncertainty
  - Excessively high expectations
  - Need everyone on board to deliver preconditions & decisions to the deal – government officials have to be competent and if they stall projects they have to be accountable for this, so toolkit has to drive the process through registration, TA approvals all the way to delivery

**Follow-up process**

- **\*\* Further report back workshop to discuss the draft toolkit (#3)**
- A view on provincial processes
- **\*\* Need to ensure good private sector participation (#15)**

**(20) Ephraim Mfeka - Community interests: Bhangazi Trust**

**(21) Nyeleti Mushwana - Small business development in tourism**

**(22) Katinka Shumann-Bester - Financiers' experience**

**(23) Colin Bell - Private investor interests**

**(24) Way forward, thanks and closure - Sue Lund**

## **5. Further feedback and Action Table**

As stated above, one of the major objectives of the workshop was to solicit delegate feedback on the consulting consortium's proposals, in order to incorporate such feedback (where accepted) into the detailed drafting stage. As an aid to achieving this objective, each delegate was given a comment card, which the Chairperson explained could be used in order to give any feedback or make any suggestions which a delegate was either unable to make during the workshop because of time constraints or preferred to submit in writing. A suggestion box was made available on the registration table, and all comments made on these cards have been captured and reviewed. A full transcript of the comment card submissions is attached as Annexure 8. Relevant comments requiring discussion have been included in the "Action Table" below. Those have been marked with an asterisk and are in italics within Annexure 8. The number in brackets next to the marked items within Annexure 8 indicates the item number in the Action Table where the comment has been reflected.

In addition to the comment cards, all delegates were asked to complete a speaker evaluation form. Some further feedback was written on those forms, which is attached as Annexure 9. Consistent with the rest of the report, relevant comments from delegates requiring discussion have been included in the "Action Table" below. Those have been marked with an asterisk in Annexure 9. The number in brackets next to the marked items in Annexure 9 indicates the item number in the Action Table where the comment has been reflected.

The Action Table below sets out the key principles which emerged from the delegate feedback, both formal and informal, and specifically from the feedback received from the breakaway groups and via the comment cards and feedback forms.

## ACTION TABLE

#	Comment	Action Required
1.	Requested inclusion of municipal tourism PPPs in the Toolkit	<ul style="list-style-type: none"> <li>• NT to consult SALGA, DPLG, DEAT and if yes:</li> <li>• Draft appropriate terms of reference with timetable for research and drafting</li> <li>• Additional budget to be sourced</li> <li>• Consulting team scope of work expanded</li> <li>• Task Team expansion or additional Municipal Task Team established</li> </ul>
2.	Guidance on private sector investment on community-owned land; and participation of neighbouring communities in PPPs on state land	<ul style="list-style-type: none"> <li>• Re: community-owned land: <ul style="list-style-type: none"> <li>• NT to consult with Dept of Land Affairs and DEAT</li> <li>• Liaison with GTZ Transform re People &amp; Parks</li> <li>• Liaison with CPPP Unit at DBSA</li> </ul> </li> <li>• Re: neighbouring community involvement in PPPs: Toolkit to clarify</li> </ul>
3.	Further feedback and stakeholder consultation required	<ul style="list-style-type: none"> <li>• Date to be set for second consultative workshop, in conjunction with Tourism Indaba and Tourism BEE Charter launch dates</li> <li>• Additional budget to be sourced</li> <li>• Completion timetable to be revised</li> </ul>
4.	Concern re institutional capacity. Need expressed for a concrete institutional capacity building plan to be incorporated into the Toolkit. Suggestion for a “once-off” accreditation/ exemption of capacitated institutions iro all their PPPs.	PPP Unit’s provincial treasury capacity survey to be assessed in relation to tourism PPP capacity needs and Task Team to propose way forward
5.	Suggestion as to a <i>de minimis</i> project value, giving total exemption from the process (ie: neither institution nor treasury approvals required)	<ul style="list-style-type: none"> <li>• Decision to be made as to principle</li> </ul>
6.	Status of renewable PPP agreements	<ul style="list-style-type: none"> <li>• Further clarity on Botswana model to be sought</li> <li>• Principles to be debated and decided by Task Team</li> </ul>
7.	Clarity as to NT’s role during PPP agreement negotiations, eg NT involvement not to be used as a delay or evasive tactic by an institution	<ul style="list-style-type: none"> <li>• Principles to be clarified by NT and included in Toolkit</li> </ul>
8.	BBBEEE issues, including tie-in with Tourism BEE Charter	<ul style="list-style-type: none"> <li>• Tanya Abrahamse to update Task Team re progress</li> <li>• BEE section of Toolkit to be aligned as appropriate</li> </ul>

9.	Clarify that an institution may not hold equity in a private party	<ul style="list-style-type: none"> <li>Principle to be clarified in the Toolkit</li> </ul>
10.	Product categories: suggestion that conferencing is either a separate product, or forms part of accommodation; suggestion to include transport as a product; suggestion to separate retail and activities; comment card suggestion to have a 5 <sup>th</sup> “catch-all” category; “heritage” misunderstood – alternative term?; guidance required on how a cluster of offerings is to be dealt with	<ul style="list-style-type: none"> <li>Task Team and consulting consortium to debate and decide</li> <li>Principles to be reflected in Toolkit</li> </ul>
11.	“High road” / “low road” terminology decision	<ul style="list-style-type: none"> <li>Alternative terminology suggestions needed</li> </ul>
12.	Resolution of land issues	<ul style="list-style-type: none"> <li>Dept of Land Affairs to be included in Task Team</li> <li>Land Claims Commission to be asked to review Toolkit drafting in respect of land claims</li> </ul>
13.	Why link concession fees to turnover as opposed to profit?	<ul style="list-style-type: none"> <li>Task Team to debate and decide</li> <li>Principle to be reflected in Toolkit</li> </ul>
14.	Workshop: more time allocation to consultation, and less time to presentations	<ul style="list-style-type: none"> <li>Suggestions for optimal time allocation for a second workshop?</li> </ul>
15.	Greater private sector consultation	<ul style="list-style-type: none"> <li>Suggestions to be made by Task Team on how to access a greater private sector base of delegates at the next consultative workshop</li> </ul>
16.	Drafting style of Toolkit: simple & user-friendly; template PPP agreements per product	<ul style="list-style-type: none"> <li>Drafters to take note</li> </ul>
17.	Toolkit to include a template of the substantive, qualitative motivation to NT as to high or low road	<ul style="list-style-type: none"> <li>Drafters to take note</li> </ul>
18.	Toolkit to include detailed project management outline for project officers	<ul style="list-style-type: none"> <li>Drafters to take note</li> </ul>
19.	Re-look at scorecards, incl perception that financial elements regarded as the most important by listing first; suggestion to add “compliance risk”; include practical examples	<ul style="list-style-type: none"> <li>In-principle decision to be made</li> <li>Principle to be reflected in Toolkit</li> <li>Templates to be included in Toolkit</li> </ul>

20.	Question of compensation for retained value at end of concession period	<ul style="list-style-type: none"> <li>• In-principle decision to be made</li> <li>• Principle to be reflected in Toolkit</li> </ul>
21.	Toolkit to cater for when government grants are involved	<ul style="list-style-type: none"> <li>• In-principle decision to be made</li> <li>• Principle to be reflected in Toolkit</li> </ul>
22.	Guidance required on unsolicited bids	<ul style="list-style-type: none"> <li>• In-principle decision to be made</li> <li>• Principle to be reflected in Toolkit</li> </ul>
23.	Guidance required on commercialisation plan	<ul style="list-style-type: none"> <li>• Template to be included in Toolkit</li> </ul>
24.	Guidance required on forms / letter for registration of a project	<ul style="list-style-type: none"> <li>• Template to be included in Toolkit</li> </ul>
25.	MOUs to be entered into with DFIs	<ul style="list-style-type: none"> <li>• Consulting consortium to meet with DFIs</li> <li>• Templates to be included in Toolkit</li> </ul>
26.	Suggestion that Toolkit be published in disabled-friendly manner, eg Braille	<ul style="list-style-type: none"> <li>• Cost and timing implications to be considered</li> <li>• Decision to be made</li> </ul>
27.	Suggestion to make use of an investment facilitator	<ul style="list-style-type: none"> <li>• In-principle decision to be made</li> <li>• Principle to be reflected in Toolkit</li> </ul>

## 6. Conclusion

What has emerged clearly from the workshop is a deep sense of need for the Toolkit, which has the potential to clarify, streamline and cheapen the process of embarking upon, entering into and managing PPPs in the tourism sector.

The feedback which has been translated into concrete steps to be taken in the “Action Table” should be vigorously debated by National Treasury, the Task Team and the consulting consortium. Once decisions have been made on the various items, these should be project-managed to ensure efficient implementation, and the authors of the Toolkit must draft it so as to fully reflect the agreed principles.

Particular mention was made by many delegates of the need for Treasury to provide guidance specifically in respect of:

- tourism PPPs involving municipal property
- private sector tourism investments on community-owned land

In addition, delegates strongly indicated the need for a further workshop on the final draft of the proposed Toolkit, prior to publication.

Any decision to accede to these requests will inevitably have substantial funding and timing implications, which will have to be weighed up against the voracity of those who have expressed the need – who are many in number, and who have been extremely vocal in their insistence.

## **Annexure 1: Preparation and logistics**

## Preparation and logistics

In order to ensure that the target market was aware of, and invited to, the workshop, an electronic invitation and registration form was sent to all of those on the National Treasury's "PPP Quarterly" mailing list and various relevant data bases of The National Business Initiative ("NBI"). In addition, all members of the Task Team and consulting consortium were sent blank template spreadsheets, and requested to fill in the contact details of relevant potential delegates. The invitation and registration form were also uploaded onto a specially-created section for the workshop on the National Treasury website.

NBI was retained by National Treasury to raise sponsorship for the workshop, send out invitations, administer participant's bookings, organise the venue and manage all logistics. The consulting consortium was required to – and did – liaise closely with the NBI on those matters, but not to administer them directly.

The members of the consulting consortium responsible for Stage 4 projected-managed the pre-workshop processes by way of numerous iterations of a highly detailed "Plan of Action", which was circulated to all concerned on an almost daily basis with each person's feedback being consolidated into the next version for circulation.

Logistically, each of the speakers were contacted and requested to participate. Confirmatory emails were sent to all presenters, advising them of the required format of their presentations, deadlines for electronic submission of presentations and their CVs, time limits on their presentations and so on. Numerous follow up telephone calls and e-mails followed.

