

Development of a SADC Toolbox on cross border tourism products in TFCAs

SADC Toolbox for cross-border tourism products



Sources: <http://tourdewilderness.com/the-event-2018/> & <http://www.desertknights-mtb.com/photo-gallery>

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Acronyms

CITW	Children in the Wilderness
DEA	Department of Environmental Affairs, South Africa
EMP	Environmental Management Plan
FANR	Food, Agriculture and Natural Resources
FTT	Fair Trade Tourism
GBP	British Pound
GIZ	German International Cooperation
GLTP	Great Limpopo Transfrontier Park
JMB	Joint Management Board
KAZA	Kavango Zambezi Transfrontier Conservation Area
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTB	Mountain bike
NGO	Non Governmental Organisation
NWR	Namibia Wildlife Resorts
PPF	Peace Parks Foundation
RETOSA	Regional Tourism Organization of Southern Africa
SADC	Southern Africa Development Community
SANParks	South African National Parks
SAR	Situational Analysis Report
TFCA	Transfrontier Conservation Area
TP	Transfrontier Park
TUPNR	Transboundary Use and Protection of Natural Resources Programme
USD	United States Dollar
VAT	Value Added Tax
ZimParks	Zimbabwe Parks and Wildlife Management Authority

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The toolbox is presented in memoriam of Ernest Mokgane, Director of Transfrontier Conservation Areas, Department of Environmental Affairs, South Africa, who was instrumental in its development.

1 EXECUTIVE SUMMARY

1.1 BACKGROUND

The German International Cooperation (GIZ) supports the Food, Agriculture and Natural Resources (FANR) Directorate of the Southern African Development Community (SADC) in the implementation of SADC protocols and strategies for natural resource management, including the development of Transfrontier Conservation Areas, through the SADC/GIZ Project “Transboundary Use and Protection of Natural Resources Programme (TUPNR)”.

In order to operationalise the implementation of the Protocol on Wildlife Conservation and Law Enforcement with regard to Transfrontier Conservation Areas (TFCAs), SADC developed the SADC Programme for TFCAs in 2013. The overall programme goal is to promote SADC as a model of community centred, regionally integrated and sustainably managed network of world-class transfrontier conservation areas. In the SADC Regional Indicative Strategic Development Plan and Component 7 of the SADC TFCA Programme, TFCAs have been identified as potential instruments for promoting regional integration, collaborative tourism and rural development.

In 2016 the SADC TFCA Network identified the need for a toolbox on cross-border tourism products in TFCAs.

1.2 PROCESS OF DEVELOPMENT

The toolbox was developed through an iterative process of literature review and a multi-faceted stakeholder consultation and review approach. The stakeholder consultation included the participation of 61 stakeholders at a 2-day consultative workshop, questionnaires sent directly to 304 policymakers, cross-border tourism product owners and developers, and international and regional tour operators, and 41 stakeholders at a 1-day validation workshop. A Situational Analysis Report (SAR) was prepared to support the development of the toolbox, which provided a review of existing cross-border tourism products, processes, and options for the future. Based on the literature review, consultation process and SAR, a draft of the toolbox was developed. A review draft was shared with the TFCA Network Tourism Community of Practice and all participants of the consultative workshop. Feedback was reviewed during two conference calls to establish consensus on key issues, and the validation draft was created. Finally, the toolbox was reviewed by SADC representatives at a validation workshop, and their feedback was incorporated to finalize it. More information on this process is presented in Annex 1.

1.3 SCOPE AND STRUCTURE OF THE GUIDELINE

The **aim** of this ‘SADC Toolbox on Cross-border Tourism Products in TFCAs’ is to provide guidance for the development of cross-border tourism products in TFCAs within the Southern African Development Community (SADC), and to support implementation of SADC protocols, programmes and strategies relating to TFCAs, including their conservation and development objectives.

The **objectives** of the toolbox include to:

- Provide practical evidence-based guidance on a step-by-step process to develop cross-border tourism products with associated templates.
- Ensure that guidance aligns the goals and objectives of TFCA agreements, conservation agencies and the private sector, and with the principles of sustainable tourism;
- Reduce risks to the private sector, TFCAs, host communities and the environment.
- Provide case study examples of good practices, highlight potential challenges, and provide suggestions on how to address the challenges; and
- Create guidance that is simple, clear, reliable, applicable, flexible, and concise.

The **geographical scope** of the toolbox relates to Southern African Development Community (SADC) countries. The type of TFCAs covered is predominately terrestrial, but includes information that could be relevant to marine TFCAs too.

The **types of cross-border tourism products** addressed are those that are made possible by TFCA structures, including:

- **annual or bi-annual events** (e.g. trail running, mountain-bike or canoe events); and
- **cross-border tourism products with more regular departure dates that are made possible by existing TFCA structures** (e.g. cross-border 4x4 trails and hiking trails).

Therefore, the toolbox does not focus on cross-border tours that use existing formal immigration facilities between countries.

The **target audience for the toolbox** includes cross-border tourism product proponents and TFCA practitioners. This includes representatives of protected area authorities, managers and TFCA structures; government officials responsible for cross-border movement (e.g. immigration, customs, police); donors; private sector operators and their associations; and non-governmental organizations (NGOs) and institutions working with local communities. The **main benefit** of reading this toolbox is to obtain basic information on how to initiate, develop and operate cross-border tourism products within SADC TFCAs.

The toolbox is structured around a **step-by-step process** relating to the development and operation of cross-border tourism products, including scoping, design and feasibility, development and operation.

Note that this toolbox is not a legally binding and enforceable document, rather it provides an indication on how cross-border tourism can be implemented in a sustainable way for all parties involved, be they private sector, governments and/or communities. Furthermore, this document is not a technical manual, nor is it exhaustive. Reading it will not make readers experts in cross-border product developments, but it will provide basic guidance, tools, templates, and links to additional resources.

2 INTRODUCTION

2.1 AIM AND OBJECTIVES OF THE TOOLBOX

The **aim** of this 'SADC Toolbox on Cross-border Tourism Products in TFCAs' is to provide guidance for the development of cross-border tourism products in TFCAs within the Southern African Development Community (SADC), and to support implementation of SADC protocols, programmes and strategies relating to TFCAs, including their conservation and development objectives.

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- Provide case study examples of good practices, highlight potential challenges, and provide suggestions on how to address the challenges; and
- Create guidance that is simple, clear, reliable, applicable, flexible, and concise.

Box 1: Key definitions for the toolbox

Cross-border tourism products: Tourism products that are made possible by existing TFCA structures. These include annual or bi-annual events (e.g. trail running, mountain-bike or canoe events) and cross-border tourism products with more regular departure dates (e.g. cross-border 4x4 trails and hiking trails).

Proponent: An individual, group or organization that submits or proposes a cross-border tourism product for review and acceptance by the TFCA structure, and mobilises resources to plan and develop it.

Product authorization options:

- **Concession:** The right to use land or other property for a specified purpose, granted by a government, company, or other controlling body. It can include a commercial operation and/or a piece of land¹. A tourism concession could provide accommodation, food and beverage, recreation, education, retail, and interpretive services².
- **Partnership:** An arrangement in which two or more individuals share the profits and liabilities of a business venture. Various arrangements are possible: all partners might share liabilities and profits equally, or some partners may have limited liability.³
- **Permit:** A temporary form of permission giving the recipient approval to do a lawful activity within the protected area.

Stakeholders: Stakeholders are persons or groups who are directly or indirectly affected by a product, as well as those who have the ability to influence its outcome, either positively benefitting or negatively impacted.⁴

Transfrontier Conservation Area terminology:

- **Transfrontier Conservation Area (TFCA):** A clearly defined geographical space that consists of protected areas that are ecologically connected across one or more international boundaries and involves some form of

¹ Pocket Oxford English Dictionary, 2006

² Eagles, P. F. J., Baycetch, C. M., Chen, X., Dong, L., Halpenny, E., Kwan, P. B., Lenuzzi, J. J., Wang, X., Xiao, Hl, and Zhang, Y. (2009) Guidelines for planning and management of concessions, licenses and permits for tourism in protected areas, Tourism planning and management program, University of Waterloo, Ontario, Canada, 23 April 2009.

³ Investopedia (2017) Partnership, accessed on 12 June from www.investopedia.com/terms/p/partnership.asp

⁴ IFC (2007) Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets, pp10 & Walton A. Gomei M. and Di Carlo G. (2013) Stakeholder engagement: Participatory Approaches for the Planning and Development of Marine Protected Areas. World Wide Fund for Nature and NOAA— National Marine Sanctuary Program, accessible from http://awsassets.panda.org/downloads/stakeholder_engagement.pdf

cooperation.⁵

- **Transfrontier Conservation Area Structure:** A combination of forums that have responsibility to manage aspects of the TFCA. They vary from TFCA to TFCA, but may include a Multi-lateral Ministerial Committee (with rotational chairmanship), a Joint Management Board (JMB), a TFCA Secretariat, International and National Coordinators, and other committees and task teams (See Organogram in Figure 2).
- **International Coordinator:** The International Coordinator is the focal point that cross-border tourism product proponents liaise with. They are responsible for coordinating activities associated with planning and implementing the TFCA, liaising with all parties on joint-activities, and promoting suitable processes and procedures in accordance with TFCA agreements and international protocols. In TFCAs where there is no International Coordinator present, the Coordinating Country's National Coordinator, TFCA Focal Point or a TFCA Secretariat may undertake this role.
- **Joint Management Board (JMB):** Translates political and policy directives from the Multi-lateral Ministerial Committee into operational guidelines, programmes and action plans, and supervises their implementation through management committees. The JMB may provide approval for cross-border tourism products in TFCAs⁶.

Tourism terminology:

- **Tourists & Visitors:** A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. Visitors can then be subdivided into tourists (or overnight visitors) if their trip includes an overnight stay, and excursionists (same-day visitors).⁷ For protected areas (PAs), a visitor is a person who visits the PA for purposes mandated for the area. A visitor is not paid to be in the PA and does not live permanently in the PA. The purposes mandated for the area typically are recreational, educational or cultural.
- **Sustainable tourism:** Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.⁸

2.2 SCOPE, STRUCTURE AND CONTENT

The **main benefit** of reading this toolbox is to obtain basic information on how to initiate, develop and operate cross-border tourism products within SADC TFCAs.

The **geographical scope** of the toolbox relates to SADC countries. The type of TFCAs covered is predominately terrestrial, but includes information that could be relevant to marine TFCAs too.

The **types of cross-border tourism products** addressed are those that are made possible by TFCA structures, including:

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Therefore, the toolbox does not focus on cross-border tours that use existing formal immigration facilities between countries.

The toolkit is structured around a **step-by-step process** relating to the development and operation of cross-border tourism products, including scoping, design and feasibility, development and operation.

⁵ Vasiljević, M., Zunckel, K., McKinney, M., Erg, B., Schoon, M., Rosen Michel, T. (2015). Transboundary Conservation: A systematic and integrated approach. Best Practice Protected Area Guidelines Series No. 23, Gland, Switzerland: IUCN

⁶ Adapted from Great Limpopo Transfrontier Park Joint Management Board (2013) Integrated Development Plan, Draft, April 2013.

⁷ Statistics and Tourism Satellite Account http://statistics.unwto.org/content/faqs_and Hornback, K.E. and Eagles, P.F.J. (1999) Guidelines for Public Use Measurement and Reporting at Parks and Protected Areas. First Edition. IUCN, Gland, Switzerland. Available at: <http://www.ahs.uwaterloo.ca/~eagles/parks>.

⁸ UNEP and UNWTO (2005) Making Tourism More Sustainable, A Guide for Policy Makers, Madrid, Spain

The toolbox is not a legally binding and enforceable document, rather it provides an indication on how cross-border tourism can be implemented in a sustainable way for all parties involved, be they private sector, governments and/or communities. Furthermore, this document is not a technical manual, nor is it an exhaustive toolbox. Reading it will not make readers experts in cross-border product developments, but it will provide basic guidance, tools, templates, and links to additional resources.

Also see other SADC guidelines in this series on the SADC-TFCA Portal (www.tfcaportal.org).

- Tourism Concession Guidelines for Transfrontier Conservation Areas in SADC.
- Guideline on Community Engagement in TFCAs.

2.3 TARGET AUDIENCE

The toolbox is targeted to cross-border tourism product proponents and TFCA practitioners. This includes representatives of protected area authorities, managers and TFCA structures; government officials responsible for cross-border movement (e.g. immigration, customs, police); donors; private sector operators and their associations; and non-governmental organizations (NGOs) and institutions working with local communities.

2.4 BACKGROUND TO THE TOOLBOX

The German International Cooperation (GIZ) supports the Food, Agriculture and Natural Resources (FANR) Directorate of the Southern African Development Community (SADC) in the implementation of SADC protocols and strategies for natural resource management, including the development of Transfrontier Conservation Areas, through the SADC/GIZ Project “Transboundary Use and Protection of Natural Resources Programme (TUPNR)”. In order to operationalise the implementation of the Protocol on Wildlife Conservation and Law Enforcement with regard to Transfrontier Conservation Areas (TFCAs), SADC developed the SADC Programme for TFCAs in 2013. The overall programme goal is to promote SADC as a model of community centred, regionally integrated and sustainably managed network of world-class transfrontier conservation areas. In the SADC Regional Indicative Strategic Development Plan and Component 7 of the SADC TFCA Programme, TFCAs have been identified as potential instruments for promoting regional integration, collaborative tourism and rural development.

Governments within SADC have undertaken a series of initiatives to facilitate the movement of tourists within TFCAs and to increase the options for establishment of cross-border tourism products. These include opening border posts within Kgalagadi Transfrontier Park, Great Limpopo Transfrontier Park and /Ai/Ais-Richtersveld Transfrontier Park. Furthermore, a UNIVISA system between Zambia and Zimbabwe facilitates easier access for visitors to the popular Victoria Falls and Livingstone area that falls within the Kavango Zambezi TFCA. Boundless Southern Africa is an umbrella marketing initiative that aims to promote tourism and related investment into SADC TFCAs. A key strategy of Boundless Southern Africa is to facilitate the development and hosting of an increasing number of cross-border tourism products and events with key partners and stakeholder agencies (e.g. Nedbank Tour de Tuli, Desert Knights, Richtersveld and Mapungubwe Transfrontier Wildruns, KAZA Golf Classic). These have fostered an increasing awareness of cross-border tourism products within the market.

In 2016 the SADC TFCA Network identified the need for a toolbox on cross border tourism products in TFCAs. The toolbox was developed through a consultative process of interviews, online surveys, and a technical workshop of practitioners. This was supported by a broad literature review of the policy and planning framework and lessons learned from existing cross-border products. A Situational Analysis Report (SAR) on cross-border tourism products was compiled, and was used to inform the content and direction of the toolbox (available at www.tfcaportal.org).

3 TOOLBOX STRUCTURE AND APPLICATION

3.1 TOOLBOX STRUCTURE

This toolbox is structured in two broad phases: **Phase 1: Development** and **Phase 2: Operation** of the cross-border product. An overview of these phases is outlined below, and illustrated in Figure 1.

Phase 1: Development

Phase 1 consists of three steps: (1) Scoping and (2) Feasibility and Design and (3) Development, which are described as follows:

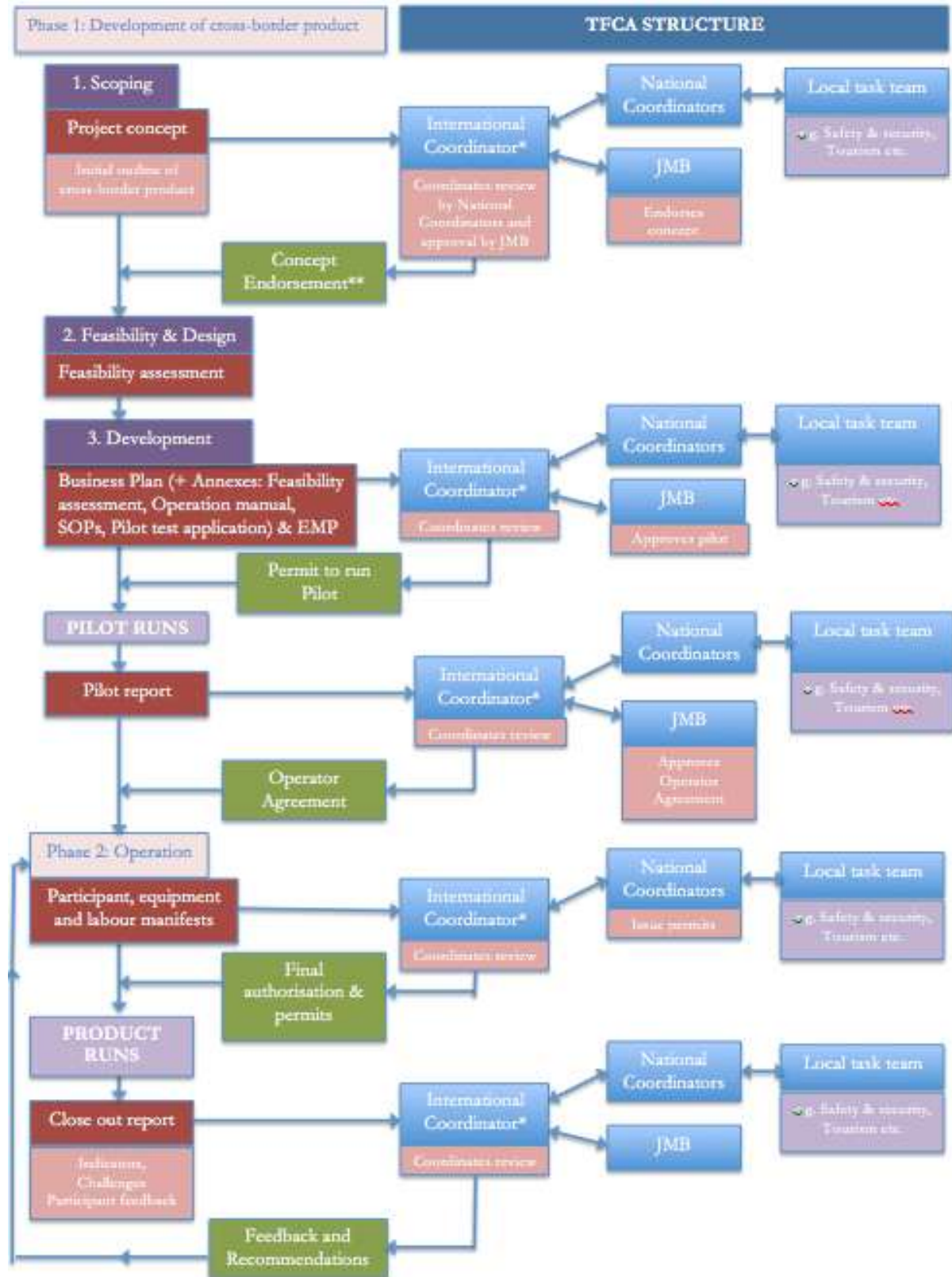
- **Step 1: Scoping:** Information is gathered by the proponent to establish whether developing a cross-border tourism product is a viable option, and therefore whether to proceed or not. If viable, the proponent submits a Project Concept to the International Coordinator of the TFCA (or the TFCA Secretariat, TFCA Focal Point or Coordinating Country's National Coordinator, as relevant). Following a review by National Coordinators and Local task teams, the Joint Management Board (JMB) provides a Concept Endorsement. This gives approval of the concept in principle, outlines notable milestones and timeframes, and allows the proponent to proceed with detailed planning.
- **Step 2: Feasibility and Design:** The proponent details what the cross-border tourism product will look like, accounts for specific regulations, and plans stakeholder engagement processes and consultation. They evaluate the product's commercial viability; design the product and select the appropriate business model. Financial options and risks are reviewed in detail, and sustainability issues are considered. A Feasibility assessment report is developed, and is used by the proponent to decide whether to move forward to the development of the product.
- **Step 3: Development:** The proponent establishes the cross-border product design, formalises the business model and governance systems and continues stakeholder engagement. A Business plan is written, and can be used to raise finance. Marketing activities are undertaken, and staff are recruited and trained. The proponent prepares submits the Business plan (including annexes of the Feasibility assessment, an Operational manual, and Standard Operating Procedures) and Environmental Management Plan to the International Coordinator, in conjunction with a Pilot test application. Following a review within the TFCA structure, the JMB issues a Permit to run a Pilot. Following the pilot test, the proponent submits a Pilot report. Based on this, the JMB issues an Operator Agreement (which may, or may not be, multi-year).