## Annexure 2: Delegate details

<b>Title</b>	<b>FirstName</b>	<b>LastName</b>	<b>JobTitle</b>	<b>Company</b>
Mr	Abu	Abdullatief	Senior Manager : Tourism Investment	Eastern Cape Development Corporator
Mr	Adnaan	Abrahams	Commercial Director	Capenature
Mr	Gregory, Clifford	Adams	Intern	Water Affairs & Forestry [National]
Ms	Pat	Adams	Account Manager	Impact Human Resources
Dr	Akin	Akinjolire	Associate Director : PPP Advisory Services	Ernst & Young
Mr	Wagied	Allie	Programme Manager	NBI
Mr	Tim	Anderson	Programme Manager : TEP	ECI Africa

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Mr	Dave	Arkwright		
Ms	Jaana-Maria	Ball	Head : Environmental Services	Arcus Gibb (Pty) Ltd
Mr	Jonathan	Bamber	Business Development	Kuzuko Game Reserve
Mr	Tom	Bate	Goodwill Ambassador	KZN Guduza Biodiversity & Cultural Tr: Initiative Working Group
Mr	Johannes	Baumgart	Advisor	GTZ Transform
Mr	Ron	Begbie	Director	Kuzuko Game Reserve
Mr	Colin	Bell		Wilderness Safaris
Mr	Paul	Bewsher	Consultant	Department of Water Affairs & Forestry
Mr	Christophe	Bezou	Trade Attaché	French Embassy in SA
Mr	Cilliers	Blaauw	Chief Industrial Technician	Department of Water Affairs & Forestry
Mr	Willie	Boonzaaier	Consultant	Contour Project Managers
Mr	Tom	Bouwer	Chief Financial Officer	Department of Environmental Affairs & Tourism
Mrs	Marian	Brooke	Project Manager / Chief Executive Officer	Crocodile Ramble Muldersdrift Info Cen Project
Mr	Mike	Burgers	Business Executive	Huntrex Pty Limited
Ms	Xolile	Caga	Director	NBI
Ms	Cathy	Cameron	Owner	Pongola Arts & Crafts
Mr	Delano	Caras	Consultant	Tourism & Hospitality Industry
Ms	Terri	Castis	Commercial Director	Greater St Lucia Wetlands Park
Ms	L	Ceba		Gariep District Municipality
Mr	Elijah	Cele	General Manager : Community Based Tourism	KZN Tourism Authority
Ms	Zoe	Chafe	Consultant	The International Ecotourism Society (T Center on Ecotourism and Sustainable Development
Ms	Thokozani	Chili	Managing Director	Thokozani Tourism Projects
Mr	Peter	Chipindu	Project Finance	ABSA Bank Limited

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Mr	Rufus	Chokwe	Secretary : Masebe Community Forum	Limpopo Tourism & Parks South Africa
Mr	Steve	Collins	National Project Co-ordinator	GTZ Transform
Dr	Hennie	Cronje	Director	LeadAfrika (Afrika Leadership Development Institute)
Mr	Flip	Crouse	Deputy Director : Resources Management	Department of Environment & Economic Affairs, Free State
Mr	Peter	Cumberlege	Legislative Consultant	The Federated Hospitality Association of South Africa (FEDHASA)
Ms	Tatia, Simone	Currie	Development Officer	Fair Trade in Tourism South Africa
Mr	David	Daitz		
Mr	Richard	Davies	Consultant	Vela VKE
Mr	Pieter	De Bruin	National Manager : Consumables & Tourism	ABSA Bank Limited
Mr	Eric	De Jager	Divisional Managing Director	Tourvest
Dr	Juan	de Lora	Local Economic Development Coordinator	Gariep Municipality
Mrs	Marjorie	Dean	Communications Consultant	SATSA
Mr	Robert	Dlamini	Credit Analyst	DBSA
Ms	Yoliswa	Dlamini	Tourism Manager	Govan Mbeki Municipality
Mrs	Alma	Doller	Personal Assistant	Sun Valley Tourism
Mr	Alton	Doller	Manager	Sun Valley Tourism
Ms	Faye	Dolley	PPP Programme	NBI
Mr	Barry	Downard	Chairman	KZN Guduza Biodiversity & Cultural Tourism Initiative Working Group
Mrs	Peggy	Drodskie	Director Policy and Advocacy	Chamber of Commerce and Industry (CHAMSA)
Mr	Saliem	Fakir	Director	IUCN - World Conservation Union
Mr	Sindile	Faku	Director	Dakhile Investment
Ms	Thuli	Fakude	Tourism Development Facilitator	Community PPP Programme
Mr	Peter	Farlam	Researcher	SA Institute of International Affairs

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Ms	Loraine	Fick	Senior Specialist Landscape Architect	Affairs & Forestry [National]
Mr	Dave	Frandsen	Executive Manager : Product Development	Cape Town Routes Unlimited
Mr	Mpumi	Fundam	Local Economic Development Manager	Amathole District Municipality
Mrs	Magdeline	Gabraane	Business Analyst : Performance Monitoring	Public Enterprises Evaluation and Priva Agency (PEEPA)
Ms	Busi	Gcabashe	General Manager : People & Conservation	South African National Parks
Mr	Lucky	George	Tourism Correspondent	Business Day Newspaper
Mr	David	Gertzen	Director	Vela VKE
Mr	Ashwell	Glasson	Chamber Coordinator	THETHA
Mr	Francois	Grove	Managing Director	Safarisdirect (Pty) Limited
Mr	Albert Nono	Gumede		Bhangazi Trust
Dr	Trish	Hanekom	Chief Executive Officer	Blue IQ Projects : Cradle of Humankind Dinokeng
Mr	Tony	Harding	Programme Manager	Dinokeng (Blue IQ Project)
Mr	Jacques, Roelof	Herselman	Industrial Technician	Water Affairs & Forestry [National]
Mr	Mark	Heunis	Manager : Legal Services	North West Park & Tourism Board
Mr	Pheeha	Hlako	Municipal Manager	Molemole Municipality
Mr	Xolani	Hlatswayo	Candidate Attorney	Webber Wentzel Bowens
Mr	Fixon	Hlungwani	General Manager : Parks	Limpopo Tourism & Parks South Africa
Ms	Lisa-Ann	Hosking	Director	Department of Environmental Affairs & Tourism
Mrs	Anusha	Hyman	Doctoral Student	University of KwaZulu-Natal
Mr	Shermaaz	Ismail	Project Manager: Tourism	Department of Economic Development Tourism
Ms	Karen	Jonsson	General Manager	Midlands Meander Association
Mr	Franco	Jordaan	Chairman	Tshwane Tourism Association
Mrs	Kanana	Kau	Key Accounts Manager	South African Express Airways

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Mr	Victor	Kgomoeswana	Executive Communication	Rennies Travel
Mr	Aubrey	Khohloa	Sales Executive	Rennies Travel
Ms	Sindi	Khoza	Key Account Manager	SA Express Airways
Mr	Muzi Leonard	Khumalo	Director	M Tour Operator
Ms	Thulisile, Gugulethu	Khumalo	Tourist Guide	ATAMELA cc
Mrs	Margi	Kienast	Public Relations / Marketing	M K Marketing / M W Business Centre
Mr	Eddie	Koch		
Dr	Johann	Kotze	Deputy Director	Department of Environmental Affairs & Tourism
Mr	André	Kruger	PPP Financing Specialist	ABSA Bank Limited
Mr	Rendani	Lalumbe	Chairperson : Tribal Authority (Makuya)	Limpopo Tourism & Parks South Africa
Mr	David	Lancaster	Attorney	Webber Wentzel Bowens
Mr	Frans	Langa	Chairperson : Tribal Authority (Backenberg)	Limpopo Tourism & Parks South Africa
Ms	Seipati Justina	Lebusa	Managing Director	Just Per Rose Enterprise
Mr	Peter	Leitner		
Mrs	Della	Levinsohn	Director	Levinsohn & Associates (Pty) Ltd
Ms	Amanda	Lombaard	Local Tourism Co-ordinator	West Rand District Municipality
Mr	Denzil	Lottering	Owner	D V Travel & Tours cc
Mrs	Marlien	Lourens	Senior Specialist : Tourism	ECI Africa
Ms	Sue	Lund	Senior Project Advisor : PPP Unit	National Treasury
Mr	David	Mabunda		
Mr	Makhensa	Mabunda	Head: Provincial Asset & Restructuring Unit	Finance & Economic Development
Mr	Rodwell	Mabuza	Chairman : Hovani Tribal Authority (Mangwazi)	Limpopo Tourism & Parks South Africa
Mr	Samson	Madume	Chairperson : Community Forum (Nwanedi)	Limpopo Tourism & Parks South Africa

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Mr	Matsima	Magakgala	General Manager	North West Park & Tourism Board
Mr	Hector	Magome		
Mr	Jacob	Mahlangu		City of Tshwane Metropolitan Municipal
Mr	Peter Bongani	Mahlangu	LED Co-ordinator	Bela Bela Local Municipality
Ms	Zenzile Idah	Mahlangu	Manager	Sekusile Guest House
Mr	Ndivhuho	Mainganya	Financial Manager	Tsogo Sun T/A The Ridge Casino & Entertainment Resort
Mr	Ndivhuho	Mainganya	Financial Manager	Tsogo Sun T/A The Ridge Casino and Entertainment Centre
Mr	Maboi Johannes	Maja	Controller	Department of Correctional Services
Mr	Nghezimani Elvis	Makamu	Chief Executive Officer	Eyakho Investment Holdings
Mr	Joseph	Makhari	Managing Director	J T Makhari & Company (Pty) Ltd
Mr	Tshepo, Benedict	Makhudu	Manager	Properties
Ms	Modjadji	Makoela	Marketing Director	Ndzalama Communications and Market
Mr	N R	Makuya	Chief (Makuya)	Limpopo Tourism & Parks South Africa
Mr	Charles	Maluleka		
Mr	Sam	Maluleka	Chief Director	Department of Agriculture & Land Administration
Mr	Livingston	Maluleke		
Mr	Sipho	Mampe	Deputy Director : Tourism	Department of Tourism, Environment and Conservation
Mrs	Bertha	Manganye	Manager : Community Development	Limpopo Tourism & Parks South Africa
Mr	Lucas	Mannaku	General Manager	Zithabiseni Resort
Mr	Nyaniso	Maqokolo	General Manager	Nnite Trading Enterprise
Ms	Chanelle	Marais	Senior Product Development Officer	Cape Winelands District Municipality
Mr	Sipho Samson	Masango	Managing Director	Ngakinethu Guest House
Mr	Phillip Langa	Masebe	Chief (Masebe)	Limpopo Tourism & Parks South Africa