Phase 2: Operation

During Phase 2, the cross-border product is run in line with the Operational Agreement, and using the Operating Manual and Standard Operating Procedures. Detailed information about the participants, equipment and labour to cross borders is submitted to the International Coordinator. Following a review, National Coordinators issue final authorisations and permits, and the product runs. Subsequently, the proponent submits a Close out report to the International Coordinator detailing achievements and any challenges. Feedback and recommendations are given to the proponent, and the JMB may issue a multi-year license at this time.

Note that the flow diagram does not incorporate timing for each phase or step. This is because different cross-border products may vary in their complexity, and also TFCAs across SADC will have their own schedules for processes to review them.

Figure 1: Flow diagram for cross-border product development and operation



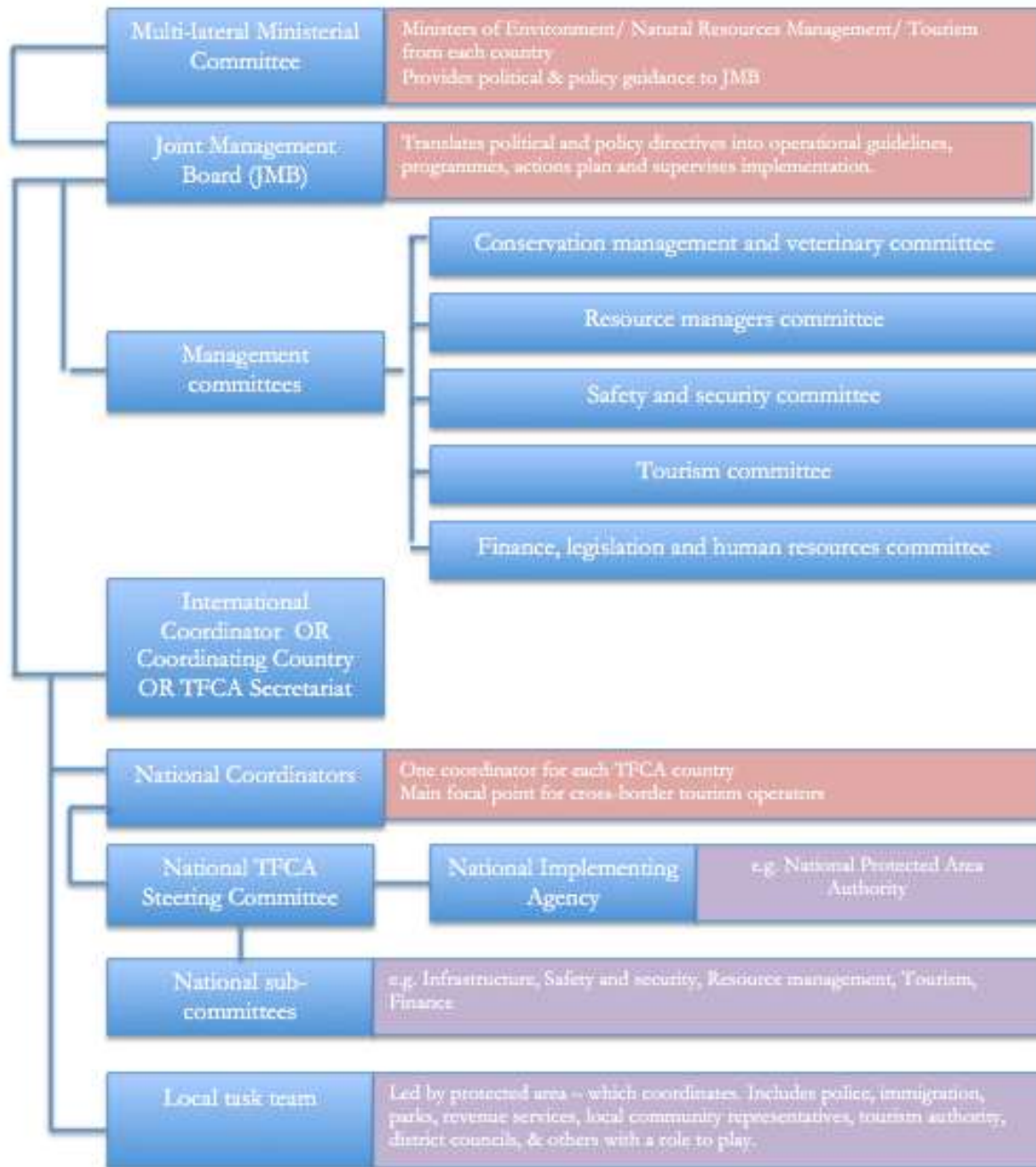
Notes:

* This may be an International Coordinator or Coordinating Country’s National Coordinator, TFCA Focal Point, or TFCA Secretariat as relevant.

** For small, simple products, the TFCA may allow the proponent to proceed from Project concept to piloting.

For context, a generic organogram of the TFCA Structure, including roles and responsibilities is described in Figure 2, which will have variations for specific TFCAs. In general, TFCA structures have a hierarchy that includes international and national committees and role-players that play a role in cross-border product development. Product proponents need to be aware of this, and be able to navigate its structure.

Figure 2: Generic TFCA Structure organogram



3.2 APPLICATION OF THE TOOLBOX

The toolbox may be applied through three generic options. Each option provides a different process that cross-border tourism product proponents can use to establish new products in TFCAs. These are summarized as follows:

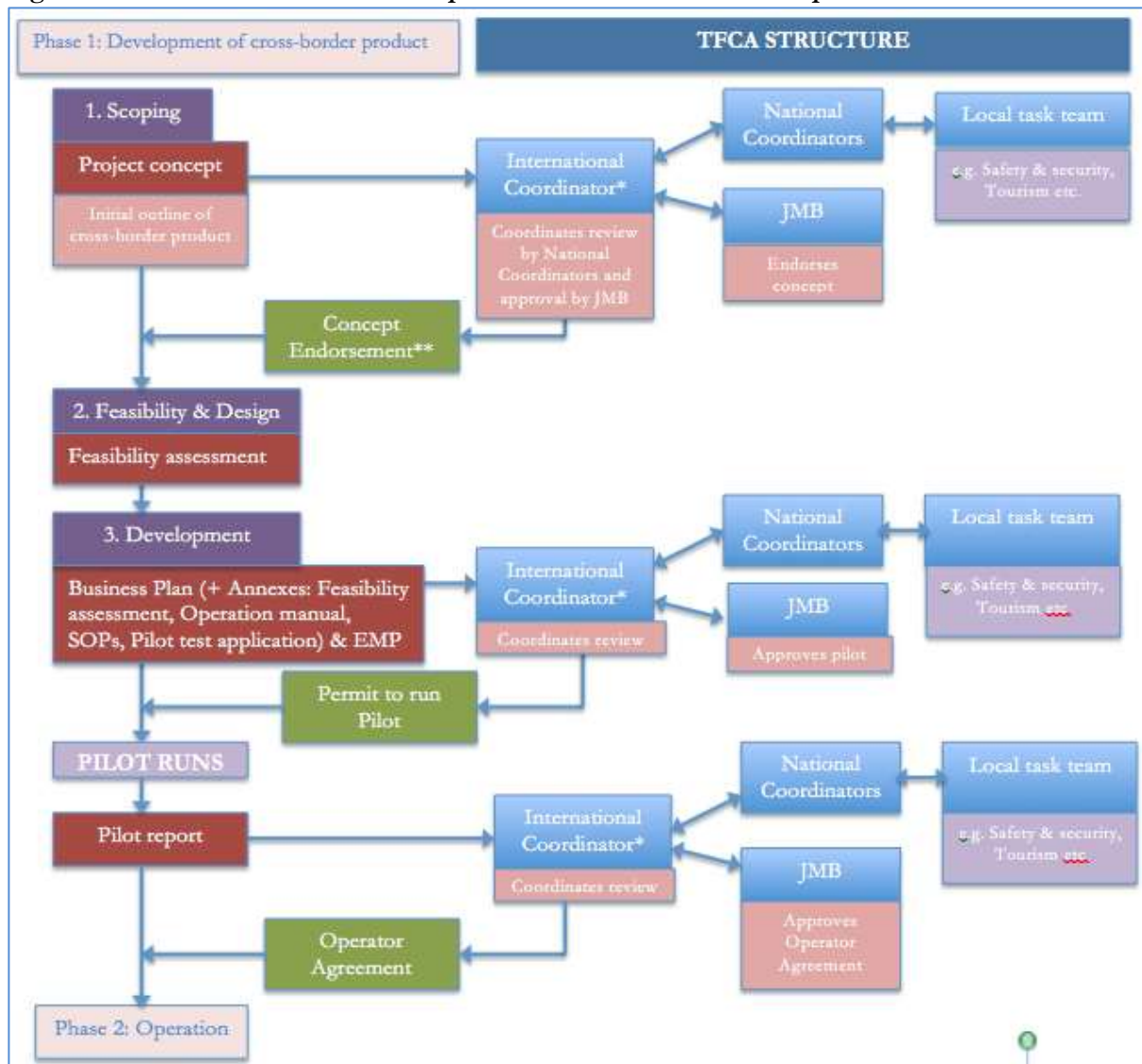
- **Option 1: Proponent generates a new cross-border product idea and approaches TFCA Structure to develop it (Unsolicited bid).** The proponent develops an idea, and meets with TFCA structure representatives to explore and discuss project concepts. The idea would be held in confidence to protect the proponent's intellectual property. TFCA representatives would review the concept with pre-established criteria and establish if the product is in line with the management plan and overarching policies. The proponent is generally a private sector entity (either for-profit or non-profit). This option may run for several years to test the product, before potentially being put out to tender with acknowledgement of their intellectual property (see Option 3).
- **Option 2: Proponent within the TFCA Structure identifies, plans and develops cross-border product opportunities, and then identifies implementation partners (Negotiated bid).** The partners may include tourism operators or other entities that already have use-rights in the vicinity, and are likely to be private sector entities (either for-profit or non-profit).
- **Option 3: Proponent responds to tender from the TFCA Structure requesting proposals to establish new cross-border products in a TFCA (Competitive bidding).** The bid documents may specify the type of products that are envisaged, and their location, or may be more open to new cross-border product ideas. A proponent would submit a bid outlining the product, in line with the financial, environmental and development criteria provided by the authority.

The procurement process for dealing with each option would be outlined by the respective TFCA structure in line with country-specific legislation and policies (see Annex 4). Each approach has implications for the scoping of the cross-border product, in terms of their associated processes, flexibility, transparency, and transaction costs. This toolbox mainly focuses on a product development approach relating to Option 1, but many elements are also compatible with Options 2 and 3. More information on tourism concessions and types of procurement processes can be found in the "Tourism Concession Guidelines for Transfrontier Conservation Areas in SADC" (see www.tfcaportal.org).

4 PHASE 1: DEVELOPMENT OF CROSS-BORDER TOURISM PRODUCTS

The three steps of Phase 1 are described in this section, relating to (1) Scoping and (2) Feasibility and Design and (3) Development (see Figure 3).

Figure 3: Overview of Phase 1: Development of cross-border tourism products



* This may be an International Coordinator or Coordinating Country's National Coordinator, TFCA Focal Point or TFCA Secretariat

** For small, simple products, the TFCA may decide to allow the proponent to proceed to piloting.

4.1 STEP 1: SCOPING

Information gathered during the Scoping step is used by the proponent to establish whether developing a cross-border tourism product is a viable option, and helps them to decide whether to proceed or not. The proponent uses information collected during this step to write a **Project Concept** (see Annex 3.1). Subsequently, the **Project Concept** is submitted to the TFCA's International Coordinator⁹. This reviewed and then endorsed by the TFCA's Joint Management Board (JMB), in line with the area's objectives, as outlined in the TFCA treaty or MoU, and management plan.

⁹ Or the coordinating country's National Coordinator, TFCA Focal Point or the TFCA Secretariat as relevant

This section of the toolbox describes the activities undertaken by the proponent during the scoping step.

4.1.1 ESTABLISHING GOALS, MOTIVATIONS AND OBJECTIVES

Establishing the goals, motivations and objectives for a cross-border tourism product helps to define the framework and parameters of the initiative and establish what it aims to achieve. This awareness helps to shape the overall design of the product, and the process that is used to develop it. This information can be included in the Project Concept. The proponent reviews their overarching motivation and objectives, and reflects on how important these are for themselves, the TFCA structure and communities (see **Table 1**).

Table 1: Scoping motivation and objectives¹⁰

Motivation and objectives	Stakeholder relevance		
	TFCA Structure	Proponent (for-profit or non-profit)	Communities
Unlock tourism potential in part of a TFCA	<input type="checkbox"/>	<input type="checkbox"/>	
Create a unique cross-border tourism product		<input type="checkbox"/>	
Generate commercial profit or to cover operational costs	<input type="checkbox"/>	<input type="checkbox"/>	
Provide high-quality experiences for tourists	<input type="checkbox"/>	<input type="checkbox"/>	
Promote sustainable tourism and responsible practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Create jobs and small business opportunities for local people, women and youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance community development, skills development and beneficitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conserve natural and cultural resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improve security in the area	<input type="checkbox"/>		<input type="checkbox"/>
Promote transboundary cooperation and collaboration between countries and communities	<input type="checkbox"/>		<input type="checkbox"/>
Raise awareness of a TFCA destination and its attractions	<input type="checkbox"/>		
Raise awareness and the profile of the proponent	<input type="checkbox"/>	<input type="checkbox"/>	

The proponent should also consider the goals and objectives that the cross-border tourism product would need to achieve in order to be considered a success. This may include the value of revenue generated; the number of jobs created; improved linkages between protected area authorities and the private sector; and/or benefits distributed between participating countries.

Proponents should discuss their cross-border product idea with people they trust, including (where possible) government officials and private sector representatives who can act as a sounding board for ideas, while protecting their intellectual property. These discussions can be used to shape the Project Concept.

4.1.2 IDENTIFICATION OF PRODUCT TYPES AND OPPORTUNITIES

There are many types of cross-border tourism product that can be developed in TFCAs, and it is useful for product proponents to consider the range options, and reflect on how realistic the opportunities are by asking a series of scoping questions (see table below).

¹⁰ Adapted from PPF (2017) Strategy – Transfrontier Conservation Area Tourism Products, Peace Parks Foundation.

Table 2: Scoping questions to review product types and opportunities

Issue	Scoping question
Frequency	Will it be an annual / bi-annual event, or a cross-border product with more regular departures?
Product characteristics	What kind of experiences will it include? e.g. trail running, canoeing, mountain biking, hiking, 4x4 drives, horse-riding, sport (e.g. football, golf, tennis), balloon safaris, wildlife trekking or viewing, birding, community interactions, festivals etc.
Location	Which SADC TFCA is proposed to develop the product within? Which country's international borders would it cross, and where is the proposed undesignated border crossing (if any)?
Timing	Will the product be possible to implement year-round, or dependent on the time of year? (e.g. seasonality of rains, temperature, timing of other products etc.)
Assets and attractions	Does the location have the attractions and resources required for the type of product proposed? (e.g. wildlife, landscape, culture, rivers etc.).
Access	The location already accessible, or will new access facilities be required for the product? (e.g. roads, trails, undesignated border crossings, bridges, airstrips etc.)
Infrastructure	Is there existing infrastructure that could be used, or will new permanent or temporary infrastructure need to be established (e.g. accommodation, communications)? If additional infrastructure is needed, indicate costs, time-frames for development, and a high-level outline of environmental impacts and funding sources.
Uniqueness	Will this be an original new product? Or are there already similar products available in this TFCA (or in other TFCA) that this will scale up?
Partners	Would partners and agreements with others be needed to establish the product? Who might these be? (e.g. government, private sector or community partners, event management companies, donors)
Market demand	Are there indications of market demand for the type of product? (e.g. international, regional, domestic). What kind of market would be interested in the product? (e.g. adventure tourists, families, sports people etc).
Logistics	What logistics will be required to establish and operate the product? (e.g. events and year-round products have different requirements)
Financial potential	What are the likely revenues and associated costs (including transaction and start-up costs)? How long will it take to reach break-even level and profitability?
Resources	Does the proponent have the resources required for the product already (i.e. financial resources, human resources, equipment, established market linkages) or are these still needed? What support services will be needed, and what is available in each country? (e.g. medical services, transport, security, catering etc.)

4.1.3 LEGISLATIVE ISSUES

At this stage, a simple review of key legislative issues related to the practicalities of cross-border movement is important (and a more detailed analysis is done later during the Design and Feasibility stage). Issues to consider are outlined in the table below.

Table 3: Scoping activities questions on legislative issues

Issue	Scoping question
Cross-border movement	What will be moved across international borders? (e.g. staff, tourists, vehicles, equipment, consumables (e.g. food and drink)
Border facilities	Are there existing border facilities where they will be needed? Will one or more undesignated border-crossing points be needed? If so, where would these be, and how often will they be needed? What are the implications of this?

4.1.4 BUSINESS MODELS AND GOVERNANCE

There are different business model options for cross-border tourism products. These have implications for the governance of a cross-border product (i.e. the process of decision making, and by which decisions are implemented), and how retained income / profits are distributed:

- For **partnerships models**, revenues and profits can be allocated in relation to the business plan, coupled with agreements made between partners. Partners may include combinations of government departments, parastatals, private sector and community entities. For example, Desert Knights has partners including the Namibia Wildlife Resorts; South African National Parks, and the Department of Environmental Affairs in South Africa. Profits are allocated to joint park management costs in the /Ai /Ais-Richtersveld Transfrontier Park. This is used to purchase equipment (i.e. capital investments) for future cross-border events, and surplus funds are allocated to joint operations in Namibia and South Africa as identified by the Park Management Committee.¹¹
- For **private sector models**, revenues accrue to the operator, and profits are realized once the product's costs have been paid for. For example, income retained from the Tour de Tuli, are used by the NGO Children in the Wilderness to finance for environmental education activities for youths living in local communities.¹² Private sector models also generate local financial benefits through their expenditure on salaries and procurement of goods and services in host countries and communities.

Table 4 provides an overview of the relative benefits and costs of partnership and private sector models, compared with a TFCA operating a product itself. The models are compared in terms of financial issues, tourism operations, socio-economic impact, governance, risk, human resources, and conservation. This table can be used by a cross-border product proponent to explore the implications of different partnership options, and to establish which is the most applicable and practical to pursue.

Table 4: Relative benefits of different partnership types¹³

Theme	Criteria for choosing partnership type	Outsource			Insource
		Private sector model		Partnership	PA Authority
		For-Profit	Non-profit	For-profit or non-profit	
Financial issues	Protected area (PA) and government costs	Moderate cost to PA	Moderate cost to PA	Moderate cost to PA	High cost to PA
	Expense of contract management, monitoring	High	Moderate	High	Low
	Expense of tendering procedures	High	High	High	None
	Difficulty and expense of monitoring finance	High	Low	High	Low
Tourism operations	Quality of visitor services	High	Moderate, variable	High	Moderate, depends on capacity
	Specialised tourism expertise	High	High or Moderate	High or Moderate	Hired by PA
	PA seen as competing with private enterprise	No	Low	No	High
	Access to new tourist markets	More access	More access	More access	Depends on PA capacity
	Tourism workable with low visitor numbers	No	Yes	No	Yes
Socio-economic impact	Opportunity for community equity	Depends on contracts	High	Depends on contracts	High
	Business and job creation for local population	Moderate	High	Moderate	High
	Flexibility in purchasing	High	High	High	Low

¹¹ Pers Com. P. Bewsher, PPF, 2014; Pers Com. R. Vorwerk, Boundless Southern Africa, 2014

¹² Pers Com. N. Harris, CITW, February 2018; Janet Wilkinson, CITW, March 2018

¹³ Adapted from Spenceley, A., Snyman, S., and Eagles, P. (2017) Guidelines for tourism partnerships and concessions for protected areas: Generating sustainable revenues for conservation and development. Report to the Secretariat of the Convention on Biological Diversity and IUCN.

Theme	Criteria for choosing partnership type	Outsource			Insource
		Private sector model		Partnership	PA Authority
		For-Profit	Non-profit	For-profit or non-profit	
Governance	Selection process open and transparent	High	Low	High	n/a
	Control of services by PA	Moderate	Low	Moderate	High
	Potential source of corruption during procurement	Moderate	Moderate	Moderate	Moderate
	Partner/private sector influence PA authority policy	Moderate	Low	High	n/a
	Partner/private sector gains political power	Moderate	Moderate	Moderate	n/a
	Power of public sector unions	Low	Low	High, variable	High
Risk	Political influences on PA management by partner/private sector	High potential	Moderate potential	High potential	n/a
	Liability exposure	For-profit	Non-profit	Joint-venture	Protected Area
	Conflict over PA objectives	Moderate	Moderate	Moderate	None
	Reversibility of decisions	Low	High	Low	High
	Transaction costs to establish partnership	Moderate	Moderate	High	None
	Difficulty of removing a bad operator	Moderate	Moderate	Moderate	n/a
Human resources	Public sector union contracts	None	None	None	Full
	Employment rules and regulations	Company rules	Company rules	Company rules	Government rules
	Staff working on all PA needs	Sometimes	Sometimes	Sometimes	Not a problem
	Contract management expertise needed in protected area	Yes	Yes	Yes	Somewhat true
	Ability to use volunteers	Moderate	High	Moderate	Moderate
	Ability to obtain donations of money and time	Moderate	High	Moderate	High
Conservation	Likelihood of contributing to biodiversity conservation	Moderate	High	Moderate	High
	Likelihood of applying an environmental management system (e.g. renewable energy, water conservation, recycling)	Moderate	High	High	Low

Table 5 below provides some examples of the types of partnership and private models that are used for cross-border products.

As illustrated earlier in Figure 2, TFCA structures include a number of international and national committees that play a role in cross-border product development. A process of relationship building, and establishing buy-in among policymakers and TFCA stakeholders begins during the Scoping step, and continues throughout the development and operation process. The TFCA's International Coordinator should act as the focal point for any product proponent. Where there is no International Coordinator, this role may be adopted by the coordinating country's National Coordinator, or the TFCA Secretariat. However, some meetings and consultations will also be needed with other stakeholders, including the Joint Management Board, the security cluster (i.e. immigration, police and customs and border management committees), and community representatives.

Table 5: Governance structures for cross-border products

Business model	Types of partners	Examples	Private partners	TFCA partner
Partnership	Government and private sector	Kavango Zambezi Golf Classic	ZimParks, and golf clubs with contracted operator.	KAZA TFCA
	Government and parastatal	Desert Knights	NWR, SANParks, DEA, supported by PPF & Boundless Southern Africa	Ai /Ais-Richtersveld Transfrontier Park.
		Desert Kayak Trail	NWR, PPF, African Paddling Association	Ai /Ais-Richtersveld TP
	Government, private sector and community	Pafuri Cross Border Trail and Shangaan Festival	Return Africa, Shangaan community	GLTFCA
Private sector	Non-profit	Nedbank Tour de Tuli	CITW supported by Nedbank, Wilderness Safaris, PPF, Boundless SA and others	Mapungubwe TFCA
	For-profit	The Namibia Crossing ¹⁴	Wildrun Africa	Ai /Ais-Richtersveld TP
		Safari on the run ¹⁵	Wildrun Africa	Mapungubwe TFCA

Key: NWR = Namibia Wildlife Resorts; SANParks = South African National Parks; DEA = Department of Environmental Affairs, South Africa; CITW = Children in the Wilderness; PPF = Peace Parks Foundation; ZimParks = Zimbabwe Parks and Wildlife Management Authority

During the scoping step:

- Decide what type of business model would be most suitable for the cross-border product.
- Establish who will be the operator of the cross-border product (e.g. whether PA authority, private entity, partnership or other).
- If a partnership is most appropriate, discuss with the proposed partners to see if they are interested.
- Review the likely operational and capital costs, and also the market potential.
- Decide how benefits will flow from the product, including to the operator, the TFCA, each host country, and communities, to ensure transparency from the start (e.g. number of jobs, training, small business opportunities, profit distribution).
- Decide whether a new business entity is required (e.g. a joint-venture company or NGO), or whether the cross-border product will use existing structures (e.g. within an existing institution).
- Consider the TFCA structure (in Figure 2) and through consultation identify the role-players and decision makers.
- Review the types of information, reports, and permits required during the process (see **Error! Reference source not found.**).
- Consider how decisions will be made within the business entity (e.g. through committee discussions) and who is accountable for them.
- Establish what type of agreement is needed with the TFCA, whether a Memorandum of Understanding, Service Level Agreement, permit, public-private partnership agreement, or a concession.
- Consider whether some services will need to be sub-contracted (e.g. catering, supplies).
- Identify champions, both from the cross-border product operator and within the TFCA structure. Champions are ideally inspirational people who can motivate others, who can achieve results, while being well versed in relevant technical issues.

¹⁴ Formerly run as the Richtersveld Transfrontier Wildrun

¹⁵ Formerly run as the Mapungubwe Transfrontier Wildrun

4.1.5 POTENTIAL CHALLENGES, RISKS AND BARRIERS

Cross-border products have a number of challenges associated with their development and operation. A cross-border product proponent should identify these from the outset, understand how likely they are, and suggest practical options for avoiding them. The risks will vary between tourism product types, and between TFCAs and countries. Some of the types of challenges, risks and barriers that could be faced are outlined in the table below.

Table 6: Potential challenges, risks and barriers for cross-border tourism development¹⁶

Issue	Specific challenges, risks and barriers
Political and legal issues	Variable commitment and enthusiasm at national and local levels of government. Variable levels of capacity and stretched resources at national and local levels of government. Incompatible legislation between countries, and changes in policies or regulations over time. Border crossing difficulties (e.g. poor infrastructure; visas and associated costs; international movement of labour, equipment and consumables). Access and infrastructure (e.g. poor roads in remote areas impact on travel time and vehicle maintenance costs). Obtaining timeous permissions for borders (designated and undesignated). Uncertainty over whether a product will be given permission or not, or in time. Reputational risk to the proponent and TFCA if the cross-border product does not go to plan. Inability to transport meat across veterinary red lines. Firearms not allowed to cross borders (so guns on each side of border).
Governance and institutional arrangements	Weak coordination of partners and stakeholders. Weaknesses in decentralization and delegation among some TFCA managers. Poor communication and collaboration at local level in remote areas of the TFCA. Changes in personnel involved in applying for approvals.
Stakeholder engagement	Managing expectations of benefits of partners and beneficiaries. Ensuring beneficiaries receive planned benefits. Considerable time (and associated expenses) required to meet with officials and community members to discuss the product and revenue sharing.
Safety risks	Participant injuries (including heat exhaustion, dehydration, physical injuries) Emergency access for patient extraction cross-border. Liability and insurance in a cross-border multi-stakeholder environment. Participants/Support crews getting lost or stuck due to terrain. Opportunistic risks (e.g. community sabotage, criminal activities)
Environmental risks	Environmental impacts of the cross-border product in the short- and long-term. Wildlife encounters with participants and staff. Crossing rivers and other hazards. Early warning system (e.g. for natural disasters, extreme weather patterns)

If risks cannot be avoided or mitigated, consider:

- How they would be dealt with;
- Whether there would be financial or reputational repercussions; and
- Who would be responsible for associated costs.

4.1.6 DECIDING WHETHER TO PROCEED OR NOT

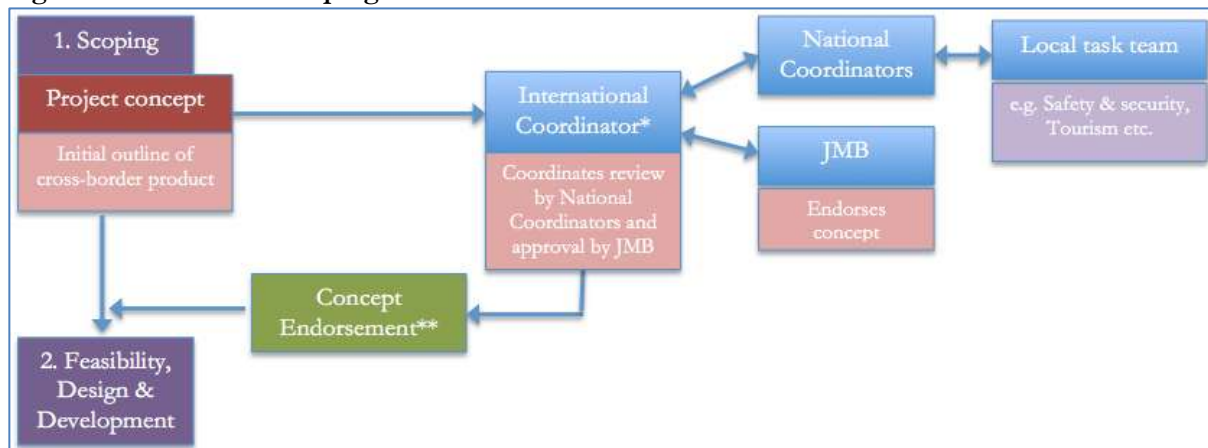
In deciding whether to proceed or not with a cross-border tourism product, carefully consider whether the objectives are realistic and that there are no 'deal breakers'. If 'no', then re-think the cross-border tourism product and consider alternative options (e.g. revise the product type, its location, or timing). From the perspective of a product proponent, deal breakers may relate to the level of difficulty or risk envisaged to develop and operate the product.

¹⁶ Spenceley, A. (2018) SADC TFCA Cross-border tourism product situational analysis, Submitted to GIZ, Draft 1.0, 13 March 2018

If 'yes', then develop a **Product Concept** based on the scoping to provide a basic overview of the cross-border product that is proposed (see outline in Annex 3.1). This should be submitted to the relevant International Coordinator who facilitates a review process within the TFCA Structure, and seeks feedback from national coordinators, local task teams, and approval from the JMB (see process in Figure 4). The TFCA Structure reviews the concept to ensure that it is aligned with the area's objectives, as outlined in the TFCA treaty or MoU, and management plan. Ensuring good communication and coordination between the proponent, officials and other stakeholders is a key responsibility of the International Coordinator, to establish strong working relationships.

If approved a **Concept Endorsement** letter is provided by the JMB. This endorsement provides the proponent with the security to proceed to **Step 2: Design, Feasibility and Development**. The Concept Endorsement should clarify the process moving forward, and suggested timing for the submission and review of further supporting materials. Note that for some small and simple products, the TFCA may decide to allow the proponent to proceed to piloting, rather than undertaking full Feasibility and Design activities first.

Figure 4: Overview of Scoping



* This may be an International Coordinator, Coordinating Country's National Coordinator, TFCA Focal Point or TFCA Secretariat

** For small, simple products, the TFCA may decide to allow the proponent to proceed to piloting.

4.2 STEP 2: DESIGN AND FEASIBILITY

The Design and Feasibility activities establish what the cross-border tourism product will look like, accounts for specific regulations, plans stakeholder engagement processes and consultation; evaluates commercial viability; designs the product and selects the appropriate business model. Financial options and risks are reviewed in detail, and sustainability issues are fully considered.

Output is a **Feasibility assessment** (see Annex 3.2), which the proponent can use to establish whether the product is viable or not, and whether to continue the development process.

This section of the toolbox describes the activities undertaken by the proponent during this step.

4.2.1 POLICY AND LEGISLATION ASSESSMENT

Building on the scoping step, undertake a detailed review of policy and legislative issues related to the cross-border product, as outlined in **Table 7** below. There is a list of relevant SADC protocols, and country policies can be found in Annex 4 to assist this process, and the TFCA's International Coordinator should be able to provide technical guidance.

Table 7: Design and feasibility activities and questions for political and legislative issues

Issue	Review activity	Design and feasibility questions
SADC and TFCA Policies	Review existing SADC policies and TFCA treaties (e.g. SADC Protocol on the Development of Tourism, 1998 ¹⁷ , SADC Protocol on Wildlife Conservation and Law Enforcement, 1999 ¹⁸ , SADC TFCA Programme, 2013 ¹⁹ : Protocol in Trade in Services, 2012 ²⁰ , TFCA MoU, Protocol and/or Treaty).	Will the product support the implementation of SADC protocols and plans for TFCAs, and regional integration?
Plans	Review existing national masterplans, protected area management plans, and tourism plans for the TFCA.	Is the type of cross-border product being proposed compatible with the existing plans?
National legislation for cross-border movement	Review legislation and regulations of each country in relation to: <ul style="list-style-type: none"> ○ Immigration for tourists. ○ Veterinary, food and agriculture controls. ○ Movement of labour between countries (e.g. drivers, guides, volunteers, etc).. ○ Importation of equipment and consumables. ○ Security and firearms controls. ○ Community participation. ○ Fees for cross-border movement. ○ Protocols for cross-border movement of media and medics. 	What and who needs to be moved across international borders? (e.g. numbers of staff and tourists, numbers and types of vehicles, type of equipment, type and quantity of consumables (e.g. food and drink) What are the implications for regulations in each country? (e.g. import duties, exemptions and waivers, veterinary controls, local procurement, labour laws, visas, firearms, and use of international medical services) What is the process for obtaining permissions from government authorities? How long may these take to process? What are the financial costs associated with the permits required? What processes are needed for emergency evacuations across borders?
Border facilities	Review existing border facilities, and whether there are permanent border posts or undesignated border crossings in the TFCA.	Are there existing border facilities where they will be needed? Will one or more undesignated border crossing points be needed? Where would these be? When would they be needed? How many people would use these? What type of equipment would pass through these?
Operating licenses	Review what business and operational licenses, permits or concessions that are needed in each country and each protected area. Include, for example licenses for guides, driver, medical staff, liquor, vehicles and special equipment (e.g. firearms).	Which operating license will be needed? What information or supporting documents are required for the applications? How long do they take to process? How much do they cost?

Numerous engagements should take place between the product proponent, the International Coordinator and security cluster (i.e. immigration, police, customs), and with community forums and representatives. While formal face-to-face meetings are most appropriate for decision making, and if authorisations are to be issued, it may not always be necessary to convene physical meetings (which are time consuming and expensive). To improve communication and coordination engagements may also be - for example - by

¹⁷ Southern African Development Community (SADC) (2012) Protocol on the development of tourism (1998) Accessed from http://www.sadc.int/files/2413/5292/8368/Protocol_on_the_Development_of_Tourism1998.pdf on 18 September 2013

¹⁸ Southern African Development Community (SADC) (1999) SADC Protocol on Wildlife Conservation and Law Enforcement, Accessed from <http://www.tbpa.net/docs/pdfs/SecMan/SecManSADCProtocol.pdf> on 28 February 2018

¹⁹ Southern African Development Community (SADC) (2013) SADC Programme for Transfrontier Conservation Areas, SADC Secretariat, Gaborone, October 2013, accessed from http://www.sadc.int/files/4614/2122/3338/SADC_TFCA_Programme_FINAL_doc_Oct_2013.pdf on 28 February 2018

²⁰ Southern African Development Community (SADC) (2012) http://www.sadc.int/files/7313/6439/6118/Protocol_on_Trade_in_Services_-_2012_-_English.pdf

email, phone and through WhatsApp groups. The engagements should be used to discuss logistics, permissions and waivers relating to:

- Relevant regulations relating to the cross-border product, where actions need to be taken, and any changes foreseen;
- Undesignated border crossings, and raising awareness of the product and authorisations to all relevant stakeholders and personnel (including at local level);
- Coordination and communication processes (including between the operator and multi-lateral committee) and schedules, that are effective and efficient;
- Documents required to process permits and waivers, the timing for processing them, and who is responsible; and
- Costs and timing associated with logistics, permissions and waivers.

These engagements are not only used to exchange information, but also to build trust and understanding between the operator, TFCA structure and security cluster. Records of these engagements should be maintained by the International Coordinator (or other stakeholder, as appropriate) and circulated to all parties.

4.2.2 PRODUCT DESIGN

Describe the design of the cross-border product, building on the scoping done earlier (see section 4.1.2) and using the outline in the table below.