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Prof	Joseph Mandla	Maseko	Management Consultant	Maseko Management Services / Contou
Mr	Khathu	Mashau	Director	BluePrint, Limpopo
Mrs	Annaline	Mashishi	Assistant Director : Local Economic Development	Department of Local Government and Housing, North West
Mr	Muzi	Masina	Marketing Manager : Corporate Marketing	ABSA Bank Limited
Mr	Mandi Jonas	Masombuka	LED Manager	Kungwini Municipality
Ms	Nokulunga	Maswana	Chief Executive Officer	Eastern Cape Park Board
Mr	John Shiang	Mathebe	Chairperson	Mmatoti Forum
Ms	Zondi	Mathe-Charle	General Manager : Tourism	City of Tshwane Metropolitan Municipal
Mr	Khorommbi	Matibe	Senior Manager : Commercial Development & Marketing	Limpopo Tourism & Parks South Africa
Mr	Lindelo	Matya	General Manager: Economic Affairs	Eastern Cape Department of Economic Affairs, Environment and Tourism
Mrs	Phakamile	Mbonambi	Senior Project Officer	Ethekwini Municipality
Mr	Louis	McLaren	Chief Executive Officer	BEE2Business
Mr	Louis	McLaren	Chief Executive Officer	BEE2Business
Mrs	Angela	Mdaka	Administrator	Intende Travel & Tours
Mr	Kevin	Mearns	Lecturer	University of South Africa (UNISA)
Mr	Mzi	Memani	Operations Director	Upstart Business Strategies
Mr	Ephraim Falithenjwa	Mfeka		Bhangazi Trust
Mr	Albert	Mfenyana		
Mr	Nyiko	Mhinga	Manager: Project & Transaction Management	Department of Finance & Economic Development, Limpopo (DFED)
Mr	Percy	Mkhosi	Specialist : Tourism	ABSA Bank Limited
Ms	Flo	Mkwanazi	PPP Programme	NBI
Mr	J P	Mlangeni	Chief Executive Officer	Sightfull 1073 Pty Ltd
Mr	Jacob	Moabeio	Chairperson : Masebe Community Forum	Limpopo Tourism & Parks South Africa

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Mr	Michael	Modise	Deputy Director	Department of Water Affairs & Forestry
Ms	Prudence	Moeketsi	Researcher	CSIR
Mr	Mabilane, Simon	Moganetsi	Geographer	Water Affairs & Forestry [National]
Mr	Stanley	Mohlala	Deputy Director	Department of Economic Development Planning, Mpumalanga
Mr	Gay	Mokoena	Managing Director	Silulu Investment Services
Mr	Phumelele	Mokoena	Manager: Spatial Programmes	Eastern Cape Development Corporator
Ms	MH	Mokotimi		Gariep District Municipality
Mr	Norman	Molomo	Business Development Consultant	ECI Africa
Mr	Charles P	Monareng	Secretary : Hovani Tribal Authority (Mangwazi)	Limpopo Tourism & Parks South Africa
Mr	Sagay	Moodliar	Executive	Sangena Investments
Mr	Tshidiso	Mooketsi	Unit Head : LED	Randfontein Local Municipality
Ms	Modiegi	Morare	LED Co-ordinator	Kungwini Municipality
Mr	Bernrd	Morobe		
Mrs	Colleen	Mossman	Consultant	Progressive Developments
Ms	Didi	Moyle	Chief Research & E-Business Officer	S A Tourism
Ms	Didi	Moyle	Chief Research and E-Business Officer	South African Tourism
Mr	Xola Desmond	Mphahlele	Business Development Executive	National Zoological Gardens of South A
Mr	Frans Ngwako	Mphekwane	Intern	Department of Environmental Affairs & Tourism
Mr	Mphuthi	Mphuthi	Director	Empowerment S A
Ms	Nomfundo	Mqadi	Programme Manager	Business Trust
Mr	Sipho	Mseleku		Chamber of Commerce and Industry (CHAMSA)
Mr	Phelelani	Mthetho	Manager	Department of Finance & Economic Development
Ms	Hilda	Mthimunye	Managing Director	Mosakong Management

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Mr	Elvis	Mugondo	Manager	Fhulufhlo Tours
Mr	Tsitsi	Musasike	Senior Executive	Ernst & Young
Ms	Nyeleti	Mushwana	General Manager	Karibu Leisure Resort
Mr	Peter	Myles	Director	Centre for Tourism Studies
Mr	Richard	Nageli	Secretary : Community Forum (Nwanedi)	Limpopo Tourism & Parks South Africa
Mr	Mahandra	Naidoo	Chief Director	Department of Environmental Affairs & Tourism
Mr	Nduvheni	Nefefe	Chief (Gombani)	Limpopo Tourism & Parks South Africa
Mr	Ndwakhulu A	Nefolovhodwe	Chief (Folovhodwe)	Limpopo Tourism & Parks South Africa
Mr		Negumela	Chief (Gumela)	Limpopo Tourism & Parks South Africa
Mr	Takalani T	Nemukula	Chairperson : Community Forum (Makuya)	Limpopo Tourism & Parks South Africa
Mrs	Ntokozo	Ngcobo	Managing Director	Vumintokozo Holdings cc
Mr	Vuma	Ngcobo	Project Manager	Vumintokozo Holdings cc
Mr	Anthony	Ngomane	Assistant Director: Tourist Guide Registrar	Economic Development & Planning
Mr	Fana	Ngomane	Assistant Director	Department of Economic Development Planning, Mpumalanga
Mr	Fana, Anthony	Ngomane	Assistant Director	Economic Development & Planning
Mr	Msongelwa Ruben	Ngwenya	Deputy Director : Operations	National Zoological Gardens of South A
Mr	Lucky	Nkosi		Eyakho Financial Services
Mr	Levious	Nkuna	Chairperson : Community Forum (Mangwazi)	Limpopo Tourism & Parks South Africa
Mr	Madala L	Nkuna	Chief : Hovani Tribal Authority (Mangwazi)	Limpopo Tourism & Parks South Africa
Mrs	Zandile	Ntimane	Assistant Director : Tourism Awareness	Department of Economic Development Planning
Ms	Liziwe	Ntshinga-Makoro	Director : Development Planning	Randfontein Local Municipality
Mrs	Beaulier	Ntuli	Managing Director	Nomndeni View Lodge
Mr	Sipho	Ntuli	Tourism Manager	Local Government

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Mr	Mantswe Eddie	Nyoni	Head Logistics Unit	LeadAfrika (Afrika Leadership Development Institute)
Mr	Andries Maubane	Padi	Control Water Control Officer	Department of Water Affairs & Forestry
Mr	Melikhaya	Pantsi	CBNRM & LED Programme Manager	Capenature
Mr	Stephen	Pearce	Associate	Utho Capital
Mrs	Elizabeth D M	Phala	Manager	Dinso Tshepo Forum
Dr	Maria	Phalime	Portfolio Manager : Investment Promotion	Wesgro
Mr	Irvin	Phenyane	Business Development Manager	Kruger Mpumalanga International Airport
Mr	Glenn	Phillips		
Mr	Malesela	Phukubje	Attorney	Phukubje Pierce Attorneys
Ms	Leticia	Pinkoane	Development Manager	Moqhaka Local Municipality
Mr	Ian	Porter	Tourism Co-ordinator	Ezemvelo KZN Wildlife
Mr	Clive	Poultney		BLT (Business Linkages in Tourism)
Ms	Fikiswa	Pupuma	Manager: Tourism	Ethekwini Municipality
Mr	Shadrack Matabe	Ramosa	Chief Executive Officer	Polokwane International Airport
Khosi	Tshililo Jeffrey	Ramovha	Chairman	Mulenzhe Development Trust
Mr	Shamin	Rampersad		Rampersad Attorneys
Ms	Kate	Rivett-Carnac	Director	TISA-Tourism
Mr	Clive	Roman	Deputy Director	Department of Environmental Affairs & Tourism
Ms	Josie	Rowe-Setz	Group CEO	Blue Print
Mrs	Juliet	Rugeiyamu	PPP Manager	Banking Council SA
Mr	Monwabisi	Ruiters	Director	Department of Health, North West
Mr	Nadeem	Salie	PPP Manager	Dinokeng (Blue IQ Project)
Mr	Joggie	Scholtz	Director : Corporate Services	Swartland Municipality

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Ms	Katinka	Schumann-Bester	SBU Head : Tourism	IDC
Mrs	Jennifer	Seif	National Coordinator	Fair Trade in Tourism South Africa
Mrs	Sheila	Sekhitla	Managing Director	The View Guest House
Mr	Sampie	Shabangu	Hydrologist	Department of Water Affairs & Forestry
Mr	Abdul Kader	Shaikhnag	Consultant	National Treasury
Ms	Maretha	Shroyer	Manager	North West Park & Tourism Board
Mr	Velaphi, Abe	Sibiya	General Manager: Commercial Services	Mpumalanga Parks Board
Mr	Theku	Simelane	Chief Finance Officer	Kwadukuza Municipality
Ms	Phumeza	Skoti	Local Economic Development Officer	Ukhahlamba District Municipality
Mr	Neville	Smith	Administrator	Swimming South Africa
Ms	Nevina	Smith	PPP Manager	NBI
Ms	Tania	Smith	Sales & Marketing Consultant	Letsatsi Game Lodge
Mr	Zandi	Solombela	Assistant Director	Department of Economic Development Tourism
Mr	Makekele	Somo-Tladi		Makekele Technologies
Mrs	Anitha	Soni	Chief Executive Officer	ASA Tourism Services Group
Mr	Mark	Steenhoff	Senior Consultant	Vela VKE
Mr	Neil	Stephen	Junior Analyst	J T Makhari & Company (Pty) Ltd
Mr	Melinda	Swift	PPP Manager	The Cradle of Humankind Heritage Site
Mr	Anesh	Thulasee	Development Official : LED	Newcastle Municipality
Mr	Sipho	Thwala	Corporate Service Manager	Mpumalanga Tourism Authority
Mr	Theo	Tlholo	Member of Mayoral Committee	City of Tshwane Metropolitan Municipal
Mr	Azwifarwi P	Tshibete	Secretary : Makuya Community Forum	Limpopo Tourism & Parks South Africa
Mr	Tshifhiwa	Tshiololi	Manager	Mulenzhe Development Trust