Table 8: Product design elements

Issue	Design question
Rationale	Describe the main objective, in relation to the goals (see section 4.1.1).
Frequency	Describe when and how often it will happen (e.g. number of times per year; which months/seasons; day and/or night).
Product characteristics	Describe the specific experiences it will include (e.g. trail running, canoeing, mountain biking, hiking, climbing, 4x4 drives, star-gazing, sport (e.g. football, golf, tennis, fishing), balloon safaris, wildlife trekking, birding, community interactions, festivals etc.) Describe any logistics characteristics (e.g. accommodation, transfers, catering, guided tours). Describe any cultural characteristics (e.g. local design and décor, use of local foods and drinks, traditional stories and craft). Describe a typical itinerary for participants (e.g. arrival and check-in, activities during product duration, departure). Describe the maximum number of participants at one time. Establish the price (e.g. launch price for first year; rack rate; agent commission rates).
Assets and attractions	Describe the product's main assets attractions (e.g. wildlife, landscape, culture, rivers etc.)
Preferred market, competitive advantage and market access	Describe the target market for the product (e.g. adventure tourists, families, sports people etc.) Describe the competitive advantages (e.g. uniqueness, attractiveness, range of activities, integration with other compatible products). Describe how sales and reservations will be made. Decide what combination of direct sales to tourists (e.g. through an online booking platform) or via intermediaries (e.g. protected area platforms, travel agents, other tour operators) will be most suitable.
Location and access	Indicate which TFCA, and which part of the TFCA (including which countries, and protected areas) it will take place within. Describe which international borders would it cross, and the location of crossing points. Provide a map indicating the location of the product, and the border crossing points, access routes and/or attractions to be used.
Infrastructure	Undertake an infrastructure audit, and describe infrastructure to be used, rehabilitated or built. Indicate whether it is permanent or temporary. Describe the layout of any camps and trail routes, with maps / schematics. Provide a design guide relative to the product and target market including: <ul style="list-style-type: none"> • Number of guest tents/accommodation units and ablutions; • Communal areas such as dining area, lounge, bar, shop); and

Issue	Design question
	<ul style="list-style-type: none"> Back of house (e.g. ablutions, kitchen, staff accommodation, maintenance and parking) Establish general design principles (e.g. light-footprint; local materials; visual impact; green technologies).
Furniture and equipment	Describe furniture and fittings, including the standard. Specify the numbers of tables, chairs, beds, lights, shelves etc. and different types that will be needed for guests and staff. Specify any design principles (e.g. local traditional styles, fabricated and procured locally, use of sustainable materials). Specify any equipment needs (e.g. number and types of vehicles; trailers and equipment racks; firearms etc.)
Services	Describe service provision, including sources of water and power, waste disposal, and sewage disposal (emphasizing best environmental practices). Describe any services for discretionary spend (e.g. spa, massage, bar, curio shop etc.)
Staff & volunteers	Specify the number of staff, volunteers and their job descriptions (e.g. director, catering, medical, maintenance etc.) Indicate any staffing principles (e.g. gender balance, fair remuneration, recruitment from local communities, youth etc.) Highlight any labour laws to be addressed within each country.

Describe how the cross-border product will be piloted and tested. Indicate when this would happen, and what kind of participants would be invited to participate. Clarify what characteristics of the product will be evaluated during the testing, and how this will be done and the process that will be used to modify the product afterwards.

4.2.3 STAKEHOLDER ENGAGEMENT AND BUY-IN

Involving stakeholders ensures that their perspectives, knowledge, and support are incorporated²¹. They include people who are directly or indirectly affected, who are responsible, who can support or impede the process. All relevant stakeholders and beneficiaries relating to the cross-border product should be identified and mapped, including their expectations. They may include institutions and representatives from government, protected area authorities, the TFCA (see Figure 2), private sector, existing civil society groups, local communities, the academic community, and also the development community (see Table 9).

Table 9: Stakeholders and their role in cross-border tourism products

Type of Stakeholder	Interest or role in the cross-border product
National or local government authorities	Ensure that the proposed cross-border product satisfies local and national legislation and adheres to all specified regulations, or that new or adapted policy instruments are created. This relates to land issues, and transboundary elements relating to immigration, accessibility, importation of goods and services, labour, and community benefits. In TFCAs, they act through the Multi-lateral Ministerial Committee.
Protected area authorities	Ensure that the cross-border product does not undermine conservation of the natural and/or cultural asset, and that it contributes financially to the management costs, and reflects protected area management plans. This includes compatibility with existing concession agreements or rights, zoning and other restrictions. In TFCAs, protected area authorities are represented on the JMB and as National Implementing Agencies.
TFCA management unit	Ensure that cross-border products are aligned with TFCA development and tourism plans, and that participating countries contribute and benefit equitably. They are led by an International Coordinator (the focal point), and link with TFCA and national-level committees.

²¹ Walton A. Gomei M. and Di Carlo G. (2013) Stakeholder engagement: Participatory Approaches for the Planning and Development of Marine Protected Areas. World Wide Fund for Nature and NOAA— National Marine Sanctuary Program, accessible from http://awsassets.panda.org/downloads/stakeholder_engagement.pdf

Type of Stakeholder	Interest or role in the cross-border product
Destination Management Organisations ²²	Implementation bodies for tourism strategies, offering apolitical continuity and integrity to destination development. Build on efforts to manage and market a destination. Ensure that the tourism destination has a coordinated approach to investment, promotion and also sustainable tourism development.
Private sector (including tourism and other sectors, and their associations)	Interest in benefiting from the cross-border product (directly or indirectly) or (with existing operators) to ensure that new products do not impede their current performance.
Local communities or individuals (including leaders, action groups, Trusts, legal entities, landowners, occupiers)	Interest in ensuring the cross-border product improves the livelihoods for present and future generations and does not negatively affect their environment or way of life. Local community members may also be partners, contractors and employees in cross-border products. Expectations need to be carefully managed and communicated.
Civil society organizations and groups with special interests	Represent the views of other groups that are less able to voice their concerns (i.e. economically and socially marginalised communities, indigenous peoples) or unable to do so (i.e. wildlife, natural resources, ecosystems).
Development community (including donor and development agencies, and non-governmental organisations)	Providing funding and technical support, which may have projects supporting protected areas, their authorities, and poverty reduction initiatives for communities. Sharing lessons learned during implementation of previous projects including mistakes and risks to be avoided.

Create a stakeholder engagement plan, and establish a communication strategy to support it²³. For each stakeholder, decide what level of stakeholder engagement is appropriate (i.e. inform, consult, involve, collaborate, or empower) and mechanisms to engage and communicate effectively.²⁴ Stakeholders will need to understand what the cross-border product is, its location and frequency, and how they are affected or involved. They may have useful contributions to make, including knowledge about the area, experiences, ideas, needs and concerns that can test the product objectives and likelihood of success. They will also be able to identify common or competing interests, and possibilities for cooperation.

Good practices include ensuring that stakeholder expectations are managed throughout the development and operation process; notifying them of updates to the process; and responding to their comments.²⁵ Ensure that they understand their role (and responsibilities) in making the cross-border product successful, and the associated risks. Where community members are involved, determine whether they need technical or other assistance to participate (either to contribute towards consultation processes, or to engage with the cross-border product). A challenge can be to stay focused on issues relating to the specific cross-border product, rather than broader community challenges or creating unrealistic expectations. Good stakeholder management and clear communication can help to avoid conflict. If stakeholders understand the product, and are involved in its design, they are more likely to support its implementation, and make the permission and other processes easier to achieve. Transparency, trust and mutual respect are key principles to adopt.

Also see the SADC Guideline for community engagement (www.tfcportal.org)

4.2.4 GOVERNANCE AND BUSINESS MODEL SELECTION

During the scoping step, governance and business model options were reviewed, and prioritised. These ideas are formalised during the design and feasibility step by doing the following:

- **Establish clear ownership of cross-border products**, including the intellectual property, and also equipment and tenure. Ensure that the ownership rights are clear.

²² Adapted from Stange, J. and Brown, D. (Undated) Tourism Destination Management: Achieving sustainable and competitive results, Sustainable Tourism : International Cooperation for Development, Online Tool Kit and Resource Series, USAID, https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf

²³ e.g. see tools for communication strategies and plans at <https://www.wikihow.com/wikiHowTo?search=communication+plan>

²⁴ Adapted from http://tourisminvest.org/manual/manual_workstream_stakeholder-mgt.html and Spenceley, Snyman and Eagles (2017) Guidelines for tourism partnerships and concessions for protected areas: Generating sustainable revenues for conservation and development, Report to the CBD and IUCN.

²⁵ IFC. (2007). Op. cit.

- **Agree the roles and responsibilities of partners and stakeholders** (where relevant), and formalize these within MoUs. This includes agreeing who is responsible for decision-making.
- **Agree on accountability for communication and coordination processes**, including how decisions are taken (a) within the business (i.e. by whom, and within what timeframe), (b) with partners and (c) with the TFCA's International Coordinator (i.e. the TFCA focal point).
- Identify what **Standard Operating Procedures** need to be developed.
- **Create a list of the permits and permissions** that need to be applied for, including deadlines.
- **Decide what services will need to be sub-contracted** (e.g. catering, supplies, medical support, security, transport, etc.) and the process and criteria for identifying (e.g. advertisement) and selecting suppliers (e.g. which country, whether local or not, etc.)
- Decide on **the benefit sharing model** that will be used, and identify beneficiaries of operational expenses and profits (including by country, local communities, gender, and youth). Agree on how any costs (particularly unanticipated costs) will be allocated between partners.
- **Maintain a clear record** of decisions made, permission requests submitted and decisions made (i.e. a clear paper trail), with partners and the TFCA structure (e.g. the International Coordinator, security cluster, community representatives and others).

4.2.5 COMMERCIAL VIABILITY AND MARKET ASSESSMENT

To understand whether the cross-border product is commercially viable, undertake an assessment to establish whether there is a market demand for the cross-border product proposed, and the current level of supply for similar products:

- **Demand:** Gather information on county and TFCA-level statistics on numbers of arrivals, the source markets, demographics, length of stay, and typical trip expenditure. Pay particular attention to activities undertaken and how these relate to the cross-border product proposed, and any trends in these kinds of products. Note that it can be difficult to test market demand for unique cross-border products, but indications can be drawn from similar products that occur in protected areas within countries (see Box 2). Highlight what the target markets would be for the cross-border product (e.g. adventure tourists, which country they come from, whether they are self-drive or package tourists, their special interests, age and income).
- **Supply:** Review information on existing and competing cross-border products (e.g. number, type, capacity, frequency, quality, rates and their occupancies), and also competing destinations (i.e. other protected areas and TFCAs) and products (i.e. both within and outside TFCAs). Simply put, if there are already many similar cross-border products with low occupancies and low prices, the product may not be competitive. If there are only a few, with high prices and high occupancies, there may be room for a new cross-border product. Identify what the Unique Selling Points (USPs) of the cross-border tourism product will be and how a competitive advantage will be maintained over time.

Box 2: Market demand study for proposed Shingwedzi Cliffs walking trails, Great Limpopo TFCA²⁶

The feasibility study for the Shingwedzi Cliffs walking trails reviewed the market demand for a 3-night trail. Information on the annual performance of similar trails in Kruger National Park were collated (i.e. numbers and trends over time). Reviews of compatible markets were reviewed, regarding growth trends, value, expenditure, numbers of participants, and motivation (e.g. competitive and corporate events, recreation). Note that the concept for Shingwedzi Cliffs was later adjusted into a multi-activity trail between Machampane in Limpopo National Park and Makadzi Dam in Kruger National Park.

²⁶ Massyn, P. J. (2014) Shingwedzi Cliffs Adventure Trail, Feasibility Assessment, Version3, Sept 2014, Report to the Parque Nacional do Limpopo, Great Limpopo TFCA & Pers. Com. L. Bewsher, Peace Parks Foundation, March 2018

4.2.6 FINANCIAL OPTIONS: CAPITAL AND OPERATIONAL

Decide who is responsible and accountable for the administration, management and disbursement of funds. Then undertake a financial analysis of the costs of establishing the product, and also the likely revenues and costs when it is operating. Collect the information outlined in Table 10 below to generate a 5-year financial model for the cross-border product.

Table 10: Financial analysis factors for cross-border products²⁷

	Annual-biannual cross-border product	Regular departure cross-border product
Assumptions	<ul style="list-style-type: none"> • Currency and conversion rates used • VAT values in each country 	
Revenue assumptions	<ul style="list-style-type: none"> • Frequency of event • Realistic number of participants • Rack rate (with and without VAT) 	<ul style="list-style-type: none"> • Beds per trip • Bed nights available per year • Assumed occupancy per trip • Number of trips per year • Rack rate per bed, per trip (with and without VAT)
	<ul style="list-style-type: none"> • Additional sales (e.g. drinks, craft) • Agent and credit card commissions • % of sales sold by agents & paid by credit card • Food cost per participant • Corporate sponsorship to finance the event • Any incentives or subsidies • Describe in-kind contributions by partners including the TFCA and other stakeholders. 	
Cost assumptions	<ul style="list-style-type: none"> • Buildings and refurbishment costs • Equipment costs (e.g. vehicles, bikes, kayaks, tents etc.) • Furnishings and fittings costs • Vehicle running costs • Marketing costs (e.g. exhibitions, advertising, website, video/photography) • Salary/wage costs (including for volunteers) • Training costs • Fees charged by each protected area in the TFCA (e.g. entry, vehicle, filming, etc.) • Border fees (e.g. import duties, visas, work permits etc.) • Communication costs • Office costs • Power and utilities • Repairs and maintenance • Security costs • Insurance – public indemnity and business interruption • Audit and other professional fees • Interest on loans • Bank charges • Other direct operating costs (e.g. stakeholder engagement meetings, camp set up costs) 	
Projected revenue	Cash flow forecast and financial model for years 1-5 Break-even analysis relative to occupancy levels	
Benefit distribution	Description of distribution of retained income / profit (e.g. to proponent, operator) and expenses (e.g. to host countries, local communities etc.)	

Determine where financing for capital and operational costs will be obtained from. Some of the funding options used previously by cross-border tourism products in TFCAs are outlined in the table below. Recognize that donors may have highly bureaucratic processes, with lengthy delays between a proposal

²⁷ Adapted from Prime Africa Consultants (2014) Development of a sustainable financing strategy for the /Ai-/Ais Richtersveld Transfrontier Park, Final Report, 18 December 2014, Report to GIZ

being submitted, awarded, and funds actually being released. Traditional banks can be used for asset finance (e.g. vehicle loans).²⁸

Table 11: Financing mechanisms for cross-border tourism products²⁹

Description	Examples
Extra-national funding from international donors and NGOs (e.g. EU, World Bank, environmental funds)	Desert Knights, Lubombo Ecotrails, KAZA Golf Classic
In-kind support (e.g. volunteer time, protected area contributions)	Desert Knights, Tour de Tuli
Direct central government support through central budgets.	Wildrun Africa, Desert Knights
Private sector funding, including for protected areas or public private partnership agreements	Wildrun Africa, Desert Knights
Commercial loans / soft loans	Transfrontier Park Destinations
Sponsorship	Tour de Tuli (Nedbank)
Taxi incentives	Tour de Tuli (S18 Tax certificate in South Africa)
Crowdsourcing	

4.2.7 INTEGRATING SUSTAINABILITY, ENVIRONMENT AND DEVELOPMENT IMPACT

Decide how sustainability will be integrated into the cross-border product, including environmental, socio-cultural and economic issues, using the outline below in Table 12. Some elements of this will relate back to the goals and motivations for the cross-border product established earlier in the process (see section 4.1.1). Socio-cultural elements may be based on local benefits outlined in the **Project Concept**, the stakeholder engagement processes (see section 4.2.3), and business model (i.e. partnerships – see section 4.2.4). Some economic elements will already have been explored during the review of governance arrangements (see section 4.2.4). The environmental review will collate information that can be later used in the product's Environmental Management Plan (see **Step 3**, and Annex 3.7).

Table 12: Sustainability analysis for cross-border products³⁰

Aspect of sustainability	Decisions and description needed
Environmental	<p>Describe what type of environmental assessment has taken place, to predict negative environmental impacts on wildlife, habitats, soil and watercourses.</p> <p>Describe how potential negative impacts will be avoided or mitigated during development, operation and decommissioning (e.g. site planning, avoiding sensitive sites, water use, waste management, sewage, energy use).</p> <p>Describe how the product will contribute to conservation (e.g. awareness, funds for conservation etc.)</p> <p>Use of different routes/camp sites/river crossing points for each event/trip.</p> <p>Describe what environmental monitoring will take place.</p>
Socio-cultural	<p>Describe how culture will be incorporated in the product, conserved and promoted.</p> <p>Describe the number of staff that will be employed (both permanently and temporarily), including the number from local communities, the number of women and youth, and which country they will come from.</p> <p>Describe any training and skills development activities that will be done.</p> <p>Explain whether local people will participate as guests in the product, how they will be selected and how many there will be.</p> <p>Describe any cultural exchange that will take place between different communities.</p> <p>Describe what non-financial benefits local communities will get from the product.</p>

²⁸ Adapted from O'Leary, G. (2014) Operating in the TFCA: The voice of experience, Presentation at the Conference on Guidelines on concessioning and sustainable tourism investment in TFCA in SADC, Garden Court OR Tambo, South Africa, 2-3 September 2014

²⁹ Adapted from Prime Africa Consultants (2014) Development of a sustainable financing strategy for the /Ai-/Ais Richtersveld Transfrontier Park, Final Report, 18 December 2014, Report to GIZ

³⁰ Adapted from Prime Africa Consultants (2014) Development of a sustainable financing strategy for the /Ai-/Ais Richtersveld Transfrontier Park, Final Report, 18 December 2014, Report to GIZ and Adapted from Whittington, B., Shetukana, R., and Bezuidenhout, H. (2017) Recreational mountain biking – Desert Knights Mountain Bik Tour: Environmental Management Plan, /Ai-/Ais-Richtersveld Transfrontier Park, November 2017, South African National Parks

Aspect of sustainability	Decisions and description needed
Economic	Describe the small business opportunities what will be provided for local people, women and youth. Quantify the value of local procurement and wages, and indicate the anticipated value per country, for women and youth. Describe how profits will be distributed between partners and beneficiaries in different countries, and where possible, how they will be used. Ensure that the product will be commercially viable and profitable (see sections 4.2.5 and 4.2.6).

To establish what goods and services are available to buy in the local economy, a **supply-chain assessment** can be undertaken. This will help to understand the current availability of goods and services and skills in local areas, and to establish efficient and effective plans for sourcing (i.e. prioritizing local procurement where practical), and to plan interventions to improve local supply and quality (e.g. training for local artisans/farmers) (see link in Box 3).

Box 3: Tools to help review supply & value chains to maximize local benefits

- Responsible Tourism Supply chains: Available from https://www.slideshare.net/duanesrt/rt-trainer-guide-unit-6en-160414?from_action=save
- Operational guidelines for community-based tourism in South Africa.³¹ Available from [https://tkp.tourism.gov.za/Documents/Community Based Tourism Operational Guidelines.pdf](https://tkp.tourism.gov.za/Documents/Community%20Based%20Tourism%20Operational%20Guidelines.pdf)
- Inclusive tourism: Opportunity study guidelines, Tourism-led poverty reduction program, Available from [http://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/InclusiveTourism_opportunity study guidelines low res.pdf](http://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/InclusiveTourism_opportunity_study_guidelines_low_res.pdf)³²
- How to . . . ?” tools: Available from www.odi.org.uk
 - Brief 1: Boosting procurement from local businesses
 - Brief 2: Stimulating local cultural and heritage products

Good practice principles for benefit sharing in cross-border products include:

- **Strive for equitable distribution of expenditures between countries**, with a percentage split between the participating countries in relation to effort. This is the practice in the Kgalagadi TP and the /Ai /Ais-Richtersveld TP.
- **Aim to provide equal payments for similar services in each TFCA country, and for men and women.** This would mean that the same salaries or payments being made for the same service in each country (e.g. all drivers would be paid the same amount per day, regardless of the country of work, women and men paid equally for the same service).
- **Establish clear plans for benefit sharing**, including:
 - who benefits from revenues and profits;
 - who is responsible for payment of costs during planning and operation (e.g. human resources, equipment, stakeholder identification, consultation processes, coordination);
 - how operational expenditure is allocated between countries and service providers (e.g. in relation to local costs; level of effort);
 - how retained income/profits are distributed, and on what basis (e.g. equal share, or in relation level of effort);
 - how benefits are communicated with relevant stakeholders to ensure transparency; and
 - a clear and agreed monitoring and reporting framework.