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Mr	Robert	van Anraad	Director : Transaction Management	Department of Public Work
Ms	Christelle	van der Merwe	Director	Department of Environmental Affairs & Tourism
Dr	Dirk, Willem	van der Zel	Forestry Consultant	Friends of the Forest
Ms	Annemi	Van Jaarsveld	Manager Commercial Development	SANParks
Mr	Johan	van Wyk	Deputy Director : Culture, Recreation, Facilities & Tourism	Govan Mbeki Municipality
Mr	Jurgens	van Zyl	Specialist	DBSA
Mrs	Erika	Vermaak	General Manager Operations	Letsatsi Game Lodge
Mr	Victor	Viljoen	Director	Makhado Municipality
Mr	James	Westgate	Attorney	Webber Wentzel Bowens
Mr	Horst	Wientzek	LED-Advisor	Ukhahlamba District Municipality
Mrs	Doris	Wörfel	Director	Southern Cross Exp. (Pty) Ltd
Mr	Michael	Worsnip		
Ms	Sindile	Xulu	Project Manager	South African Tourism
Mr	Andrew	Zaloumis		
Ms	Nomusa	Nkosi		NBI
Mr	Andile	Ndlumbini	Researcher	Mohlaleng Policy Advisory Services
Ms	Phinah	Phiri	Managing Member	Phinah's Bed & Breakfast
Miss	Christiane	Drunk	Brand Manager	FSG Consortium
Mr	Rob	King	CEO	FSG Consortium
Mr	Albert	Gumede		Bhangazi Trust
Mr	Trevor	Joseph	Director	Mohlaleng Policy Advisory Services
Mrs	Anita	Tait	Assistant Director	Uthungulu District Municipality
Ms	Helen	Mokitimi	Pims - Manager	Xhariep District Municipality



**Annexure 3: CVs of Presenters**

### **SUE LUND**

Sue Lund is Senior Project Advisor in the Public Private Partnership Unit of the National Treasury, which she joined as a founding member in 2000. Prior to this, she was Deputy Director-General for land reform policy in the Department of Land Affairs for five years. Sue heads the business development desk of the PPP Unit. She recently completed the production of Treasury's PPP Manual and is currently producing a Toolkit for Tourism PPPs. Ms Lund has an MA in development planning and completed the Senior Executive Programme with Harvard and Wits Business Schools.

Contact Details : Direct telephone 012 315 5027, fax 012 315 5477, cell 082 898 5758, e-mail

[sue.lund@treasury.gov.za](mailto:sue.lund@treasury.gov.za)

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### **DIDI MOYLE**

Didi Moyle has been the Chief Research and eBusiness Officer for the past two years. Prior to that she was the Special Advisor to the Minister of Environmental Affairs and Tourism Mohammed Valli Moosa and worked for the Minister of Transport Mac Maharaj in the first democratically elected Government of South Africa. Prior to joining government Didi was a senior journalist on the Sunday Times, Cape Times and Eastern Province Herald after starting her career on Post in Durban and working as a researcher at the University of Natal, Durban. She was also the deputy to Jane Raphaely on Femina magazine. She has B Soc Sc Hons Political Science (UND) and Clinical Psychology (UCT)

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### **DR CRISPIAN OLVER**

Dr Crispian Garth Olver is currently Director-General, Department of Environmental Affairs and Tourism. In this role he has coordinated the South African government's preparations for WSSD, overseen the reform of environmental legislation in South Africa, and given new impetus to transformation and economic growth in the fishing, tourism and conservation sectors. He has previously worked as a Deputy Director-General: Local Government in the Department of Constitutional Development. He was responsible amongst others for the Local Government White Paper, legislative framework and implementation of the new local government system, as well as coordinating the provision of municipal infrastructure, and regulating municipal finances at a national level.

He worked in the national RDP Office from July 1994 until June 1996, where he was in charge of development planning and local economic development. Previously he worked for various development NGOs, and was deputy Secretary General for the ANC in the Border Region. He has background training as a medical practitioner, and worked at Cecilia Makiwane Hospital, Mdantsane. He was a conscientious objector and a leader of the End Conscription Campaign in the 1980s.

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### **GLEN PHILLIPS**

Glenn Phillips did his training in hotel management at Wits Technikon and went on to do his 4 years in-service training with Holiday Inn. He moved to Somerset West to the Lord Charles Hotel where he progressed from junior Food and Beverage Manager to Food and Beverage Manager. Over the years he worked at the Mowana Safari Lodge in Botswana and Karafuu Village Hotel in Tanzania as General Manager. He was instrumental in opening Kapama Lodge in Hoedspruit, was involved in timeshare at the Peninsula Hotel and opened the Sheraton Hotel in Pretoria, where he held the positions of Director: Sales and Marketing and Deputy General Manager. He joined South African National Parks in 2001 as Director: Tourism.

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**ADNAAN ABRAHAMS – Commercial Director: Cape Nature**

Adnaan is responsible for the commercial activities at CN and the project leader for the eco tourism PPP's. He joined the organisation during January 2003

His career started as a conservation planner and forestry manager in the Southern Cape, where he stayed for 5 years. He then branched off into transport and logistics, and joined Transnet as the Timber transport manager for rail transport. He spent time as the project leader and was responsible for the Freight and Logistics Unit at Transportek, CSIR. He also spent time as a consultant at Imperial Transport. He was involved in research and marketing in logistics and supply chain outsourcing. Adnaan has been involved in logistics, supply chain and business management for a period of nine years.

He was also Curator of Kirstenbosch botanical garden in Cape Town for 2 years

Adnaan has a B.Sc degree in Forestry and Nature Conservation and a Honours degree in Business Management. He is busy completing his MBA.

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**DR PATRICIA ELIZABETH HANEKOM**

**EDUCATIONAL QUALIFICATIONS**

**Tertiary education**

University of London (2001)	MSc in Financial Economics
University of London (1997)	Postgraduate Diploma in Economic Principles
MEDUNSA (1993) (and University of Zimbabwe)	BVMCH
UNISA (1987)	BSc (accredited with three major subjects) Operational Management Statistics Computer Science
UNISA (1980) (non-degree purposes)	Subjects passed - Botany 1 Zoology 1 Chemistry 1
University of Cape Town (1976)	Subjects passed - Psychology I, II, III(a) Sociology I Philosophy of Science II Mathematics I, II Shona I

**EMPLOYMENT**

**Current**

**(July 2004 – Present)**

Chief Executive Officer  
Cradle of Humankind World Heritage Site and Dinokeng Blue IQ  
Projects  
Gauteng Province

**Immediate past employment**

**(April 1997 – June 2004)**

Head of Department  
Agriculture, Conservation, Environment and Land Affairs  
Gauteng Province

## **TERRI CASTIS**

Terri Castis has been working on the Lubombo Spatial Development Initiative (LSDI) / Greater St Lucia Wetland Park for the last 5 years. The LSDI is a trilateral programme involving Mozambique, Swaziland and South Africa, the main objective of which is economic development in areas of poverty and neglect. Its main focus is tourism. The development "methodology" includes identifying and addressing blockages to economic growth and investment such as inadequate infrastructure, institutional short-comings, health problems (malaria & HIV) and the glaring need for private-sector investment. Following from this, a number of tourism investment opportunities have been packaged and concluded within the public private partnership framework of National Treasury. The total value of the capital investment secured in the Greater St Lucia Wetland Park World Heritage Site is R450 million.

Her functions in the Greater St Lucia Wetland Park Authority have included:

- The establishment of the financial function in the Authority including policy development and implementation, financial-systems design and implementation, compiling business plans, framing corporate strategy; insuring regulatory compliance (e.g. PFMA), negotiating funding from donors and government, and managing the human-resource function.
  - Negotiating the handover of the Park from EKZN Wildlife to the newly-established Greater St Lucia Wetland Park Authority;
  - Defining a strategy for the Park;
  - Soliciting investment – researching the tourism market, identifying investors, packaging the investment opportunities and organizing presentations and field visits;
  - Managing of the tender process around tourism investment, which has included the development of a tender evaluation model, the framing of tender-contract documentation, and the evaluation of bids;
  - Negotiations with investors – local and international;
- 

## **LIVINGSTON MALULEKE**

### **Education**

BA Degree, University of the North.  
Public and Development Management, University of Witwatersrand  
Higher Education Diploma, UNISA  
Conservation Management, Potchefstroom Technikon  
Currently studying Diploma in Nature Conservation, Technikon Pretoria

### **Present occupation and community activities**

- Principal of a primary school at Makuleke area
- Member of the Makuleke Communal Property Association
- Elected ANC Municipality Councillor for Ward 9
- Village activist in community development

### **Management capacity includes**

- Organisational skills
- Administrative skills
- Wide knowledge of languages for communication purposes
- Negotiation skills
- Conflict management skills
- Facilitation

### **Participation experience**

- Elected by the Makuleke CPA, for the management of the area
  - Participated in the WSSD in 2002 as a community representative
  - Participated in the Greater Limpopo Transfrontier Initiatives
  - Presented a paper at the European Union Summit in Maputo on CBNRM in 2003
  - Attended and presented an abstract at the World Park Congress in Durban in 2003 on Benefits beyond borders
  - Played a role during the bid processes of the Makuleke CPPP
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## **SAGAY MOODLIAR**

**Position:** Executive Director and consultant

### **Summary of Qualifications**

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**Sagaylan Moodliar** has extensive experience in trade policy and development, strategic investments, and industrial sector development. Mr. Moodliar spent seven years in various capacities at the South African Department of Trade and Industry (DTI). As Head of Industrial Sector Policy, Mr. Moodliar led various projects including the unbundling of Iscor Steel and Kumba Resources. He was part of the negotiating team that secured steel market access to the USA during the Section 201 action against steel producers. In addition, Mr. Moodliar was responsible for the Spatial Development Initiative (SDI) which covered the regional SDI's such as the Maputo Development Corridor.

While serving as DTI's Head of Business Development for the Africa/Middle East, Mr. Moodliar was responsible for involving South African companies in infrastructure and investment projects in Africa and the Middle East. In addition, for the Asia region, Mr. Moodliar was responsible for opening trade and investment relations as well as entering trade negotiations with major Asian countries. Mr. Moodliar facilitated trade and investment missions which enabled companies such as Bell Equipment, Tongaat Hulett, AMIC, IDC, and Denel to enter these markets.

### **Education**

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**M.Sc.**, International Business Management, Boston University, Boston, MA, 1992.

**B. Commerce.**, Commerce, University of Natal, Pietermaritzburg, South Africa, 1989.

### **Employment History**

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**Sangena** (Johannesburg, South Africa), Partner and Consultant, March 2003 – Present.

**Department of Trade and Industry** (Pretoria) South Africa), Head, Industrial Sector, Competitiveness Development, November 2000 – February 2003; Business Development Head/ Africa/Middle East, August 1998 – November 2000; Trade Relations and Business Development/Asia, January 1996 – August 1998.