³¹ Spenceley, A., Rylance, A., Nanabhay, S. and van der Watt, H. (2016) Operational Guidelines for Community-based Tourism in South Africa, Department of Tourism: Republic of South Africa

³² Ashley, C. Mitchell, J. and Spenceley, A. (2009) Inclusive tourism: Opportunity study guidelines, Tourism-led poverty reduction program, International Trade Centre

4.2.8 RISK

Risks associated may be financial, political, environmental, social. These risks may be internal or external and, therefore, may be difficult to manage or plan for. They can lead to costly delays, stoppages, negative publicity, threats to the operation, and unforeseen expenditures. There can also be reputational damage to the product proponent or the TFCA, which may ultimately be more costly than the immediate financial cost impacts of a project.³³ A risk assessment should be undertaken for the cross-border product including:

³⁴

- Identification of financial, political, environmental, social, health, reputational and market risks of the cross-border product, options for reducing and mitigating risk, and alternatives;
- Identify potential liabilities, and insurance options.
- Cumulative impacts, resulting from incremental impacts relating to other existing or planned developments (e.g. other tourism facilities and services in the TFCA).

Box 4: Risks associated with cross-border products

- Border delays for equipment, staff and participants.
- Lack of protection of intellectual property shared with stakeholders.
- Loss of momentum or trust.
- Changes in personnel that understand the product, coupled with a lack of institutional knowledge retained.
- Participant and staff injuries and emergencies (e.g. caused by wildlife, terrain, weather).
- Unexpected changes in cross-border regulations, or fees in TFCA countries.
- Conflict between or among partners (e.g. between TFCA countries, within communities).
- Permissions and permits do not arrive in time (and associated liability of operator to refund an entire trip cost, if it cannot take place).
- Incompatible land uses, and illegal activities (e.g. poaching, drug and vehicle trafficking).
- Different levels of security or health risks in one or more of delivery and product experience in the TFCA partner countries, impacting the entire product.

Establish a risk management framework, with a mitigation plan that lists risks, their likelihood, liabilities, and potential responses to them (see template in Annex 3.3). Ensure that proposed responses are simple, clearly communicated, and practical to achieve. Monitor changes in these risks throughout the development and operation of the cross-border product. In some instances, the risks may be too high, and the mitigation options too challenging or costly, in which case the cross-border product would not proceed to be developed. For example, (1) making first aid and medical evacuation services and trained personnel available to clients and staff; (2) ensuring that there are Standard Operating Procedures in relation to accidents, health and safety, and hygiene; and (3) checking that participants have their own medical insurance, can all help to mitigate health risks.

4.2.9 INDICATORS OF PROGRESS AND SUCCESS

Establish the indicators that will be needed to monitor and report on to demonstrate the success (or not) of the cross-border product in meeting its obligations to partners and stakeholders and the cross-border products objectives. Suggestions for the types of indicators that could be incorporated into an **Operator Agreement** are outlined in Table 13 below. Document suggestions in a monitoring and evaluation plan with clear objectives and targets. Liaise with the TFCA International Coordinator to confirm that the plan

³³ Adapted from IFC (2014) Managing environmental and social risks, accessible from http://www.ifc.org/wps/wcm/connect/Topics_Ext_Content/IFC_External_Corporate_Site/IFC+Sustainability/Risk+Management/

³⁴ Adapted from IFC (2012) op. cit

is aligned with the SADC TFCA Monitoring and Evaluation Framework³⁵, and TFCA-specific monitoring and evaluation systems (e.g. KAZA and Great Limpopo TFCAs have M&E frameworks³⁶).

Table 13: Indicator examples for monitoring and evaluating cross-border products³⁷

Product characteristic	Information to be collected
Commercial	Occupancies and numbers of participants, origin, length of stay, number of repeat visitors. Partners and equity arrangements. Changes in infrastructure and services. Profit and loss. Participant satisfaction feedback (e.g. value for money, quality of experience, safety, likelihood of referral etc.)
Governance	Number of meetings of partners and key stakeholder held. Indicators of collaboration and joint-management. Incidents of conflict and conflict resolution.
Environmental	Impacts that occurred, and how they were avoided or mitigated during development, operation and decommissioning (e.g. site planning, avoiding sensitive sites, wildlife conflict). Indicators of environmental management (e.g. volume of water and energy used, amount of solid and sewage waste produced). Contribution to conservation (e.g. awareness raising, funds for conservation etc.)
Socio-cultural	Number of staff that were employed (both permanently and temporarily), including the number from local communities, the number of women and youth, and which country they came from. Training and skills development activities, and number of recipients. Number of local people participants as guests, and selection process. Cultural exchange activities that took place, from which communities, and numbers of participants. Any non-financial benefits that local communities obtained. Partnerships formed. Communications and meetings held
Economic	Number of small business opportunities that were provided for local people, women and youth. Value of local procurement and wages, and expenditure per country, and for women and youth. Value of profits distributed between partners and beneficiaries in different countries, and where possible. Destination promotion value.
Risk management	Reflection on risks identified in relation to occurrence and actions taken.

Note that agreeing these indicators during the Design and Feasibility step ensures awareness of them during Development and Operation, and be able to gather information to report on them once the cross-border product has been run.

4.2.10 DECIDING WHETHER TO PROCEED OR NOT

Compile a **Feasibility assessment** report, to provide a detailed review of this step (see outline in Annex 3.2). Use the assessment to decide whether to proceed or not with the cross-border tourism product, carefully consider whether design is realistic, and whether the studies undertaken have established that there are no 'deal breakers' (e.g. risks too high, etc.). If 'no', then re-think the cross-border tourism product and consider alternative options. If 'yes', and the commercial and financial viability, coupled with and political and stakeholder acceptability is established, then proceed to the Step 3: Development.

³⁵ SADC Secretariat (2017) Southern African Development Community Transfrontier Conservation Areas Monitoring and Evaluation Framework (SADC TFCAs M&E Framework), Final Draft, September 2017

³⁶ Bocchino, C. (2017) Monitoring and evaluation of transfrontier conservation areas: A situational analysis report, Draft report, Version 0, February 2017, Report to the SADC Transfrontier Conservation Areas Programme

³⁷ Adapted from Prime Africa Consultants (2014) Development of a sustainable financing strategy for the /Ai-/Ais Richtersveld Transfrontier Park, Final Report, 18 December 2014, Report to GIZ

4.3 STEP 3: DEVELOPMENT

The Development step establishes the cross-border product design, formalises the business model and governance systems and continues stakeholder engagement. A business plan is written, and used to raise finance where needed, marketing activities are undertaken, and staff are recruited and trained.

Outputs include a cross-border tourism **Business plan** (see Box 5), with annexes including the **Feasibility Assessment** (see **Step 2**, and Annex 3.2) an **Operational Manual** (see Annex 3.4), and **Standard Operating Procedures** (see Annex 3.5) for the full product, and also a **Pilot test application**. The proponent also produces an **Environmental Management Plan** (see Annex 3.6).

These are submitted to the International Coordinator to facilitate a review within the TFCA Structure, and results in a **Permit to run a Pilot**. Following a pilot run of the cross-border tourism product, a Pilot Report is submitted to the International Coordinator to facilitate a review within the TFCA Structure. Subsequently, the JMB approves and **Operator Agreement**. This agreement may, or not be, a multi-year agreement.

4.3.1 FORMALISE THE BUSINESS MODEL AND GOVERNANCE FRAMEWORK

Finalise and formalise the entity that will own and operate the cross-border product. Depending on the governance structure:

- **Finalise all partnership agreements**, with documented agreements that are signed by all partners (e.g. relevant government entities, private sector, communities etc.). Ensure that the parties fully understand the implications of the partnerships including the costs and benefits. Ensure that agreements include details of:
 - roles and responsibilities of partners (including ownership of assets, land tenure, exclusivity, rights, and intellectual property), and relevant job descriptions;
 - agreed communication, coordination and decision-making processes;
 - how benefits will be allocated between countries, partners and other beneficiaries; and
 - how benefits will be verified and reported.
- **Sub-contract services** as needed, using the pre-agreed process and criteria (e.g. catering, transport, security, medical etc). Develop clear sub-contracting agreements with the preferred service providers, using local service providers where they are available.
- **Purchase all equipment needed, and plan procurement of consumables goods**. Develop clear agreements with delivery schedules. Procure local goods and services where they are available.
- **Apply for all permits and permissions** required, including cross-border movement of food, equipment, labour (e.g. guide and driver registrations, sub-contractors, work permits, business and equipment licenses – see section 4.3.4) and tourists. Follow up on these, to ensure that they are obtained in time to run the product.
- **Continue to maintain a clear record** of decisions made, permission requests submitted and decisions made, with partners and the TFCA structure.

Also, to support the smooth flow of the development phase, develop a detailed calendar to prepare for the event, including the timing of all preparatory activities, highlighting critical milestones and deliverables, and who is responsible for them (see example in Annex 3.7).

4.3.2 COORDINATE AND COMMUNICATE WITH STAKEHOLDERS

Implement the stakeholder engagement plan and communication strategy (see section 4.2.3).. Ensure that good communication and coordination is maintained with key stakeholders. These will include the TFCA International Coordinator, members of the security cluster, and partners. Ensure that the flow of key decisions is maintained to ensure coordination, maintain trust and transparency.

Face-to-face meetings are best for strategic discussions and decision making with authorities, or where there are particular challenges to overcome. They can also be most effective for members of rural communities, coupled with role-plays to explain the product. For these meetings, ensure that logistics are not a barrier to participation (e.g. awareness of the meeting, transport etc.) Meetings can be boosted by engagement through email, phone calls, WhatsApp groups, video conferences, radio broadcasts and newsletters. Radio broadcasts, social media and public notices can be used to raise general awareness of the product in local communities.

4.3.3 MARKETING AND PROMOTION

Establish the marketing and promotion plan for the cross-border tourism product, and marketing materials³⁸. Incorporate the following:

- **Liaise with destination promotion agencies for collaborative promotional campaigns.** Include Boundless Southern Africa, RETOSA, authorities for the protected areas that the product uses, and destination management organisations (i.e. at national, destination or local tourism authorities, agencies, and boards that are responsible for tourism promotion). Use these collaborations to make participation at **trade fairs** (e.g. Indaba, ITB), **product launches**, and linkages between their websites and the products', and the production of **brochures** more cost-effective.
- **Develop agreements with travel agencies and tour operators** to promote and sell the product to their clients, in return for commission (e.g. 25-30%) or in return for complementary slots. Consider offering them familiarisation trips during the pilot testing so they understand the product (see section 4.3.7).
- **Use the internet to promote and sell the product** directly to clients, using a website (and booking platform), web-based advertising and social media to promote and sell the product directly to clients. Social media platforms used by cross-border products such as Wildrunner include Facebook, Instagram, Twitter and blogs. Encourage previous clients to share information with their friends and family, and sharing social media platforms, for free word-of-mouth promotion. These options can be very cost effective for direct sales, and products like Tour de Tuli and Desert Knights have online promotion and booking systems.
- **Use direct email to contact previous clients**, or clients of partners or complementary products to promote forthcoming products.
- **Engage with the media**, and use press releases, radio and TV features, advertorials and magazine features to share news of forthcoming or recent products. Consider national and local media outlets, and focus on those that are designed for the target market. Wildrun Africa uses of a dedicated emailer to distribute messages to 1000s of digital magazine subscribers.³⁹ Consider reserving a few complementary places for media representatives.
- **Promote the product with enticing messages in relevant formats (e.g. print, online, radio, video)** about the unique experiences, iconic destinations, and celebrity champions and influencers (where relevant).
- **Use appropriate languages for promotional messages to the target market**, for international and local participants, and also for communication with local stakeholders and community members.
- **Be contactable.** Ensure that the email address and phone numbers provided in promotional materials are up to date, and that someone is responsible for responding to queries.

Have a well thought-out marketing plan, and have a person dedicated to working on promotion. The plan should focus on public relations, marketing specific products, and sales. Ensure that the brand is clear, and relevant to the product design and that sufficient funds have been allocated to marketing. Also include the roles and responsibilities for promotion in partnership agreements.

³⁸ e.g. see tools for marketing strategies and plans at <https://www.wikihow.com/wikiHowTo?search=marketing+plan>

³⁹ Adapted from Pers. Com. O. Middleton, Wildrunner, Email February 2018

Ensure the sales and reservation process is in place, with well-trained, service-oriented sales staff. Ensure that sales staff fully understand the product (if possible, by participating in preparation trips). Establish an online registration and payment system, where participant details can be automatically transferred into Standard Operating Procedures (e.g. participant manifests). Provide options for electronic payment (e.g. ETF, credit card, etc.), for the product and any additional services they want to book (e.g. extra drinks, spa, massage, etc.).⁴⁰

4.3.4 STAFF RECRUITMENT AND TRAINING

Recruit the staff required (e.g. director, guides, catering team, medical personnel, maintenance staff etc.), in line with staffing principles (e.g. gender balance, fair remuneration, recruitment from local communities, youth, etc.) and the product design requirements (section 4.2.2). Ensure adherence to local labour laws and employment standards in the countries of operation. Emphasise recruitment of local staff, in line with the benefit sharing and community engagement plans for the cross-border tourism product (e.g. 80% local; 20% non-local). For staff that will need to cross international borders, ensure that they have a passport and any permits required for them to work in each country have been obtained (see section 4.1.1). Provide any training that is required for each staff member to perform their roles and responsibilities adequately, whether they are permanent or temporary employees, and consider their career paths, personal development and progression over multiple-years. Some training may be provided when the product operates, such as guides. For volunteers and/or local community members, ensure that they have received appropriate training and understand their roles.

4.3.5 BUSINESS PLAN AND SUPPORTING DOCUMENTS

If it is necessary to raise finance from commercial lenders or donors for the cross-border product, develop a realistic business plan using the outline in Box 5. The business plan can be used to clarify the goals of the product, and to be persuasive in raising finance and other resources needed for the cross-border product (see section 4.2.6). Be cognizant of the following issues:

- Consider a mixture of funding sources for start-up capital costs (see **Table 11**).
- Mobilise partners to help secure funding and other resources.
- Review how profits will be re-invested into future operation of the cross-border product, to reduce the need for fundraising in the long-term.
- Use in-kind contributions from the protected area authority (including exemptions and incentives) and volunteers where possible to reduce financial costs.
- Cross-border tourism operates in very risky environments, in terms of security of land tenure, safety, jurisdiction, and wildlife. These risks can put off some investors.
- Emphasize the return on investment, including development impacts for local communities and non-financial benefits.

⁴⁰ Pers. Com. N. Harris, email, 6 February 2018

Box 5: Business plan outline for a cross-border tourism product^{41,42}

- Goals and objectives (section 4.1.1)
- Product design, (section 4.2.2) including permits and permissions.
- The business model, (section 4.2.4) including
 - roles, commitments and responsibilities of identified partners.
 - coordination, decision making and communication mechanisms.
- Market analysis (section 4.2.5).
- Project schedule, including the development process, operation of the product, reporting and exit (section **Error! Reference source not found.**).
- Marketing plan (section 4.3.3).
- Human resources plan, including recruitment and training (section 4.2.2).
- Financial plan and projections, including best, average and worst-case scenarios (section 4.2.6)
- Sustainability plan, including direct and indirect socio-economic and cultural linkages with local communities, biodiversity conservation and environmental management (section 4.2.7).
- Critical risks and assumptions (e.g. changes in legislation and personnel) (section 4.2.8); and
- Monitoring and evaluation (section 4.2.9).

Annexes to support the business plan should include the following components:

1. **Feasibility assessment**, developed in Step 3 (see Annex 3.2).
2. **Operational Manual (or implementation plan)**: This addresses operations, logistics, costings for the full product (see Annex 3.4 for a template).
3. **Standard Operating Procedures (SOPs)**: This is a detailed operational manual of do's, don'ts, standards, procedures, a risk matrix, safety and security protocols, equipment, and contact persons for the full product (see Annex 3.5 for outline). This is a living document, and will be revised each time the cross-border product is run.
4. **Pilot test application**: This describes a proposed pilot test of the product, and addresses border crossings, government clearances, and includes a pilot test participant manifest (e.g. see Annex 3.8 for a template participant, staff and vehicle manifest for undesignated border crossings).

At this state, also prepare an **Environmental Management Plan**. This provides a management framework for controlling environmental impacts of the cross-border product in the TFCA, with a management and implementation structure (see Annex 3.6 for template, and information collected during Step 2, section 4.2.7).

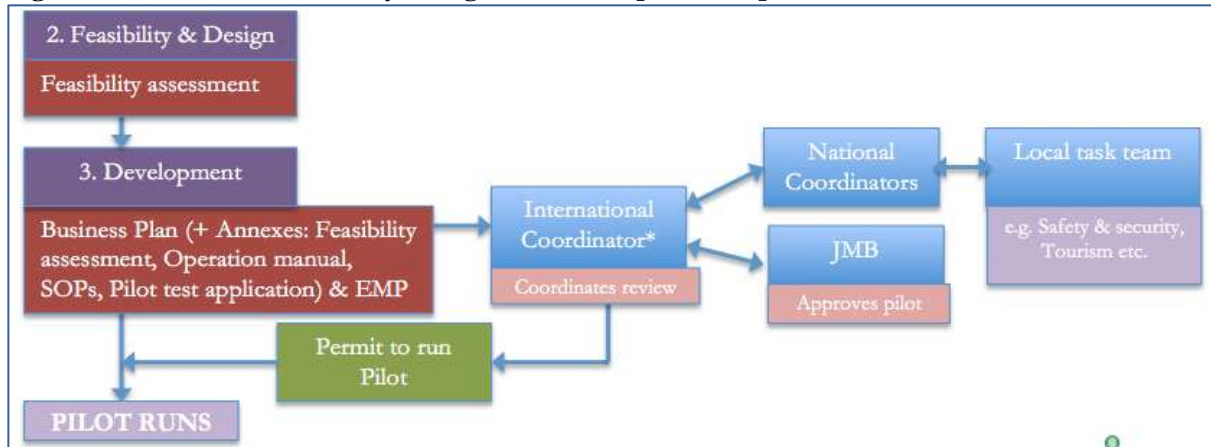
4.3.6 APPLY TO RUN A PILOT TEST

Submit the **Business plan** with its annexes (i.e. **Feasibility Assessment, Operational Manual, SOPs, and Pilot test application**) with the **Environmental Management Plan (EMP)**, to the International Coordinator. These documents should be prepared in line with the full and finalised product in mind.

The International Coordinator facilitates a review process within the TFCA Structure, and seeks feedback from national coordinators, local task teams, and approval from the JMB (see process in Figure 5). The TFCA Structure reviews the Business plan and EMP to ensure that they are aligned with the area's objectives, as outlined **Concept Endorsement**, and that it is still aligned with the TFCA treaty or MoU, and management plan. The TFCA Structure also reviews the Pilot test application. If approved the proponent is provided with a **Permit to run a Pilot** by the JMB. This allows the operator to run a pilot test of the product.

⁴¹ Adapted from Alberta Tourism, Parks and Recreation (1991) Tourism business planning guide: a guide to assist with the preparation of a business plan, accessible at https://www.albertacanada.com/files/albertacanada/2-Business_Planning_Guide.pdf

⁴² For business planning tools and guidance, see <https://www.wikihow.com/wikiHowTo?search=business+plan>

Figure 5: Overview of feasibility, design and development steps

*This may be an International Coordinator, Coordinating Country's National Coordinator, TFCA Focal Point or TFCA Secretariat

4.3.7 RUN PILOT TEST

Once all the elements are in place, the operator pilot tests the cross-border product. The operator should ensure that participants include members of the media (i.e. for promotion of the event), protected area officials who need to understand how the product works in order to make it work (e.g. security cluster representatives), test participants from target markets, and other target stakeholders (e.g. community representatives, champions).

Monitor the performance of the pilot. Obtain detailed feedback from the participants, including the quality of the experience, potential challenges or risks, and options for improvement. For products with many participants (e.g. adventure events), review the flow and movement of participants through the camp and along routes used. Review the 'back of house' areas, particularly for kitchen, maintenance and waste disposal areas. Also consider transport and logistics, access and parking space.

Ensure that a dedicated person from the Protected Area Authority is present throughout to monitor implementation of the **Environmental Management Plan**.

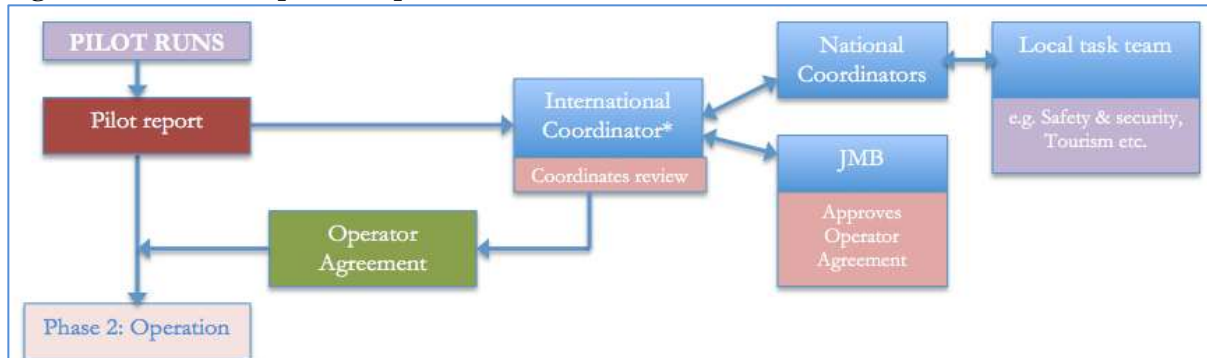
4.3.8 APPLICATION FOR OPERATOR AGREEMENT

Based on the monitoring reports, create a **Pilot Report** that compiles the lessons learned from the pilot test, and indicates any areas for adjustment to enhance the product, and deal with any challenges identified.

Submit the **Pilot Report** to the International Coordinator, along with any adjustments made to the Business plan and EMP as a result of the Pilot test. The International Coordinator facilitates a review process within the TFCA Structure, and seeks feedback for an **Operator Agreement** from national coordinators, local task teams, and approval from the JMB (see process in Figure 6). The TFCA Structure reviews the report to ensure that it is aligned with the area's objectives, as outlined in the **Permit to run the Pilot**, and that it is still aligned with the TFCA treaty or MoU, and management plan.

If approved the proponent receives an Operator Agreement from by the JMB. This allows the operator operate the product fully, and may be valid for multiple-years or events.

Figure 6: Overview of pilot test process

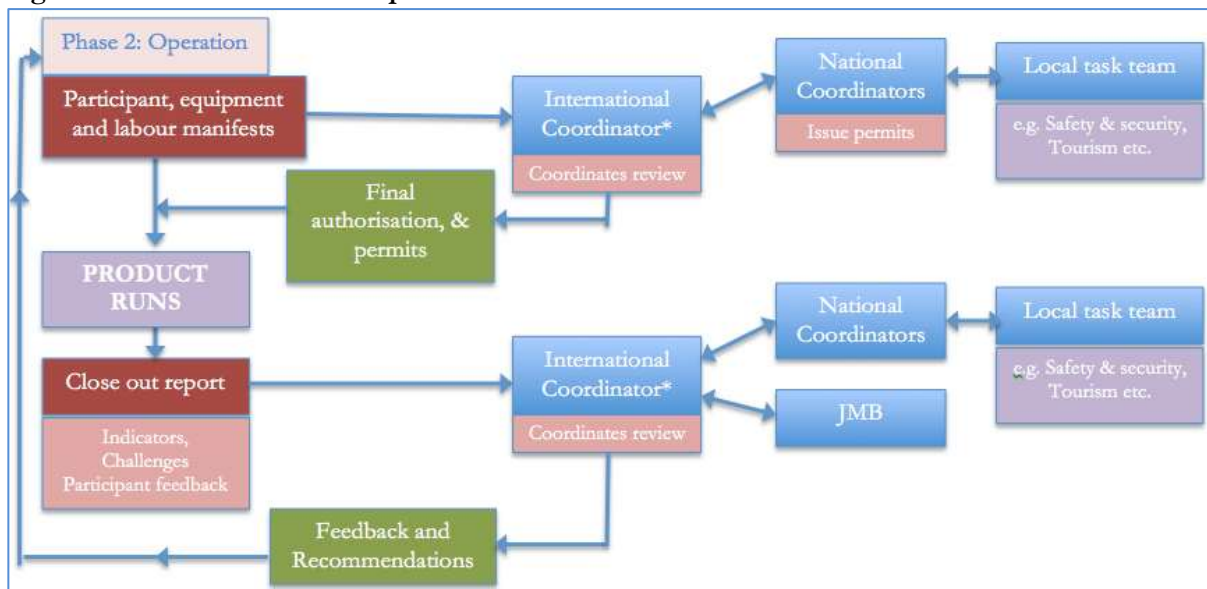


* This may be an International Coordinator, Coordinating Country's National Coordinator, TFCA Focal Point or TFCA Secretariat

5 PHASE 2: OPERATION OF CROSS-BORDER TOURISM PRODUCTS

Phase 2 is the operation of the cross-border tourism product. The product is run with its participants in line with the **Operational Plan**, and using the **Standard Operating Procedures**. With the comprehensive planning undertaken in Phase 1 (including lessons learned from the pilot test of the product, and any adjustments made as a consequence) this should be relatively straightforward. The output of this step should be satisfied clients and partners, and a financially, environmentally, and socially sustainable product. A **close out report** should be submitted to the TFCA that details achievements on the product's objectives, agreed indicators, and benefits shared (see Annex 3.9 for template).

Figure 7: Overview of Part 2: Operation

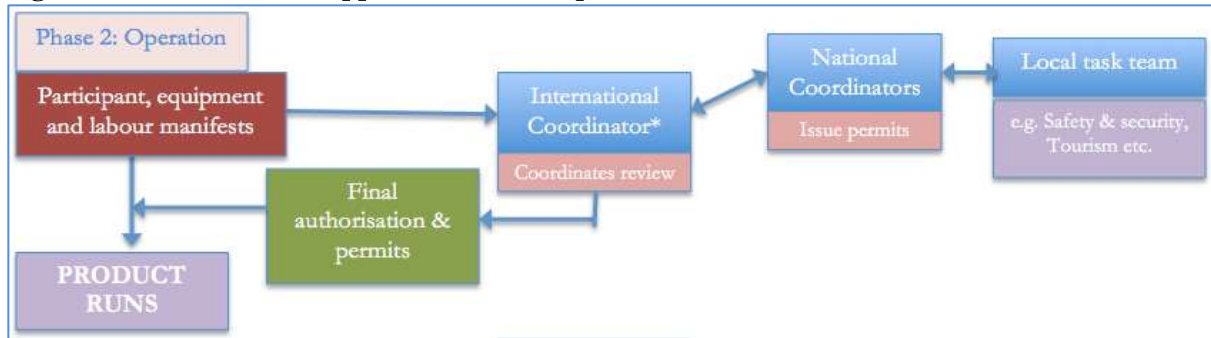


* This may be an International Coordinator, Coordinating Country's National Coordinator, TFCA Focal Point or TFCA Secretariat

5.1 APPLICATION FOR FINAL APPROVALS AND EXEMPTIONS

Prepare the applications for final approvals to run the cross-border product. This will incorporate final details of border crossings (e.g. dates, location), government clearances and exemptions (e.g. for labour, services and equipment, as applicable), and includes a participant, vehicle and staff manifest (e.g. see Annex 3.8 for a template).

These should be submitted to the relevant TFCA International Coordinator for review and approval by National Coordinators (see process in Figure 8). If approved, the proponent is given their final authorisations and permits.

Figure 8: Process for final approvals and exemptions

*This may be an International Coordinator, Coordinating Country's National Coordinator, TFCA Focal Point or TFCA Secretariat

5.2 RUNNING THE CROSS-BORDER PRODUCT

In final preparations before the cross-border product begins, ensure that:

- **Coordination of the product is finalized**, using final pre-product meetings and engagements to iron out any final logistical issues, and ensure everyone is familiar with the SOPs and authorizations. These should include all parties with a role to play in successfully delivering the product (e.g. product proponent, International Coordinator, TFCA Task Team, community entities etc.)
- **The event schedule in the Operational Manual is up to date**, and all responsible personnel have a copy.
- **The Protocols and Authorizations are up to date**, including for cross-border movement of staff, participants, equipment, consumables and service providers. Indemnity forms have been signed by all participants and staff and are filed for quick access, as well as copies of passports.
- **All payments are processed**, for staff, service providers, permits, food and drink, insurance etc.
- **The operational communications structure is established and understood**, with focal points and lead contact people for particular issues. This includes ensuring that all necessary communication equipment is in place, such as radios and satellite phones where there is no cellphone reception. These elements are detailed in the Operational Manual.
- **Everyone is ready**, this includes:
 - **Government officials**, who know what their roles and responsibilities are, and their logistics are organized (e.g. transport and accommodation for border officials to reach undesignated border crossings).
 - **Product staff**, who know what they are supposed to do, when, where, how, and have the equipment and paperwork that they need ready (including passports).
 - **Camps and routes are ready** for staff and participants to arrive, with adequate accommodation, food, ablutions, water, and power.
 - **Service-providers** are in place, and have their permissions and/or exemptions, transport, equipment and materials needed, and are ready with trained staff to provide good hospitality to participants. Caterers are aware of any nutritional requirements of staff and participants.
 - **Participants**, who know where they are arriving, what to bring with them (including their passports), what not to bring (e.g. fruits, meats), and what to expect.
 - **All stakeholders, including landowners and local community members, who are aware** that the product is taking place, when, where, and what will take happen, and how they are supporting it.
 - **The media**, who are prepared for participation on the product and/or to create timely press releases (also see section 5.5).
- **Safety and security issues, and other potential difficulties are prepared for**. Everyone is familiar with the Operational Manual, and familiar with the safety and security plan. They are aware of who they need to contact in case of difficulty or emergency (e.g. first aid, medical evacuation), and what other actions to take if safety or medical challenges arise in each country. Ensure that all staff and participants are covered with insurance for medical emergencies, and that

the Emergency Response Team is ready (also see sections **Error! Reference source not found.** and 5.7)

Run the cross-border product in line with the Operational Plan and using the Standard Operating Procedures. The Protocols and Authorizations are used during implementation to provide protected area officials and the security cluster (e.g. police, immigration, customs) with evidence of the permissions needed for cross-border movement.

5.3 ENSURING PRODUCT AND SERVICE QUALITY

A major part of ensuring product and service quality is ensuring that the cross-border product is run to plan, and that everyone is working towards providing an excellent experience for participants. During operation of the cross-border tourism product, the following activities can help to enhance product and service quality:

- **Deliver on promises:** Ensure the product is consistently run all across the event according to the **Operational Manual** and **Standard Operating Procedures**, and that relevant coordinators have copies. Stick to the schedules and routes that have been planned and agreed – particularly for border crossings. Ensure that it is implemented as advertised to participants, and aim to exceed their expectations.
- **Orientation:** Staff and participants receive orientation and safety briefings on arrival, and as needed during operation of the product. This includes briefings on local cultures and norms and enhancing the sustainability of the product.
- **Communication:** Ensure that communications are adequate between all key people (e.g. government representatives, coordinators, staff, participants, communities, suppliers, etc.) before, during and after the product is run. They know who to contact with problems, and how (e.g. phone, meetings, etc.).
- **Feedback:** Provide avenues for participants, staff, partners and stakeholders to give feedback and make adjustments to make quick improvements where possible. Keep a record of this feedback, and any notable actions that need to be adjusted when the product is re-run. Encourage participants to rate the experience on online platforms, such as TripAdvisor or through feedback surveys.
- **Coaching and skills development:** Ongoing coaching is provided to staff, community members, and service providers as needed, particularly if volunteers or trainees are in place.
- **Facilities and services:** Ensure that the flow of the camp works for the number of participants, and that the quality of accommodation, furnishings, food and drink, and ablution is high, with regular inspections and cleaning. For kitchens, ensure good health and safety practices for food storage and preparation.
- **Medical and safety services:** There are certified medical staff in place, guides and staff with first-aid and other medical equipment and training. Information related to staff and participant travel and medical insurance are accessible. Signage and information on an evacuation plan is visible. Possible medical emergencies have been anticipated in product location (including along trails, routes and exit points, and for environmental hazards such as rivers and wildlife).
- **Environmental management:** Make sure that the product adheres to the Environmental Management Plan (EMP), and that a TFCA representative is present to ensure compliance. Check that waste disposal, health and sanitation are regularly inspected and well managed. Ensure that any effluent or accidental spills are cleaned up quickly and properly (also see section 4.3.5).

5.4 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

Continue to implement the cross-border product stakeholder engagement plan and communication strategy (see section 4.3.2), this includes.

- Promote an ethos of open communication, information sharing, briefing meetings and open dialogue.

- Practical communication approaches are used during operation for quick responses, including radio and cellphone, satellite phones (for emergencies), and portable wi-fi in remote areas for emails.
- Ensure that the agreed protocols for communications is understood and maintained (i.e. approach, and focal contact points)
- Contact lists are up-to-date, shared and available (including within the Operational Manual).

5.5 MANAGEMENT OF THE MEDIA

Optimize use of the media to maximize the coverage that the cross-border product obtains. This is particularly important for high-profile events that have considerable sponsorship. Aim to do the following:

- **Brief the media** prior to start, and check accuracy of their understanding of the product design. Provide notes, brochures, photos, and other relevant materials in press packs for media.
- **Host media representatives** to participate in the cross-border product. Assist in covering their costs to participate.
- Ensure **agreements are in place** for the product owner to have rights to use images and stories produced by the media.
- **Post updates**, images, stories, and videos on social media during operation of the product (e.g. on Facebook, Instagram, Twitter, etc.).
- **Manage any 'crisis'** that takes place from the media to avoid negative publicity. Deal swiftly and decisively with any negative publicity that arises, to limit reputational damage and resolve concerns.
- **Follow up afterwards**, to check that agreed articles and press releases were published as agreed. Check the reach and value of promotional activities.
- **Share marketing achievements** and outreach with local stakeholders (e.g. community, staff, etc.)

Also encourage participants to share their experiences, images and stories on social media, and ensure that they link to the product's platforms (e.g. dedicated product Twitter hashtag).

5.6 FINANCIAL MANAGEMENT

Manage the finances during operations, by sticking to the procurement plan where possible, to avoid going over-budget. Ensure that there are adequate financial procedures to pay for, and collect payment for, activities, consumables, emergencies, that may be needed during operation (including petty cash). Consider the practical implications of transferring funds across international borders, and currency issues. Follow agreed procurement procedures. Maintain a clear record of all expenditures with receipts, including where the expenditure was made (e.g. for reporting on local procurement in each country).

5.7 TROUBLESHOOTING AND RISK MITIGATION

No matter how comprehensively the cross-border product has been planned, and human resources prepared, there will be unanticipated challenges that will arise during operation.

- Use the risk-management matrix to plan responses to problems and crises as they arise.
- Ensure that everyone knows the focal point-of-contact and how to reach them when challenges arise, or if things go wrong.
- Ensure that there are simple and clear systems in place, and understood, to address problems.
- Have access to cash for last minute purchases required.
- Maintain communications and coordination protocols, including with key focal points.
- Ensure the emergency contact list is up-to-date and accessible.
- Triple-check that relevant people, equipment and documentation is in place for border crossings.
- Have the option to adapt or terminate the cross-border product if it becomes untenable, due to political, health or environmental crises, or extreme failure of processes and personnel.

- Promptly address any unethical, inappropriate or illegal conduct that takes place, by participants, staff or partners (e.g. alcohol abuse, bribes)

5.8 AFTER THE PRODUCT HAS BEEN RUN

Once the cross-border product is completed, and participants have left, undertake the following:

- **Clear up.** This may mean de-commissioning any temporary structures, removing all waste and cleaning up in line with the EMP.
- **Hold staff and partner de-briefings,** to share any lessons learned, and areas for improvement in the future. Take notes from these to include in the close out report.
- **Fix any equipment that has been damaged,** and note any replacements required for the future.
- **Claim on any insurance policies** as needed.
- **Update the equipment / asset register.**
- **Ensure safe and secure storage of any equipment or assets,** or return of equipment that was contributed in good condition (e.g. loans of vehicles by protected area authorities).
- **Update and amend the Operational Manual and SOPs,** in light of lessons learned. Ensure these are living documents.
- **Thank everyone,** including all staff, partners, suppliers, and sponsors for their support.

5.9 MONITORING, EVALUATION AND REPORTING

Follow the monitoring and evaluation plan to document key elements of the cross-border product, in line with the indicators and development impacts planned (see section 4.2.9). Use simple and standardized methodologies, and the following sources of information:

- **Satisfaction surveys:** Use a feedback questionnaire to get insight into the experience, and how to improve next time. Get feedback from participants, staff and stakeholders (e.g. TFCA structure, security cluster, service providers, community members).
- **Social media analytics:** Use online systems (e.g. GoogleAnalytics) to track online coverage of the cross-border product.
- **Financial records and procurement contracts:** Use these to quantify the value of expenditure, in line with the objectives and indicators (e.g. local expenditure, jobs in each country and for women and youth, etc.) and establish the local economic impact. Clarify how the actual expenditure related to the budget (e.g. on target, under- or over-budget).
- **Asset register:** Use this to review infrastructure and equipment, including its condition and any repairs or replacements required.

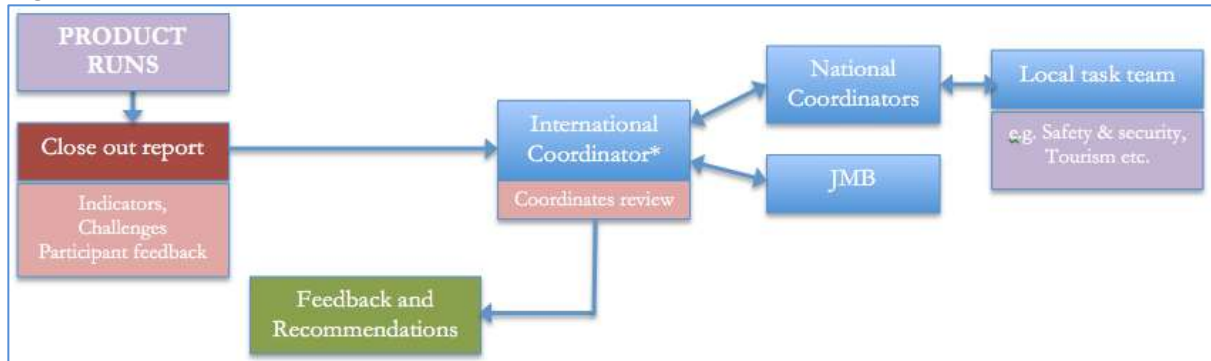
Document the baseline (i.e. starting condition), achievement towards targets, highlight targets that were met or exceeded, and explain any targets that were not achieved. Review the risk management matrix, and document risks that arose, what responses were made, and how effective they were. Consider independent evaluation of particular areas, particularly for financial reporting.