**Natal Technikon** (Durban, South Africa), Lecturer, International Trade and Strategy, January 1994 – December 1995.

**Boston University** (Boston, MA), Graduate Assistant, 1991-1992.

**SKI Holdings** (Killington, VT), Trainee, 1989-1990.

### **Relevant Experience**

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**Partner and Consultant, BSG**, Johannesburg, South Africa, March 2003 – Present. Mr. Moodliar serves as a partner and consultant for the investment and advisory services group, specializing in strategic investments and industrial and trade consultancy. He focuses on manufacturing and resource based activities. He has been involved in leading numerous projects such as developing an "Investment Strategy around the Clean Development Mechanism for South Africa", "An investment strategy for community investment in the Maputoland region", "Assessing the viability of rehabilitating auto assembly in Beira, Mozambique". He is also on retainer currently to Mintek (state owned minerals processing and metallurgy company) to advise on structuring Government cooperation agreements.

**Head/Chief Director, Industrial Sector Policy, Competitiveness Development, Department of Trade and Industry (DTI)**, Pretoria, South Africa, November 2000 – February 2003. Mr. Moodliar was responsible for industrial sector policy and strategy as well as standards and innovation and technology programs. He managed 6 sections and a staff of 40. He led various projects for DTI including: the unbundling of Iscor Steel and Kumba Resources; export and investment schemes for the automotive industry under the Motor Industry Development Program; and the iron ore restructuring process. He was part of the negotiating team that secured steel market access to the USA during the Section 201 action against steel producers. Mr. Moodliar was responsible for the Spatial Development Initiative (SDI) which covered the regional SDI's such as the Maputo Development Corridor, Gariep, and SDI.

**Head, Business Development, Africa/Middle East, Department of Trade and Industry (DTI),** Pretoria, South Africa, August 1998 – November 2000. Mr. Moodliar was responsible for involving South African companies in infrastructure and investment projects in Africa and the Middle East. He was responsible for business planning, performance measures, and budgeting. He also oversaw the evaluation of business plans and managed the DTI foreign office network in the Africa/Middle East region with overseas offices.

**Trade Relations and Business Development/Asia, Department of Trade and Industry (DTI),** Pretoria, South Africa, January 1996 – August 1998. Mr. Moodliar was responsible for opening trade and investment relations as well as entering trade negotiations with major Asian countries such as India, Australia and China. He mobilized private sector interest in these markets via export missions. Mr. Moodliar facilitated trade and investment missions which enabled companies such as Bell Equipment, Tongaat Hulett, AMIC, IDC, and Denel to enter these markets. In addition, he analyzed markets and researched export and investment opportunities as country strategies for South African companies.

**Lecturer, International Trade and Strategy, Natal Technikon, Pietermaritzburg,** January 1994 – December 1995. Mr. Moodliar lectured in the Business Management Division on marketing research, international trade, and corporate strategy.

**Graduate Assistant, Boston University, Boston, MA, 1991 – 1992.** Mr. Moodliar was graduate assistant to the head of the International Business Unit and was responsible for research on a book detailing how to manage international trade in Eastern Europe after the fall of communism, and he also served as graduate supervisor for the International Business Strategy course.

**Trainee, SKI Holdings, Killington, Vermont, 1989-1990.** Mr. Moodliar worked for Killington in the sales/retail division. He focused on a project to attract more Japanese clients to the resort and moved within various revenue generating divisions of the organization.

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## **EDDIE KOCH**

Eddie Koch is a director of Mafisa Planning and Research Pty Ltd, a company that specialises in promoting partnerships between local residents, the private sector and government agencies in conservation and tourism-led rural development in Southern Africa.

He is also the director of Mafisa Media, an agency that works closely with the IUCN South Africa office, to make films that deal in an entertaining way with issues related to conservation, rural development and reconstruction.

He has had extensive experience in the field of conservation and development both in implementation and in terms of writing about such issues in the popular and academic media. He has published widely about the ways in which nature tourism can contribute to rural development and poverty alleviation.

His latest book, co-edited with Christo Fabricius and Hector Magome is an evaluation of the state of community based natural resource development and is called *Rights, Resources and Rural Development*.

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## **RICHARD DAVIES**

I hold a BSc Agric (1981) and a BSc Agric Hons (1986) both from Natal University. In 1994 I completed an MBL at UNISA. I am based in Somerset West in the Western Cape and have been a self employed consultant since 1999.

Since entering formal employment in 1984 with the Natal Park Board based in Mkuze Game Reserve my first seven years were predominantly in conservation management, research and extension. Here the emphasis was on 'in field' monitoring and undertaking research and management in both conservation areas and on private land. There was also a large element of extension and advice to private farmers on wildlife and habitat management options in extensive grazing systems and veld dynamics. During this period it was apparent that the problems facing conservation and land use in general, were not so much about a lack of understanding of the ecosystem but more about economic driving forces. I therefore decided to widen my knowledge base and do a business management degree.

After completing my business degree I have continued to work in the conservation management field for Bop Parks (now the North West Parks and Tourism Board) but the emphasis shifted more towards project management, protected area planning and developing business plans for the wildlife use and tourism projects in parks. Here I was fortunate to be given the responsibility, in 1993) for project managing the development of Madikwe Game Reserve, a position I held till I left in 1999. This included the planning and implementation of this project which has a very strong socio-economic focus for a protected area. This

project is now 10 years old and has an established wildlife product; is a developing brand within the tourism market and has attracted over R200 million in private investment in more than 30 lodges.

Building on the experience in Madikwe much of my work is focused on involving the private sector in partnerships on conservation land. This has included many institutions including SANParks, the North West Parks and Tourism Board (NWP&TB) and the Western Cape Nature Conservation Board (WCNCB) in South Africa and the Ministry of Environment and Tourism in Namibia and the TFCA unit in Mozambique; with additional input in concessions in Botswana and Madagascar and more recently China.

A critical element of this work is developing parks policies and business plans to improve their impacts on the local economy, their attractiveness to private investment and developing more a business like approach to conservation management. This planning has been undertaken for the NWP&TB including management plans (also for the WCNCB, Namib Naikluft Park and the AI-Ais Hot Springs Park in Namibia), game management and monitoring plans and income generation. I have been on Transaction advisory teams with SANParks, NWP&TB, WCNCB and currently with the Limpopo Parks and Tourism Board.

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## LUCIEN PIERCE

Partner: Phukubje Pierce Attorneys  
Mobile No: 083-294-0920  
E-mail: [lucienp@ppattorneys.co.za](mailto:lucienp@ppattorneys.co.za)

## DATE OF BIRTH

6 November 1972

## EDUCATION

LLM in IT and Telecommunications Law (Strathclyde, Glasgow)	July 2004
Admitted as an attorney of the High Court of South Africa	May 1997
Association of Law Societies Board Examination completed	1996
Bachelor of Laws (LLB) (UDW)	1994 – 1995
Bachelor of Commerce (BCom) (UDW)	1990 – 1993
Matric - Saint Stithians College, Johannesburg	1989

## EMPLOYMENT HISTORY

Webber Wentzel Bowens Attorneys (senior associate)	10/2000 – 02/2004
Bird and Bird - Solicitors, London (3 month secondments)	1999/2000
Cable and Wireless PLC, London (3 month secondment)	1999
A D Millar and Kimber - Attorneys, Durban	1997 – 1998
Dehal Incorporated Attorneys, Durban	1996 – 1997

## SKILLS AND INTERESTS

Languages:	Conversational Zulu, SiSwati, Afrikaans
Leadership:	Law Students Council President (1994 – 1995) Independent Electoral Commission Counting Supervisor (1994) Juvenile Offender Youth Advocacy Programme member (1994)
Interests/ Achievements	: Squash, scuba diving, hiking, Latin American music. Completed 2 Comrades Marathons. Backpacking in Southern Africa, Scandinavia and Cuba. 4000km cycle trip through 12 European countries including crossing the Alps and Pyrenees mountain ranges. Authored articles for publications relating to media law developments and presented at seminars on telecoms and IT law issues.

## **MZI MEMANI**

Operations Director, Upstart Business Strategies

Mzwanele M. Memani is the Operations Director of Upstart Business Strategies, a professional enterprise development research and evaluation services firm founded in September 1995. Memani is an economic development consultant focusing on enterprise development policy and programme research as well as evaluation. Memani has 7 years of experience in enterprise development research and evaluation.

Prior to joining Upstart Business Strategies, Memani worked at SANLAM head office from January 1994 through to March 1995. In April 1995 he joined FOSCHINI Group as a logistics and merchandise planner.

Memani joined Upstart Business Strategies in September 1997, a small business development research and evaluation firm. The firm boasts among its clients national departments such as the Department of Trade & Industry and other leading actors in enterprise development notably, Umsobomvu Youth Fund; Khula Enterprise Finance Limited; Ntsika Enterprise Promotion Agency; various Sector Education & Training Authorities (SETAs); business associations; corporate foundations; and various international donors.

He is well recognized in small business and economic development forums, often requested to speak in panel discussions on Local Economic Development (LED) issues covering topics such as LED legislation; strategies; and the role of small enterprises to growing sectors such as tourism, information technology and agriculture. He co-authored a case study of Midrand which was published by the Department of Provincial and Local Government (DPLG) in 1998. The focus of the case study was on poverty alleviation strategies as implemented by various role players such as the municipality, private sector, NGOs and individuals in the area of Midrand.

Memani holds the Bachelor of Commerce (Economics and Business Management) degree from the University of the Western Cape and is pursuing his second year of Master of Management degree at the University of Witwatersrand.

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## **MARK STEENHOFF**

OCCUPATION : Management Consultant

POSITION IN FIRM : Senior Consultant

PROF. REGISTRATION : Engineering Council of South Africa (PrEng.990265)

BORN : 1972

NATIONALITY : South African

QUALIFICATIONS : Sc (Industrial) (Wits) (2002), Certificate in Economics & Public Finance (UNISA) (2002), BSc Eng (Civil) (Wits) (1995), PrEng No 990265 (1999), M(SAICE) (1999)

COURSES : Public Private Partnerships Foundation Training Course (National Treasury & NB) (2002), Legal Risk Management seminar (SAACE) (2002), ISO 9001 Internal Auditors Course (2003)  
Design of Municipal Solid Waste Disposal Systems (Wits University)(1998), Design of Mine Waste Disposal Systems (Wits University)(1997)

Mark Steenhoff is a Senior Consultant in the Management Solutions Division of Vela VKE. He is the project manager of 3 Public Private Partnership (PPP) Transaction Advisor technical teams. He also was involved in compiling the Request for Qualification and Request for Proposal (RFP) documents for the Commercialisation Programme of tourism facilities on Western Cape Nature Conservation sites. As an independent auditor he has undertaken management reviews to evaluate the performance of JOWAM, the private firm responsible for the Management contract of Johannesburg Water. He has also provided institutional support to DWAF and Johannesburg Water in procurement.

Mark has developed strong conceptual and communication skills working in both engineering design and construction. At Knight Piésold Consulting he gained management and design experience in a variety of waste management, environmental and civil projects. He project managed the design co-ordination of the Gauteng region for the Ericsson third cellular license bid. He developed Knight Piésold's expertise in Codes

of Practice for Mine Residue Deposits. He designed engineering facilities and managed a number of tender processes for clients such as Anglo Platinum (R24 million complex) and Kumba Resources. He has also gained valuable logistic and general management experience working for a large civil contractor as a site agent and section engineer. Mr Steenhoff is a registered professional engineer.

**KEY EXPERIENCE:**

- Technical advisor for consortium developing the Tourism PPP Guidelines.
- Co-ordinate and manage lead technical advisor team for the Dept. of Foreign Affairs new office park, Limpopo laundry and Limpopo hospital PPPs.
- Compile Request for Proposal documents for Western Cape Nature PPP.
- Independent Auditor for implementation of Johannesburg Water Management Contract.
- Procurement Advisor for Johannesburg Water prepayment meters and for DWAF Free Basic Water in Limpopo.
- Project manage management and infrastructure assessments

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**Dr. TANYA ABRAHAMSE**

Executive Director

Tourism Business Council of South Africa

Tanya Abrahamse was born in Cape Town and did her University training in Zambia and in the UK. She has a BSc from the University of Zambia, a MSc from the University of London's Imperial College and a PhD from the University of Central London.

She did the research for her PhD on small farmers in Zambia, worked for the liberation movement in the UK and as a rural development consultant in Zimbabwe before returning to South Africa in 1991.

Back home she worked for and became the Director of the Environmental Development Agency (EDA), one of the oldest rural and local economic development NGO's in South Africa.

A month after the democratic elections she was asked to head the facilitation and development management of the RDP Fund in the Presidents office as a Chief Director. Two and a half years later she did a brief stint in the Department of Housing developing the Rural Housing Policy before moving to the Department of Environmental Affairs and Tourism (DEA&T) in 1997.

**At DEA&T she led the transformation of the department and was DDG of the Resource Use Branch which included Marine and Coastal Management, Biodiversity and Heritage Management and Tourism.**

She joined the Tourism Business Council of South Africa (TBCSA) in May 2000 as its Executive Director and sits on a number of boards and key decision making bodies in the tourism sector including:

- The Tourism Hospitality Education & Training Authority (THETA)
- South African Tourism – government's international marketing agency
- Tourism Marketing South Africa (TOMSA)- the tourism levy body
- Tourism Enterprise Programme (TEP)
- The Lotteries Distributing Agency: Arts, Culture and National Heritage

Dr Abrahamse is currently the Vice-chair of the Tourism Grading Council of South Africa and as such drives the process of inculcating standards and customer care in the industry. This means that all players in the industry, not just accommodation establishment but conference facilities, backpackers, wheels operators amongst other will need to be graded in order to provide visitors with quality assurance.

Dr Abrahamse continues to lead the industry with a vision and determination to ensure that the industry and sector grows, thrives and is sustainable for the benefit of all South Africans.

#### **EPHRAIM MFEKA**

Ephraim Mfeka was born in the Eastern Shores of St Lucia in a place called Bhangazi in 1954. He matriculated in Mandeni Secondary School. He proceeded to do a Human Resources degree with the University of South Africa. After graduating he was employed by Foskor – Richards Bay and Foskor - Phalaborwa as a group in their Industrial Relations Management department. A few years later he practiced as an arbitrator and mediation officer.

Currently Ephraim is the chairperson of the Bhangazi Trust (A community of land claimants of part of the Eastern Shores of the Wetlands Park). He leads the community and the claimants committee in issues pertaining to development of their claimed land. He works in liaison with the Wetlands Park Authority in facilitating the said development.

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#### **KANTINKA SCHUMANN-BESTER**

Katinka Schumann-Bester started her professional career at the IDC in 1994 where she performed due diligences on a variety of industrial sectors for the first few years. Since 1997 she has focused on the tourism industry. Currently she is the Head of the Tourism Strategic Business Unit, managing a portfolio of nearly R1billion, with investments not only in South Africa but also in the rest of Africa. She holds a Bachelors in Home Economics and a Master in Business Administration, both from the University of Stellenbosch.

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#### **COLIN BELL**

Colin Bell founded Wilderness Safaris in 1983. The company had its roots in Botswana and gradually over time expanded into Zimbabwe, Malawi, Namibia, Zambia, South Africa and the Seychelles. Today the company runs close on 50 small and exclusive camps and lodges in the remotest parts of Southern Africa. The company employs around 1800 people who come from mainly rural areas. Colin has built the business by partnering with communities and local people long before it became fashionable or mandatory and has used its community experience in SADCC countries to pioneer new tourism models and ventures in South Africa, primarily in partnership with communities who have

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**Annexure 4: Press Release  
dated 17 November 2004**



**- Press release -**  
**South Africa's tourism industry to receive a major boost through more public private partnerships**

**Consultative workshop on a proposed Tourism PPP Toolkit 1-2 December 2004**

South Africa's tourism industry has been described as the country's 'new gold'. A recent Standard Bank study reveals that tourism is the single largest contributor to our gross domestic product, contributing more than mining, and without many of the negative environmental impacts of some industries.

Now the South African government is planning to boost this strategic sector of the economy by producing a set of practical guidelines in the form of a Tourism Public Private Partnerships (PPPs) Toolkit to make it easier for a wide range of private parties to enter into partnerships with government agencies in the area of nature tourism.

Crispian Olver, Director General of the Department of Environmental Affairs and Tourism, believes that tourism PPPs have a unique and crucial role to play. "A stable and predictable framework is essential for the promotion of private investment in state conservation land through PPPs, and the toolkit should go a long way in providing encouragement and certainty to both the conservation agencies and business", he says.

Plans by the National Treasury to encourage PPPs in tourism have been inspired by successes achieved by some of the country's most pioneering conservation agencies. Says Sue Lund, Senior Project Advisor in the PPP Unit and manager of the toolkit's production, "An analysis is being concluded of the SA tourism PPPs done to date, as well as a scan of current international trends. These findings are informing the principles to be incorporated into the toolkit."

She noted that the Madikwe Game Reserve in North West province, for example, has become a premier Big Five destination in Africa with 25 active game lodges worth some R250-million. This has been achieved through an active programme of cooperation between private investors and the North West Parks and Tourism Board – a programme that now employs hundreds of people in what was once one of the most economically depressed areas of the country.

Similarly South African National Parks' commercialisation programme has attracted more than R250 million worth of capital investment into a network of new game lodges in the Kruger Park and other national parks. These partnerships between the national conservation agency and private parties have created almost 700 new quality jobs, and in the 2004 financial year alone, generated an income for SANParks of about R16 million.

Greater St Lucia Wetlands Park Authority is currently concluding negotiations with preferred bidders, and estimates a private capital injection of more than R450m to materialize in the Park in the coming years, along with about 900 direct jobs.

Having successfully brought black empowerment companies as well as local SMMEs into the mainstream of the tourism economy, these deals have been the catalyst for significant job creation – and thereby poverty alleviation and economic growth in some remote parts of the country; at the same time, providing a cutting-edge example of best practice global conservation and sustainable development models.

The toolkit aims to equip relevant public sector institutions with clear, practical and appropriate guidelines for entering into partnerships that can replicate some of these successes and be tailored appropriately for other types of tourism product.

The tourism strategy builds on the fact that the National Treasury has already developed a sophisticated framework for PPPs, which is being applied across a range of sectors by national and provincial government. Estimates are that the value of closed PPPs under this framework is approximately R8 billion to date and that the pipeline of over 50 more registered projects will exponentially grow this figure over the coming years. Indications are that South Africa may have one of the most advanced programmes in the world for using PPPs as a tool for economic growth and reconstruction.

Says Lund: "However Treasury recognises that it needs to further refine and streamline the regulated PPP process for particular sectors, making it relevant in this instance, to the peculiar characteristics of our country's nature tourism industry. We still have many natural assets that are rich and beautiful but under-utilised. We want this tourism PPPs toolkit to contribute to our growth strategy through enabling more, environmentally sensitive and socio-economically focused, private developments – both large and small-scale - on state conservation land."

The nature and extent of the involvement of the private sector in this industry has not been without controversy, particularly as institutions grapple with how best to implement the imperative of involving the rural poor as active participants in and beneficiaries of the tourism-led economy. The toolkit will detail empowerment obligations required of private sector investors, as well as making recommendations concerning the challenging question of how black economic empowerment equity should be funded. Due cognisance will be taken of the provisions of the Tourism BEE Charter currently being finalised and the Code of Good Practice for BEE in PPPs.

Thus the toolkit intends to build the capacity of relevant government institutions in initiating, concluding and managing tourism PPPs, thereby promoting private sector confidence and encouraging deal-flow. A Task Team of representatives from a wide range of institutions has been formed to oversee and contribute to the production of the Toolkit.

Given the far-reaching implications of the toolkit, the consultation process is intended to be fully inclusive. National Treasury's PPP Unit and DEAT have therefore combined efforts to host a consultative workshop to debate the proposed outline of the Tourism PPPs Toolkit.

**All interested stakeholders are invited and urged to register for the national workshop, to be held in Benoni on 1 & 2 December 2004, where the principles proposed for incorporation into the Toolkit will be debated.**

Registration forms can be downloaded by clicking on the PPP icon at [www.treasury.gov.za](http://www.treasury.gov.za). Or email [flo@nbi.org.za](mailto:flo@nbi.org.za) There is no charge for attendance but registration is essential.

For more information please contact:  
Della Levinsohn  
011-884-7562  
[della.l@mweb.co.za](mailto:della.l@mweb.co.za)

**Annexure 5: Information Sheet**

## Tourism PPPs Toolkit: work in progress

The PPP Unit of National Treasury has commissioned a consortium led by Webber Wentzel Bowens to research, draft and assist in facilitating the consultative process necessary to produce a comprehensive *Tourism PPP Toolkit*, to be issued in due course as a National Treasury PPP Practice Note in terms of the Public Finance Management Act (PFMA).

The aim of developing the Toolkit is to equip the relevant South African government departments and public entities with clear and appropriate methods by which they can enter into partnerships with private parties to optimally use state property to promote tourism, job creation, local economic development, and to increase revenue and infrastructure in support of conservation and heritage.