Produce a comprehensive **Close-out report** for the TFCA, partners and other relevant stakeholders that documents all required reporting elements, in line with contractual obligations regarding content and timing (see outline in Annex 3.9). Ensure the report is succinct, practical and clear. Highlight successes, and be honest about operational shortcomings and how these would need to be addressed in future. Emphasize any outcomes, particularly if they relate to achieving TFCA management objectives or SADC protocols (see section 4.2.1) and the SADC TFCA Monitoring and Evaluation Framework⁴³. Include recommendations for future events.

⁴³ SADC Secretariat (2017) Southern African Development Community Transfrontier Conservation Areas Monitoring and Evaluation Framework (SADC TFCAs M&E Framework), Final Draft, September 2017

Share elements of the report with participants and key stakeholders. In particular, share information on development and benefit sharing with local communities and local authorities, using the communication systems that worked well during the development phase (see section 4.3.2). This will help to maintain transparency, trust and good relationships between partners and stakeholders for future events and tours.

Figure 9: Overview of close out process



*This may be an International Coordinator, Coordinating Country's National Coordinator, TFCA Focal Point or TFCA Secretariat

5.10 REPLICATION AND SCALING UP

There may be a number of different reasons for repeating the cross-border product, or scaling up. These may include:

- **The cross-border product was successful.** It may have been commercially successful (i.e. profitable), with satisfied participants and stakeholders.
- **To strengthen the range and size of benefits,** whether improving infrastructure, making border crossings easier, raising more funds, or raising more awareness of the TFCA.
- **To meet demand.** There may be requests from new or repeat participants, project beneficiaries, sponsors and stakeholders in participating countries to repeat or upscale the product.
- **To improve the enabling environment.** By demonstrating that cross-border tourism products are commercially viable and practical to operate.

When thinking about up-scaling, consider the questions asked during Phase 1. In particular, consider the following:

- What would be up-scaled? Would it be frequency, the number of participants, or would it take place in the same or different locations in the same TFCA, or in a new TFCA?
- Is up-scaling part of the original objectives, or is it a response to its operation? How would up-scaling affect the product brand?
- What is the political climate for up-scaling cross-border events?
- Are previous partners, sponsors and stakeholders interested in up-scaling? Are there new champions for the product?
- Is there market demand? Is this from the same (or repeat) participants, or new originating markets or market segments? Are there other new competing products? Is there room for growth in the marketplace? Would the USP and quality be maintained if it was up-scaled?
- How would it be improved, or modified, in response to feedback and experiences? (e.g. changing location, routes, activities, communication, media outreach, etc.)
- How would the business model change? Would the same institution operate it, or would it be franchised out to another institution? How would link with other tourism or support services or products to do so?
- Would an up-scaled version be commercially viable, and profitable?
- How could the risks, and challenges, change with up-scaling? (e.g. reduced, increased, introduction of new risks?)

- How would equipment and human resources need to be adapted?
- What might be the implications for sustainability, in terms of environmental, socio-cultural and economic impacts of scaling up? How can the benefits be improved?
- How will the monitoring and evaluation processes, and reporting frequency be adjusted?

If the cross-border product was successful, then replication should be easier than the first time, because many of the processes and relationships would be in place. From a TFCA perspective, the protected area can provide concessions or multi-year permits for cross-border products and operation. The duration of these would relate to the time required for the proponent to make a return on their investment, and establish the product in the market place. Performance reviews would take place during the course of the permit period, to ensure that all partners were fulfilling their responsibilities adequately.

In the long-term, options for further implementation of the cross-border product would depend upon how it was initiated (as described earlier in section 3.2.) Some options for the way forward are suggested below in Table 14.

Table 14: Options for the way forward

Option	Description	Way forward after product is run
Option 1	Proponent generates a new cross-border product idea and approaches TFCA Structure to develop it (Unsolicited bid).	This option may run for several years under a multi-year permit to test the product. Subsequently it may be put out to tender, with acknowledgement of their intellectual property (see Option 3).
Option 2	Proponent within the TFCA Structure identifies, plans and develops cross-border product opportunities, and then identifies implementation partners (Negotiated bid).	After being run for several years, the TFCA Structure may decide to put the option out to tender (see Option 3).
Option 3	Proponent responds to tender from the TFCA Structure requesting proposals to establish new cross-border products in a TFCA (Competitive bidding).	This option would run according to the conditions of the contract. Once the contract period is concluded, the tender may be re-issued to seek a new operator. The incumbent operator may receive some preferential advantage if their performance was good.

The procurement process for dealing with each option would be outlined by the respective TFCA structure in line with country-specific legislation and policies. More information on tourism concessions and types of procurement processes can be found in the “Tourism Concession Guidelines for Transfrontier Conservation Areas in SADC” (see www.tfcportal.org).

6 ANNEXES

6.1 ANNEX 1: APPROACH TO TOOLBOX DEVELOPMENT

The methods used in developing the toolbox included a literature review and a multi-faceted stakeholder consultation and review approach.

6.1.1 LITERATURE REVIEW

Existing guidelines and case studies in transfrontier and sustainable tourism were reviewed to ensure that the report incorporated international best practices. Policy and planning documents that provide the regional context of tourism development in TFCAs were also reviewed (e.g. SADC Regional Indicative Strategic Development Plan, SADC TFCA Guidelines, product and attraction inventories for TFCAs, tourism plans for TFCAs). Furthermore, an online review was made of existing cross-border tourism products in SADC TFCAs, including TFCA events and products with more regular departures.

6.1.2 STAKEHOLDER CONSULTATION

The consultation stage incorporated a combination of interviews (face-to-face and by telephone), email consultation, online surveys, a 2-day expert workshop, and a validation workshop. This section describes the process of stakeholder identification, consultation tool development and use, and the workshops.

6.1.2.1 STAKEHOLDER IDENTIFICATION

In collaboration with members of the SADC TFCA Network and its Tourism Community of Practice, a stakeholder consultation database was developed relating to TFCA tourism products and key stakeholders including institutional and contact details. To identify international tour operators, an online search was conducted for operators promoting 'transfrontier' or 'transboundary' tours, and members of the Adventure Travel Trade Association. An overview of the key stakeholders, (and the method of consultation selected for each) is outlined in the table below, and a detailed breakdown of individual participation in the consultation processes is in Annex 2.

Table 15: Stakeholders proposed for interview and/or consultation workshop participation

Stakeholder	Expertise, specific TFCA or event	Form of consultation			
		Interview	Workshop	Online survey	Validation workshop
SADC Secretariat	Understanding of relevant regional legislation & of cross-border tourism products in SADC TFCAs		☐		☐
Specific members of the SADC TFCA Network	Understanding of relevant legislation and cross-border tourism products in SADC TFCA		☐	☐	☐
Members of the TFCA Network Tourism Community of Practice from the project backstopping team	Understanding of cross-border tourism products and issues in SADC TFCAs	☐	☐	☐	
Regional Tourism Organization of Southern Africa (RETOSA), Boundless Southern Africa and national tourism boards in SADC	Marketing, promotion and source markets for TFCAs and cross-border tourism products in SADC TFCAs	☐	☐	☐	☐
IUCN WCPA Tourism and Protected Areas Specialist Group (TAPAS) and	International best practice knowledge on sustainable			☐	

Stakeholder	Expertise, specific TFCA or event	Form of consultation			
		Interview	Workshop	Online survey	Validation workshop
Transboundary Group members	tourism and transboundary conservation issues				
Private sector, NGOs and protected area authorities operating TFCA products, including cross-border events	Specific cross-border tourism knowledge and experience	☐	☐	☐	
Regional and international tour operators with cross-border itineraries and tours in SADC TFCAs	Specific cross-border tourism knowledge and experience	☐	☐	☐	

6.1.2.2 CONSULTATION TOOL DEVELOPMENT AND USE

Three types of questionnaires were developed for use in online surveys and interviews (i.e. face to face, and telephone). These were based on the target information specified in the Terms of Reference, and as refined during the inception phase. Draft questionnaires were reviewed by the TFCA Network Tourism Community of Practice, finalized, and then distributed to their target stakeholder group (see Table 16).

Table 16: Survey consultation

Target stakeholder (consultation type)	Distribution	Sample size	No. responses
1. Policy makers and planners working on TFCAs and tourism in SADC (strategic questionnaire)	Circulated by GIZ to stakeholder database of 39 members of the SADC TFCA network, members of the TFCA Network Tourism Community of Practice, national tourism boards and tourism associations; by SADC Secretariat to 22 SADC TFCA national contact points; and by RETOSA to its 32 board members. The questionnaire was also distributed to members of the IUCN World Commission on Protected Areas Tourism and Protected Areas Specialist Group (TAPAS Group) with 500 members and Transboundary Group with (250 members). Survey open from 20 December 2017 to 28 February 2018 (i.e. 2 months) and again following the validation meeting from 6 July – 20 July 2018.	93 direct invitations 750 indirect invitations	26
2. Cross-border tourism product owners and developers (detailed questionnaire)	Circulated by GIZ to stakeholder database of 25 cross-border tourism product operators. Used as a basis for face-to-face and telephone interviews, and as an online questionnaire. Survey open from 1 December 2017 to 28 February 2018 (i.e. 3 months)	25 direct invitations	19
3. International and regional tour operators with existing or potential cross-border tourism tours (tour operator questionnaire)	Circulated by GIZ to international and regional tour operator database of 200 companies. The survey was also circulated by secretariats of the Association of Eastern and Southern Africa (ASA) (160 members) and Advancing Tourism to Africa (ATTA) (450 members) ⁴⁴ Survey open from 12 to 27 April 2018 (i.e. 2 weeks)	186 direct invitations 610 indirect invitations	39

For clarity and easy comparison, all prices are presented in USD, and have been converted from their original currency using the exchange rate of USD1 = ZAR12.5 = N\$12.5 GBP 0.702.⁴⁵

⁴⁴ <http://www.south-african-hotels.com/page/accreditations/>

⁴⁵ Oanda.com, 16 April 2018.

6.1.2.3 CONSULTATION WORKSHOP

A 2-day consultation workshop was held in Johannesburg on 30 and 31 January 2018. The two-day program incorporated a series of presentations from SADC and the consultant to provide context for the meeting, combined with presentations and videos from product developers and operators. Five working-group sessions were organized, in addition to plenary discussion sessions relating to the working groups and key topics. Due to the large number of workshop participants, the participants were pre-allocated to specific working groups where it was felt their expertise would be most applicable. Participants were also given freedom to change their group, if they wished to do so. Details of the workshop participants can also be found in Annex 2.

6.1.2.4 VALIDATION WORKSHOP

A 1-day validation workshop was held in Johannesburg on 4 July 2018. The program included a presentation summarizing this report, and discussion on its content and recommendations. A presentation was also made on the toolbox, followed by a series of working groups to validate the text. Following this event, a further two-week period was provided to the participants for additional comments and contributions to the strategic survey, during which no more feedback or survey entries were received. The presentations made can be found in Annex 2.

6.1.3 TOOLBOX DRAFT AND PEER REVIEW

A draft toolbox was developed using materials from the literature review, workshop and survey responses. This was sent to the TFCA Network Tourism Community of Practice and all participants of the consultative workshop for review. Two conference calls were also held with the TFCA Network Tourism Community of Practice in May 2018 to discuss feedback on the draft, and establish consensus on key issues. Based on feedback received from this group, and also comments received during the validation workshop, this toolbox was compiled.

6.2 ANNEX 2: CONSULTEES

Country/Organization	Name	Title	Affiliation
Specific members of the SADC TFCA Network			
SADC FANR	Deborah Kahatano	Senior Programme Officer NRM and	SADC FANR
SADC FANR	Tawanda Gotosa	TFCA Technical Adviser	SADC FANR
Angola	Rui Lisboa	KAZA Focal Point	National Directorate of Biodiversity Ministry of Environment (MINAMB)
Botswana	Thata Inambao	Tourism Officer	
Botswana	Ingrid Onkile	TFCA Coordinator	Ministry of Environment, Natural Resources Conservation and Tourism
Lesotho	SEHLABAKA RAMAFIKENG	HEAD RESEARCH AND DEVELOPMENT	
Lesotho	Mamello Morojele	Investment Promotion Manager	Lesotho Tourism Development Corporation
Mozambique	Elias Matsinhe	Head of Communication and Marketing at ANAC	
Mozambique	Mário dos Anjos Chavry	Investment and Development Sector	Mozambique Tourism
Namibia	Naambo Josephine Ipinge	TFCA Coordinator	Ministry of Environment and Tourism
South Africa	Ernest Mokgamedi	Director TFCAs	DEA
South Africa	Tinyiko Chauke	Director - Destination Development Branch	
South Africa	Kenny Hlela	Destination Development Branch	
South Africa	Willeen Olivier	Biodiversity Officer: A	
South Africa	Cynthia Skommere	Biodiversity Officer: A	
South Africa	Zethemiso Mkhize	Biodiversity Officer: A	
Swaziland	Seth Maphalapa	Programme Manager, TFCAs Programme Unit	
Zimbabwe	Kudakwashe Chipunza-Chigodo	ZimParks TFCA Unit	
Zimbabwe	Notius Tarisai	Officer in Charge Beitbridge Border Post	
Zimbabwe	Alec Dangare	TFCA Coordinator	Zimbabwe Parks and Wildlife
Zambia	Andrew Nambota	Head of TFCA Unit	Ministry of Tourism and Arts
Great Limpopo TFCA	Piet Theron	International Coordinator	Great Limpopo TFCA
Kavango-Zambezi TFCA	Dr. Morris Mtsambiwa	Managing Director	KAZA Secretariat
Kavango-Zambezi TFCA	Chilule Mlazi	Managing Director	KAZA Secretariat
Malawi-Zambia TFCA	Humphrey Nzima	International Coordinator	Malawi-Zambia TFCA
Maloti-Drakensberg TFCA	Zanomsa Othazner ZOZI	Tourism Manager – MDTP	
Maloti-Drakensberg TFCA	Rabson Dhlodhlo	Programme Manager	Maloti Drakensberg Transfrontier Programme
International Collaborating partners/Donors			
GIZ TUPNR	Reinhard Woytek	Programme Manager	SADC/GIZ TUPNR
GIZ TUPNR	Moses Chakanga	Programme Officer Natural Resources	SADC/GIZ TUPNR
GIZ TUPNR	Martin Leineweber	TFCA Advisor	SADC/GIZ TUPNR
GIZ TUPNR	Lisa Blanken	TFCA Network Adviser	SADC/GIZ TUPNR
Members of the TFCA Network Tourism CoP			
Wilderness Safaris	Sue Snyman	Sustainability Group Manager	Wilderness Safaris
Open Doorz cc	Shareen Thude	CEO	Open Doorz cc
Tourism Results	Uwe Sturmann	CEO	Tourism Results
Consultant International Travel and Tourism	Mathias Poeschel		
Sustainable Tourism Partnership Programme	Caroline Ungersbock	Chair	Sustainable Tourism Partnership Programme
Zimbabwe	Patience Gandiwa	International Conventions & Transfrontier Authority Headquarters	Zimbabwe Parks and Wildlife Management

Country/Organization	Name	Title	Affiliation
Regional Tourism Organization of Southern Africa (RETOSA) and national tourism boards and tourism associations within SADC:			
RETOSA	Kenneth Racombo	Acting CEO	RETOSA
RETOSA	Thembi Kuene	Marketing and Communications Executive	RETOSA
Botswana Tourism Organization	Mokgweni Nana	Chair, Tourism Working Group	Botswana Tourism Organisation
Botswana Tourism Organization	Leatile Setilo	Investment & Product Development/Tourism Development Manager	
Botswana Tourism Organization	Keotshpile Mphusu	Investment & Product Development/Tourism Development Manager	
Hospitality and Tourism Association of Botswana	Thato Morule	Policy Advocacy Adviser	HATAB
Hospitality and Tourism Association of Botswana	Lily Rakorong	CEO	HATAB
Lesotho Tourism Development Corporation	Mpaiphele Maqutu	CEO	LTDC
Namibia Tourism Board	Raulin Gisella GOMACHAS	Quality Assurance Manager	
Namibia Ministry of Environment and Tourism	Sem Shikongo		Namibia Ministry of Environment and Tourism
Federation of Tourism Associations in Namibia	Rudie Putter	Chairperson	Federation of Tourism Associations in Namibia
Mozambique Tourism	Albino Mahumane	Director	INATUR
South Africa Tourism	Phumzile Zondo	Regional Hosting Specialist	South African Tourism
South Africa Tourism	Sisa Ntshona		South Africa Tourism
Tourism Business Council of South Africa	matšatši Ramawela	CEO	Swaziland Tourism Authority
Tourism Business Council of South Africa	Kagiso Mosuc	PR & Comm	TBCSA
Zambia Tourism Board	Felix Chaila		Zambia Tourism Board
Zimbabwe Tourism Authority	Lindarose Ntuli		Zimbabwe Tourism Authority
Zimbabwe Council for Tourism	Rose Mukogo		Zimbabwe Council for Tourism
Malawi Tourism Association	Rollings Moyo		Malawi Tourism Association
Tanzania Tourism Board	Phillip Chitaunga		Tanzania Tourism Board
Tourism Confederation of Tanzania	Richard Rugumba		Tourism Confederation of Tanzania
Tourism Hospitality Professionals Association of Tanzania	Mohamed Kajembe		Tourism Hospitality Professionals Association of Tanzania
Private sector, NGOs, community and protected area authorities involved in cross-border tourism products			
Boundless Southern Africa	Roland Vorwerk	Marketing Manager	Boundless Southern Africa
Children In the Wilderness	Nicola Harris	Tour Director	Children in the Wilderness
Birdlife	Martin Taylor		Birdlife
&Beyond	Tony Adams	Human Resource Director	&Beyond
Wildrunner	Owen Middleton	Managing Director	Wildrunner
Peace Parks Foundation	Paul Bewsher	Programme Manager	Peace Parks Foundation
Peace Parks Foundation	Loraine Bewsher	Planner	Peace Parks Foundation
Peace Parks Foundation	Johalize Kock	Planner	Peace Parks Foundation
Gonarezhou Conservation Trust	Hugo van der Westhuizen	Project Leader Gonarezhou National Park	Frankfurt Zoological Society
iSimangaliso park authority	Lindy Duffield	Marketing Manager	iSimangaliso Wetland Park Authority
Namibia Wildlife Resorts	Isaiah Iiyambo	Activity/Guide Manager NWR	NWR
Namibia Wildlife Resorts	Zelna Hengari	Managing Director NWR	NWR
Namibia Wildlife Resorts	Zandry Haimbondi	Auditor Namibia National Resort	NWR
Namibia Wildlife Resorts	Francois Snyders	Resort Manager Namibia National Resort	NWR
Namibia Wildlife Resorts	Reinhold Hailume	Operational Manager: ARTP Desert Knowledge	NWR
SANParks	Brent Whittington	(re Richtersveld NP)	SANParks
SANParks	Gary de Kock	GM Product Development	SANParks
Lubombo Conservancy	Rod de Vletter		
Lubombo Conservancy	Nomsa Mabila	Community Engagement Officer	Swaziland National Trust Commission
Defender Trophy	Johan Kriek	CEO	Defender Trophy
Catering Service Provider	Marion Siebrits	Catering Service Provider	
Beit Bridge Rural District Council	Beatrice Mudhau		Maramani community liaison
Makuleke community rep	Lamson Maluleke	Park Manager: Makuleke Contractual Park	
Regional and international tour operators with cross-border products and events			
Transfrontier Parks Destinations	Glynn O'Leary	Chief Executive	Transfrontier Parks Destinations
Futouris	Inga Meese		Futouris
Fair Trade Tourism	Ana Lemmer	Programme Development Manager Fair Trade	Fair Trade Tourism
WIGWAM Nature Trips and Expeditions	Ulrich Klose	Managing Director	WIGWAM Naturreisen & Expeditionen GmbH
Ekima Travel	Jean-Baptiste Trotoux		
Swazi Trails	Darron Raw		
&Beyond	Les Carlisle		&Beyond
Consultants and researchers			
Researcher	Tribute Mboweni	Lecturer	Tshwane University of Technology
Researcher	Richard Wylie	Researcher: Tourism Information Services	
Consultant	Richard Davies	Business Adviser	PPF/Consultant
International networks			
IUCN Tourism and Protected Areas Specialist Group			
IUCN Transboundary Specialist Group			