The Toolkit will specifically:

- establish appropriate systems, standards and contracting terms for a wide spectrum of tourism and tourism-related PPPs, compliant with the PFMA and Treasury Regulation 16 to the PFMA;
- enable relevant institutions to build the necessary capacity to prepare for, procure and manage these PPPs; and
- seek to build private sector confidence in entering into tourism and tourism-related PPPs in South Africa.

Since 1997, South Africa has seen a number of pioneering tourism PPP projects undertaken by conservation agencies. These include the concession projects of South African National Parks (SANParks), North West Tourism & Parks Board (NWT&PB), Limpopo province, Western Cape Nature Conservation Board (WCNCB), and the Gauteng province for the Cradle of Humankind World Heritage Site. Most of these involve the private sector being granted concession rights to commercially use and invest in state property in return for the payment of a regular concession fee (turn-over linked rental) to the institution, and create local economic benefits, for a set period, after which the assets return to the institution. Some projects involving community concessions on state conservation land have also been pursued, a number involving the use of state funds for capital investment.

The outcomes of these initiatives to date have been mixed. Some projects have been very successful in securing private capital investment, increasing tourism, generating revenue for the institutions, impacting on local economic development, and generating returns to the private parties. Some received limited market interest, and some struggled to attract the expected quality of bids. Some PPPs have been adversely affected by tourism and currency volatility, and/or by miscalculated demand and/or by overly ambitious capital investment. All have attracted limited debt financing for capitalisation, and have relied largely on private equity or, in respect of community concessions, on donor funds or government's poverty relief grants. On the whole, transaction costs to the institutions appear to have been generally high relative to results achieved.

As national regulator of PPPs in terms of the PFMA, National Treasury's PPP Unit has therefore committed a budget to the development of the Toolkit, and has established a Task Team representing a range of relevant public sector institutions, and including the Tourism Business Council, to oversee its production and consultation.

The scope of work of the consulting team comprises the following six stages, requiring the deliverables specified:

**Stage 1: Analysis of South African tourism PPPs to date and scan of current international trends**

**Deliverable Stage 1:**

Report # 1:

*An analytical review of tourism PPPs in SA to date, and a scan of international trends.*

**Stage 2: Categorisation of products and outline standard systems for each**

**Deliverable Stage 2:**

Report # 2 containing:

*A draft set of tourism PPP product categories. For each product category, outline proposals for feasibility studies, BEE, procurement, PPP agreement terms, and PPP agreement management.*

**Stage 3: Design of a generic institutional system**

**Deliverable Stage 3:**

Report # 3:

*A outline generic institutional system enabling institutions to manage a tourism PPP programme (using the package proposed in Stage 2) to the standards set by Treasury Regulation 16.*

**Stage 4: Design and facilitation of a national workshop**

**Deliverable Stage 4:**

Report # 4:

*Detailed notes of public and private stakeholder feedback on Reports 1-3*

**Stage 5: Detailed drafting of the Toolkit**

**Deliverable: Stage 5**

- *Tourism PPPs Toolkit (both electronic and hard copy formats)*

**Stage 6: Production of training materials**

**Deliverable: Stage 6**

- *Pack of training materials on the Tourism PPP Toolkit*

The ***Tourism PPPs Toolkit consultative workshop*** is being held on **1-2 December 2004** at the Kopanong Conference Centre, Gauteng. Registration is essential. Registration application to [flo@nbi.org.za](mailto:flo@nbi.org.za)

The ***Tourism PPPs Toolkit*** is scheduled to be completed by May 2005.

**Annexure 6: Background Document**

**Tourism Public Private Partnerships:  
Consultative Workshop on a proposed Tourism PPPs Toolkit  
1-2 December, 2004**

**Background**

Tourism is now the leading contributor to South Africa's gross domestic product, and a major source of job creation. Since 1997, South Africa has seen a number of conservation agencies embark on a variety of public private partnership (PPP) projects to attract tourism investors and operators to state conservation land.

These include the concessions in South African National Parks (SANParks), North West Tourism & Parks Board (NWT&PB), Limpopo province, Western Cape Nature Conservation Board (WCNCB), Greater St Lucia Wetlands Park Authority (GSLWPA) and the Cradle of Humankind World Heritage Site.

Most involve the private sector being granted concession rights to commercially use and invest in state property in return for the payment of a regular concession fee, and the creation of socio-economic benefits.

The outcomes to date have been mixed. Some have been very successful in securing private capital investment, increasing tourism, generating revenue for the conservation institutions, impacting on local economic development and black empowerment, and generating returns to private parties.

Some opportunities have received limited market interest, and some concessions have been adversely affected by tourism and currency volatility, or overly ambitious capital investment.

All have attracted limited debt financing for capitalisation, and have relied largely on private equity or, in respect of community concessions, on donor funds or government's poverty relief grants.

As more and more government institutions embark on the PPP path for promoting investment in tourism on state land, it is clear that with the wide variety of 'products' on offer, the models of the early PPP deals are only suitable in some cases.

As national regulator of PPPs in terms of the Public Finance Management Act, National Treasury's PPP Unit has established a task team representing a range of relevant public sector institutions and the Tourism Business Council, to oversee the drafting of an appropriate Toolkit. This Toolkit is being designed to give best practice guidance for a wide spectrum of tourism PPPs, and to bolster private sector confidence in such ventures.

The outline of the proposed Toolkit is to be presented at a consultative workshop at the Kopanong Conference Centre in Benoni on 1-2 December 2004.

The workshop is hosted jointly by National Treasury and the Department of Environmental Affairs and Tourism and is being administered by the National Business Initiative. It will be attended by a range of public sector, private sector and community representatives.

**Among the speakers will be:**

<i>Mr Moeketsi Mosola</i>	<i>Chief Executive Officer SA Tourism</i>
<i>Dr Crispian Olver</i>	<i>General Director Dept Environmental Affairs &amp; Tourism</i>
<i>Mr David Mabunda</i>	<i>Chief Executive Officer South African National Parks</i>
<i>Dr Tanya Abrahamse</i>	<i>Chief Executive Officer Tourism Business Council</i>
<i>Ms Sue Lund</i>	<i>Senior Project Advisor PPP Unit, National Treasury</i>

These tourism industry leaders have made themselves available for media interviews on the subject of tourism PPPs. Please advise if you would like to take up this opportunity.

A press release will be circulated in the week of November 22, as well as a programme for the workshop.

Please find attached the draft programme for the workshop, an invitation and registration form. If you plan to attend, please complete the registration form and return it to the address specified as soon as possible.

*For further information, please contact:  
Michelle Colman  
Tel: 011 807 7432/082 379 1941  
Fax: 011 807 8900*

**Annexure 7: Press Release  
dated 3 December 2004**



**- Press release -**

**PUBLIC PRIVATE PARTNERSHIPS IN TOURISM GEARING FOR TAKE-OFF**

More than 300 people from a range of sectors -- government, the private sector, rural communities and conservation agencies -- gathered at an exciting meeting near Johannesburg this week to thrash out clear guidelines for making partnerships in the tourism sector an effective force for growing the South African economy.

After extensive and sometimes heated debate, delegates to the consultative workshop on a proposed a Tourism PPPs Toolkit identified a number of key issues that need to be addressed for public private partnerships (PPPs) in tourism to promote job creation, black economic empowerment and poverty alleviation.

Said Dr Chippy Olver, Director General of the Department of Environment Affairs and Tourism, in his opening address: "The PPP Toolkit cannot come at a more opportune time. With tourism taking a leading position in South Africa's economic growth, the Toolkit will give certainty to the private sector around procedures which will hopefully lead to a new generation of PPP projects that will meet both the public sector's challenges and private sector needs."

Didi Moyle, representing SA Tourism, presented an overview of the organisation's recent Global Competitiveness Survey, and argued compellingly that numerous opportunities exist to expand products and markets in cultural and heritage, natural attractions, and beach experiences. She said the workshop's aim to devise clear, stable and streamlined methods for the making of quality public private partnerships fitted well with the findings of the new survey.

Since 1997, South Africa has seen a number of conservation agencies embark on a variety of PPPs to attract tourism investors and operators to state conservation land. The workshop reviewed these experiences - from government, private sector and community perspectives - and participants openly voiced their hopes, frustrations and concerns.

The workshop, organised by National Treasury's PPP Unit and the Department of Environmental Affairs and Tourism (DEAT) from December 1-2 on the East Rand, resolved that:

- Public private partnerships offer a significant opportunity to bring investment, improved infrastructure, jobs, skills development, contracts for small businesses and better conservation practices to many of South Africa's most remote, under-utilised and beautiful rural environments - many of which are the most poverty-stricken and marginalized in the country.
- A comprehensive Toolkit will be drafted in terms of both the PFMA and the MFMA, providing step-by-step practical guidance to all parties for planning and procuring a range of tourism-related PPP business opportunities on state land.
- The Toolkit will provide clear and streamlined guidelines for a wide range of tourism products whether they be in accommodation, retail, restaurants, activities such as hiking, bungee jumping and 4X4 trails or museums and interpretation centres.

- It will ensure state institutions use clear and standardised methods for carrying out feasibility studies, fair and transparent procurement processes, and contract terms for different types and complexities of tourism products.
- Importantly, the Toolkit will also provide practical guidance for communal landowners wishing to attract private sector investors on their land, even though these are not, by definition, PPPs.
- The Toolkit will be applicable to national, provincial, and municipal government institutions.
- Broad-based black economic empowerment (BBBEE) scorecards will be specified in the Toolkit for the various product types, consistent with the Tourism BEE Charter, due to be released shortly.

"The toolkit is designed, and highlights Treasury's determination, to bring certainty, transparency, procedural efficiency and fairness in the tourism PPP market, enabling relevant government institutions to make such PPPs part of their normal work, and enabling private investors (big and small) to plan and bid for opportunities to grow tourism enterprises on state land across South Africa," said Sue Lund, manager of the Toolkit production in Treasury's PPP unit.

National Treasury's PPP Unit is leading the Toolkit initiative, being the regulator of all PPPs undertaken in terms of Treasury Regulation 16 to the PFMA, and providing views and recommendations on all PPPs undertaken in terms of the MFMA.

To guide the development of the Toolkit, the PPP Unit has established a multi-institutional Task Team, involving DEAT, the Department of Trade & Industry, Department of Public Works, SA Tourism, South African National Parks, Greater St Lucia Wetlands Park Authority, the Industrial Development Corporation, the Development Bank of Southern Africa, all provincial conservation and investment institutions and treasuries, and the Tourism Business Council of South Africa. The South African Local Government Association is being approached to join the Task Team following the resolution of this workshop to include municipal land in the application of the Toolkit.

After the first phases of preliminary work completed to date, the Toolkit drafting begins this month. A draft will be published in late April 2005 for comment, and a further consultative workshop will be held in May to finalise all terms.

South Africa's Tourism PPPs Toolkit will be concluded and ready for use by mid-2005.

For more information please contact: Sue Lund, Senior Project Advisor, PPP Unit National Treasury. Tel 012-315 5027 or 082-8985758 or [sue.lund@treasury.gov.za](mailto:sue.lund@treasury.gov.za)

**Annexure 8: Comment Card Feedback**

### Feedback Cards – Tourism PPP Toolkit workshop 1-2 December 2004

Comments
** <i>Why have PPPs, mostly a fee based on the turnover, not on the profit. (Action Table # 13)</i> I think this is bad because capital is withdrawn from the enterprise. This system increases losses, avoids investment and worsens cash flow. A possibility for revaluing funds would be nice, eg a development agency gets funding as an implementer. The private enterprise then will get the money under the condition of being a member of that foundation (with a membership fee). The duration of the membership should be obligatory until the grant is paid back. The membership fee is paid into a fund which then could be used for spin-offs or social development.
** <i>Consultation process was rushed! (Action Table # 14)</i> Result is ineffective discussion losing important ideas. Speed impeded creative thought, resulting in buy-in and support being lost. <i>My feeling is that the floor was being informed rather than consulted.</i> Under products – think about possibly including intellectual property rights as product for PPP. eg. community/private sector have IPR within protected area/heritage site, yet do not own land, and this IPR can become contribution to PPP.
** <i>It is important that the Toolkit talks to both MFMA &amp; PFMA. (Action Table # 1)</i> Municipalities have embarked on extensive tourism drives. It would be a pity if their activities are excluded from the process.
** <i>Incorporate in Toolkit communities where land is situated and traditional leadership on title deeds. (Action Table # 2)</i>
NB – please after final draft of Toolkit, send it to me to view. There should be a strong marketing. Marketing should also be done cross country. Maximise the opportunities for BEE and SMME development.
** <i>Need further consultations. (Action Table #3 )</i> ** <i>Too informing instead of communicating. (Action Table # 14)</i> Too dictating rather than giving the floor a chance to fully debate burning issues. The process must be user-friendly, implementable. Participants should be given enough chance to argue what is happening, or suggest how and what should be done to have impact on matters of common valuable interests for our communities.
** <i>The involvement of trade unions in the debate towards finalisation of PPP toolkit. (Action Table # 16)</i> The assignment of the PPP process with the Tourism scorecard for a better process. ** Recommend a <i>follow-up workshop</i> to analyse the product of this workshop with added input from Consultants and National Treasury. <i>(Action Table #3 )</i>
** <i>2<sup>nd</sup> workshop is important to evaluate the impact. (Action Table #3)</i> Email feedback is also a way of keeping communication open.
Please forward all the presentation which have not been included in our files eg Makuleke.
Inclusion of emerging tour operations and tourism association framework – guidelines for procurement.
** <i>Too much information and less interaction from participants. (Action Table # 14)</i> The two need to be reconciled. It is important that public participation be prioritised especially amount industry stakeholders to ensure buy-in. Capacity needs to be built in local communities. Land restitution cases should be considered when drafting the Toolkit to ensure economic development of these. Current processes need to be considered viz BEE scorecard as to avoid confusion in the industry and duplication. A clean distinction which is easily understandable should be made between the Tourism PPP Toolkit and the BEE scorecard. ** <i>The Toolkit should not be highly complicated or technical, it needs to be user friendly and easily understandable. (Action Table # 16)</i>
** <i>Consider the powers and functions of municipalities in this sector of PPPs. (Action Table #1 )</i> Define the parameters. Who is going to be responsible to ensure that a skilled project officer is employed in the PPPs if not outsourced to National Treasury. What is the role of Municipalities (district/local/Province)?
Please keep on ensuring that there is wide participation even though the Task Team will do most of the things but there is greater value in ensuring the participation of all – use email contact/network that has been developed here. People will be asked to use this tool if they were part of it, as is happening now.
BBBEE embrace people with disabilities nationally and locally as we prepare for World Cup Games. Set quota systems for participation of women, youth and people with disabilities. Embrace LED structures in municipalities with unique provisions for areas under traditional leadership.

<p>Communities (with no private investment) using state grants have not been incorporated. No benefits towards individuals. Benefits to community as a whole. These communities cannot bid against private investors simply because they do not have the funds. They will thus be left out. CBNRM and WPC objectives goes down the drain. The Toolkit must look at this community as they might not always want to have a % share of a big investor but want to be empowered as a community.</p>
<p><b>** There must be a clear explanation on PPPs based on Communal Game Reserves ie C PPPs. NB – <i>Toolkit should have sections dealing with C PPPs. (Action Table #2 )</i></b></p>
<p>Consideration, scrutinizing of skills developments and learnership programmes in Tourism sector.</p>
<p><b>** <i>Investment on community land managed by the state should be guided/included in the PPP Toolkit as C PPP (Action Table # 2)</i></b> (to ensure that there is accountability and compliance). Developments/investments on Municipal land should also be included/covered in the Toolkit and Salga is important and relevant stakeholder to serve in the Task Team.</p>
<p><b>** <i>Consider the role/inclusion of local government because local sphere of government is the one that interacts with communities on a daily basis. (Action Table #1)</i></b></p>
<p>The communities (disadvantaged people) must be involved in that kind of occasion to know their role eg like BEE in Tourism.</p>
<p><b>** <i>The Toolkit should be in a simple straight forward language. (Action Table # 16)</i></b> Toolkit needs to be in small document.</p>
<p>Consider SMMEs – small projects on state land as maybe falling outside PPPs. Look/take care that those government departments that have land do have project officers capacity regularly ask for unsolicited bids and be sympathetic towards them. In original brief for Task Team you were asked to specifically look at dams and indigenous forests. Did you do that? Not seen at workshop. Consider NGDs/Volunteers as vehicle to better utilise state land/structures. You only talk about private and communities.</p>
<p><b>** <i>Government Institutions were well represented, thus need the private sector input to this well researched Toolkit to enhance it and balance it further. (Action Table # 15)</i></b> Retain classification of treasury based (high road) risk and institution based (low road) risk, but under institution based divide it further into two, namely (a) capacity deficit with optimum mechanism to redress the lack of capacity and (b) Capacity Adequate Institution Based. Somehow satisfied about the product type category. <b>** <i>Suggest a minor adjustment on introducing a fifth category which will accommodate broad definitions of activities/product not falling under the 4 specified, and call it Special or General type. (Action Table # 10)</i></b></p>
<p>Not underestimate the involvement of airline industry in PPP module.</p>
<p>Define the elements to be used to identify a PPP project.</p>
<p>Proper definition of BEE. Toolkit should address ownership of bid companies.</p>
<p>The issue of “water” with regard to Parks and Recreations.</p>
<p><b>** <i>User friendly, functional “Toolkit” for all. ** (15) Consult private sector more before decisions made. Include C PPP, but separate PPP scorecard. (Action Table #16 )</i></b></p>
<p>Have some information regarding transport for tourists.</p>
<p>Please – the issue of financing BEE on PPP deals is a burning issue. Development of black transaction advisors is an urgent matter.</p>
<p>All municipalities must have similar template of open spaces in the ownership. Consumption issues by traditional issues / traditional leasers / faith based organisations – Ziomsts, Izangomm, Izikyaya.</p>
<p>Ensure that Toolkit addresses Tourism, broadly – and not be a Nature Based Tourism Toolkit, disguised as a Tourism Toolkit!</p>

**Annexure 9:  
Evaluation Form feedback**



TOURISM PPPs TOOLKIT WORKSHOP  
ASSESSMENT / EVALUATION



1 – 2 DECEMBER 2004

Dear Participant

To enable us to monitor the quality of the presenters at the Tourism PPPs Toolkit Workshop, we need sound evaluations from workshop participants.

In view of the above, you are kindly requested to complete this workshop assessment form.

<b><u>Please complete :</u></b>
<b>Suggestions or comments</b>
** Ensure that Toolkit addresses Tourism and not only Nature Based Tourism; in reality and not merely in the title. Consult, do not just inform delegates. (#14)
Task Team on the right track. Incorporate inputs generated through the consultative workshop.
** There are issues of national interest therefore, enough time need to be granted to the speakers. Remember this is train the trainer programme. (#14)
** Arrange many break-up sessions than sitting in a conference. Need more days so as to be effective. (#14)
** Yes – workshop was good and it needed enough time. May be 3 – 4 days. (#14)
** Involve Forestry industry [Forestry South Africa, Woodmead & JHB]. Be more sympathetic towards immediate communities around project having real say /participation. (#2)
** Following up workshop is essential. The workshop was very fruitful, well organised and well planned (#3)
Great stuff!! This is the one that is going to kick start my private business – thank you.
The presentation is well but must include mostly the disadvantaged people to take part on that industry
Generally impressed with the high quality of content materials, presentations, time keeping and need to attract more of Private Sector
** Define terms of concepts in PPP manuals fully during a workshop. E.g. institution, process etc (#14)
People should be workshopped as regular as possible that they are thoroughly given/imparted with necessary know-how in this process [PPP's]
Really well organised – Congratulations!!
Send us via electronic medium, the final approved PPP Tourism Toolkit - Please
Development of PPP's Toolkit which cater for all Stakeholders in the Tourism industry

<p>** Toolkit should address BEE ownership of bid firms involved in PPP's. It is vital to contribute to transforming industries that form bidding. Must have X % ownership when bidding. (#8)</p> <ul style="list-style-type: none"><li>- Why BEE involvement so late</li><li>- Agree that there must be flexibility</li><li>- ** Need investment facilitator (#27)</li><li>- PPP in tourism are opportunities for BEE. Government institutions should tender, should stipulate that company should have strong BEE issues on projects</li><li>- What / define mentor facilitator. Is he a consultant or employee of department/ organisations?</li><li>- Why your view was the ..... from funders so low? Could it be that market was limited? Also Given the tourism growth</li><li>- Does BEE criteria enhance/ progress/contribute to black ownership of tourism sector</li></ul>
<p>This was very good. Please, follow-up would be appreciated to keep abreast of new developments in the industry. Engage the provincial tourism boards</p>
<p>Group E – facilitator was unfortunately not dynamic enough to lead the group. Please take into consideration the group profile when choosing a facilitator</p>
<p>Spacing in feedback form was not clear, as to which row applies to which speaker</p>
<p>Excellent time keeping</p>
<p>Well done on a well organised, well keen workshop</p>