Tourism Operator sample used for Market Research Survey**Name**

- 1 [AA Safaris and Tours LTD](#)
- 2 [Abercrombie & Kent](#)
- 3 [Absolute Adventure Sports Services](#)
- 4 [Active Africa](#)
- 5 [Adventure Canada](#)
- 6 [Adventure Consultants Limited](#)
- 7 [Adventure Shop](#)
- 8 [Adventure to Africa](#)
- 9 [Adventure World Travel](#)
- 10 [Adventures in Good Company](#)
- 11 [Adventures Within Reach](#)
- 12 [Africa Adventure Consultants](#)
- 13 [African Bikers Tours](#)
- 14 [African Conservation Experience](#)
- 15 [African Safari Company](#)
- 16 [Ahsante Tours and Safaris Ltd.](#)
- 17 [Alluring Africa](#)
- 18 [Ambiental Expeditions](#)
- 19 [ASI Reisen](#)
- 20 [Audley Travel](#)
- 21 [Austin Adventures](#)
- 22 [Bamba Experience](#)
- 23 [Better Places](#)
- 24 [Bicycle Adventures](#)
- 25 [Big Adventure Travel Co.](#)
- 26 [BikeHike Adventures](#)
- 27 [Boogie Pilgrim](#)
- 28 [Borton Overseas](#)
- 29 [Boundless Journeys](#)
- 30 [Bush and Beyond](#)
- 31 [Cactus Tours Madagascar](#)
- 32 [Canyon Calling Adventures for Women](#)
- 33 [Cheli & Peacock Safaris](#)
- 34 [Ciclismo Classico](#)
- 35 [Civilized Adventures](#)
- 36 [Classic Escapes Inc.](#)
- 37 [Classic Journeys](#)
- 38 [Country Walkers](#)
- 39 [Crooked Trails](#)
- 40 [Deeper Africa](#)
- 41 [Desna Safaris](#)

- 42 [Dulabab Travel](#)
- 43 [Easy Travel and Tours](#)
- 44 [Elevate Destinations](#)
- 45 [Elgin Adventures](#)
- 46 [Engaging Cultures Travel](#)
- 47 [Epic Private Journeys](#)
- 48 [Escape 4 Africa Travel](#)
- 49 [Explore!](#)
- 50 [Finisterra Travel](#)
- 51 [G Adventures](#)
- 52 [GeoEx \(Geographic Expeditions\)](#)
- 53 [Goway Travel](#)
- 54 [Gravity Adventures](#)
- 55 [Gray & Co.](#)
- 56 [Greenloons](#)
- 57 [H&I Adventures Ltd](#)
- 58 [Hauser Exkursionen](#)
- 59 [HF Holidays](#)
- 60 [Hotspots 2 C // Chipiriro Trust](#)
- 61 [Imvelo Safari Lodges - Zimbabwe](#)
- 62 [In The Saddle](#)
- 63 [Incredible Adventures](#)
- 64 [Inspired Adventures](#)
- 65 [International Expeditions](#)
- 66 [International Nature and Cultural Adventures \(INCA\)](#)
- 67 [Intrepid Group](#)
- 68 [Journey Beyond](#)
- 69 [Journeys International](#)
- 70 [KE Adventure Travel](#)
- 71 [Kilimanjaro-Experience](#)
- 72 [Kingfisher Journeys](#)
- 73 [LEGENDS OF THE WILD](#)
- 74 [MAG Tours and Safari's](#)
- 75 [Mountain Travel Sobek](#)
- 76 [NamibiaExperience](#)
- 77 [Oasis Overland Ltd.](#)
- 78 [Orbridge](#)
- 79 [Pack Safari](#)
- 80 [Planet Earth Adventures](#)
- 81 [RAMARTOUR Madagascar](#)
- 82 [ROW Adventures](#)
- 83 [Run Wild Retreats + Wellness](#)
- 84 [Sierra Club](#)
- 85 [Time and Tide Ltd](#)

- 86 [Trufflepig Travel](#)
- 87 [Ultimate Safaris Namibia](#)
- 88 [Volcanoes Safaris Ltd](#)
- 89 [Wild At Heart Journeys](#)
- 90 [Wild Frontiers Adventure Travel Ltd](#)
- 91 [Wild Planet Adventures](#)
- 92 [Wilderness Travel](#)
- 93 [Wildland Adventures](#)
- 94 [Wildthentic](#)
- 95 [World Expeditions](#)
- 96 [Zara Tours](#)
- 97 Kiboko Adventures
- 98 Siya Phambile Expeditions
- 99 Kalahari Tours and Travel
- 100 Tata Ma Tata Tour Bookings
- 101 Kalahari Safaris
- 102 Wigwam Nature Trips and Expeditions
- 103 Tourvest DMC

- 104 Safaribookings.com
- 105 Cedarberg Africa
- 106 Open Africa
- 107 Absolut Tours
- 108 Wikinger Reisen
- 109 Dreamtime (Swiss) , ATG travel group
- 110 André de Villiers
- 111 Richters Safaris
- 112 Sun Safaris
- 113 Africa explore Tours & Safaris
- 114 AfricanMecca Safaris
- 115 Magic of Desert 4x4 Adventures
- 116 Expert Africa
- 117 Magic of the Kalahari Tours
- 118 Afritours
- 119 Your African Safari
- 120 Sunway Safaris
- 121 Afri-can International
- 122 African Game Safari
- 123 African budget safaris
- 124 Behjane 4x4 Adventures

- 125 Touch Africa Safaris
- 126 Strand Holidays

- 127 Project Expedition
- 128 Aukwatowa Tours

- 129 Umkulul Adventures (Umkula safari and canoe trails)
- 130 Overland 360
- 131 Drifters
- 132 Albatros
- 133 Africa Unlimited
- 134 Yingwe Safaris Tours
- 135 Birding ecotours
- 136 African Wildlife Safaris and Tours
- 137 Secret Safari to Africa
- 138 Rhino Africa Safaris
- 139 The Growcery Camp
- 140 Amazing Voyages
- 141 Unparalleled Tours
- 142 Nomad Africa Adventure Tours
- 143 African Overland Tours
- 144 Unique tours and Safaris
- 145 Irina Africa private tours and safaris
- 146 Dana Safaris
- 147 Futouris
- 148 Active Africa
- 149 Return Africa
- 150 The Outpost
- 151 TFPD
- 152 Central African Wilderness Safaris
- 153 Sentinel Limpopo Eco-Safaris
- 154 DIAMIR Erlebnisreisen
- 155 DIE ZEIT / ZEIT Reisen
- 156 Southern Tours and Safaris
- 157 Landrover experience
- 158 NOUVINI - Travel With A Local
- 159 Kingfisher Journeys
- 160 moya africa/ African Bushcamps
- 161 EcoTur
- 162 Fair track Safari
- 163 travelwander

- 164 Better Places
- 165 Out in Africa
- 166 Sawadee
- 167 Koning Aap
- 168 Shoestring
- 169 Sirdar
- 170 Tropical Turtle Travel
- 171 Outdoyo.com
- 172 AFRICAN DREAMTRAVEL Active
- 173 Go By Train / Federal Vacation CO
- 174 We Travel. Responsibly.
- 175 Invia Travel Germany GmbH
- 176 Intersight Holidays
- 177 Aventurista
- 178 Go Wild
- 179 SAFARI DEAL
- 180 VITESSE
- 181 Fresh Air Travel
- 182 Reiseservice Thomas
- 183 PONTE TRAVEL
- 184 DIAMIR Erlebnisreisen
- 185 Kuoni
- 186 Djoser



Validation Workshop: **Crossborder Community Engagement in SADC TFCAs**

Venue: Protea Hotel O R Tambo Johannesburg, South Africa

Date: 4th July 2018

	Country/Organization	Name
1	Angola	Imaculada Fernandes
2	Botswana	Boatametse Modukanele
3	Botswana	Ingrid Otukile
4	Botswana	Leatile Setilo
5	DRC	Joseph Yango Kitutu
6	DRC	Kingombe Tshali Jean
7	DRC	Jean Louis Lumena
8	Lesotho	Mamonyane Ranthimo
9	Lesotho	Mabari Lebamang
10	Lesotho	Masheane Matabotabo
11	Malawi	George Nxumayo
12	Malawi	Timothy Chana
13	Mauritius	Sharmila Narayanan
14	Namibia	Bright Sanzila
15	Namibia	Elise Hashikutuva
16	Namibia	Naambo Josephine lipnge
17	South Africa	Zethembiso Mkhize
18	South Africa	Ernest Mokgamedi
19	Kingdom of Eswatini	Mandla Makhanya
20	Kingdom of Eswatini	Mliba Mabuza
21	Zambia	Edward Chilufya
22	Zambia	Sydney Tembo
23	Zimbabwe	Joseph Shoko
24	Zimbabwe	Kudzai Dzinavatonga
25	Zimbabwe	Kudakwashe Chigodo
26	Boundless	Roland Vorwerk
27	IUCN	Sue Snyman
28	Consultant	Anna Spenceley
29	KAZA	Nyambe Nyambe
30	Maloti-Drakensberg TFCA	Zanomsa Zozi
31	Malawi - Zambia TFCA	Humphrey Nzima
32	Open Doorz	Shareen Thude
33	PPF	Paul Bewsher

34	GIZ	Reinhard Woytek
35	GIZ	Lisa Blanken
36	GIZ	Martin Leineweber
37	GIZ	John Ofentse
38	GIZ	Eunice Raboloko
39	SADC Secretariat	Tawanda Gotosa
40	SADC Secretariat	Deborah Kahatano
41	ZA Trax	Johan Kriek

6.3 ANNEX 3: TEMPLATES

6.3.1 ANNEX 3.1 OUTLINE FOR A CROSS-BORDER PRODUCT CONCEPT

Please note outline below provides examples of what needs to be included in the concept note. Each cross-border product has a different context, aims and envisaged outcomes, and different TFCAs may have different requirements. The outline below can be used as a checklist and adjusted where required.

Section	Content	No. pages
Executive summary	Origin of concept.	1
Background	Purpose, location and context with map, existing infrastructure and assets. Reference to management plan	2
Mandate and vision		1
Project description	Overview of the type of product proposed and the experience it will provide. Description of international borders to be crossed in the TFCA, and overview of border facilities required.	1
Business goals, motivations and objectives	Overall goal, motivations, specific objectives.	1
Legal entity and governance structure	Description of institutional structure (e.g. private business, joint-venture etc), decision making structures and processes. Description of partners, and their roles and responsibilities Description of communication and coordination processes. Outline of services requested of state entities (e.g. immigration and customs requirements)	1
Environmental impact	Outline of likely ecological impacts (i.e. on wildlife, habitats, water etc.) and options for mitigation (e.g. zoning, waste and water management, energy use).	1
Analysis of clients and markets	Market potential (and competition)	1
Financial potential	Overview of predicted costs (i.e. capex and operational), revenues and profit. Include transaction and start-up costs	1
Development impact	Predicted number of jobs (i.e. full time, part-time, casual, volunteer), human resource training, small business opportunities, plan for profit distribution. Include indicators of impact by gender, youth and local communities, and by country.	1
SWOT analysis	Strengths, weaknesses, opportunities and threats (including risks)	1
Conclusion	Evaluation and implementation plan (with Gantt chart)	1
References		
	Total length:	12

References

Adapted from Peace Parks Foundation (2015) Tshikondeni Legacy Project, Concept Business Case: Alternative use of infrastructure and land for sustainable community development, 27 July 2015

6.3.2 ANNEX 3.2 OUTLINE FOR A CROSS-BORDER TOURISM PRODUCT FEASIBILITY ASSESSMENT

Please note outline below provides examples of what can be included in the feasibility assessment report. Each cross-border product has a different context, aims and envisaged outcomes, and different TFCA's may have different requirements. The outline below can be used as a checklist and adjusted where required.

Section	Content	No. pages
Introduction	Origin of concept.	1
Location and terrain	Description of location and map. General description of terrain, habitat, natural and cultural features.	2
Site selection	Description of different options. Comparative analysis (i.e. location, access, features and quality, constraints) Ranking of preferred site/s	2
Access	Road/air access to site. Access condition (e.g. road quality), distance and travel time.	1
Market	Review of market research data for comparable products elsewhere (i.e. numbers, trends), or conduct research if none available. LSM category of target market (demographics). Originating/source markets (i.e. which international countries, domestic sources). Market segmentation (i.e. adventure, birding, cycling, hiking).	1
The project concept:		5
• Rationale	Objective and motivation.	
• Attractions	Natural, cultural, landscape, wildlife, communities etc.	
• Preferred markets, competitive advantage and market access	Priority markets (e.g. the top 5) with detailed description (e.g. "First, adventure-seeking South African eco-tourists on self-drive tours to the Kruger and Limpopo National Parks with a particular interest in cycling but also walking and other activities in a remote wildlife area.") Competitive advantage including unique selling propositions, activities, scenery, etc. Marketing and sales channels (e.g. via agent/tour operators; existing protected sales/promotion platform; internet/ social media etc) and payment collection process.	
• Activities, product offering, positioning and pricing	Activities (e.g. hikes, game drives, cycling, community trips etc), facilities (e.g. trails, accommodation), package duration. Suggested minimum and maximum group size. Guide/hosting requirements. Price (direct, and with commissions via intermediaries).	
• Facility design, size and layout and infrastructure	Map of layout. Type of infrastructure (e.g. brick and mortar / safari tents / temporary tents) and number. Service facilities and communal areas.	
• Services	Water, sewerage, power (e.g. solar), refuse disposal.	
• Furniture and equipment	Style, standard and sourcing (e.g. local procurement preferences) Equipment (e.g. vehicles, trailers, rifles)	

Section	Content	No. pages
<ul style="list-style-type: none"> Staffing 	<p>Number and type of staff (e.g. manager, guides, camp assistants) noting relief and back-ups. Where they will be based, and where recruited from (e.g. locally or further afield); work permits.</p> <p>Indicate whether there will be necessary capacity in terms of personnel, expertise, infrastructure and equipment or means or mechanism to obtain this.</p>	
<ul style="list-style-type: none"> Cost estimate 	<p>Costing of facilities (i.e. infrastructure), fittings, furniture, equipment, working capital, VAT.</p>	
<ul style="list-style-type: none"> Operational and legal arrangements 	<p>Cooperation between protected area authorities in TFCA countries.</p> <p>Indicate whether it conflicts with any legal requirements, and whether it is practical in terms of the relevant legal environment.</p> <p>Indicate whether it will solve current problems and take advantage of opportunities.</p> <p>Outline of proposed Operator Agreement including operational, administrative and financial responsibilities.</p>	
Sustainability issues	<p>Details of how the development and operation will integrate environmental, social, cultural, and economic sustainability.</p> <p>Indicate whether there are likely to be any significant or unacceptable impacts.</p> <p>Indicate whether it will result in direct and indirect benefits to affected communities.</p>	1
Governance and stakeholder engagement	<p>Details of the governance and decision making processes to be used, including interaction with the TFCA structure, local communities and other stakeholders.</p> <p>Indicate whether internal and external stakeholders support the project in principle</p>	1
Financial analysis	<p>Indicative financial assessment given assumption for length of stay, staff costs, capital investment (and whether grant or repayment/interest conditions), rack rate, discretionary expenditure (e.g. drinks, craft, additional tours), initial and stabilised occupancy (e.g. 30% initially; 5% after year 5), sales commission (e.g. 5% average to intermediaries), tax, administrative and legal support, depreciation.</p> <p>Indication of break-even level in relation to occupancy.</p> <p>Projected profit and loss over 10 years.</p> <p>Indicate whether it can be successfully implemented based on phasing and available finances.</p>	2
Risk assessment	<p>Overview of risks identified and mitigation actions.</p>	1
Reporting framework	<p>Table of contents for report.</p> <p>Indicators to be used (i.e. stakeholders, legal, capacity, operational, commercial, governance, environmental, socio-cultural and economic)</p>	
Conclusion	<p>Evaluation of commercial viability of operation, likelihood of success.</p>	1
References		
Total length:		23

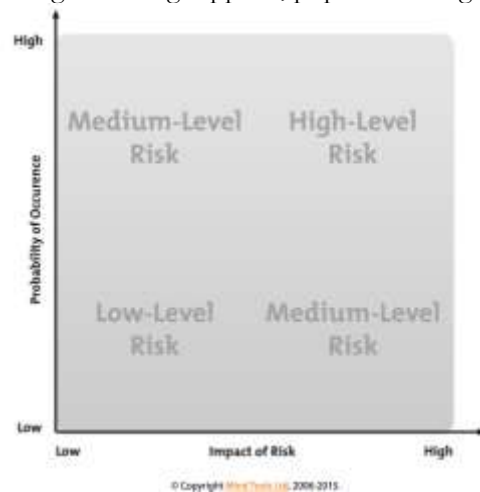
References: Adapted from Massyn, P. J. (2014) Shingwedzi Cliffs Adventure Trail, Feasibility Assessment, Version3, Sept 2014, Report to the Parque Nacional do Limpopo, Great Limpopo TFCA.

6.3.3 ANNEX 3.3 OUTLINE FOR A RISK MATRIX

Use the table below to describe identified risks. Rate their probability of occurring, and the likely impact on a scale from 1 to 10. Indicate how the risk would be mitigated if it occurs, or avoided, and any assumptions.

Risk no.	Description	Probability of occurrence Rate from 1 to 10 1 = extremely unlikely 10 = extremely likely	Impact Rate from 1 to 10 1 = little impact 10 = catastrophic impact	Associated liabilities	Avoidance measure	Mitigation measure	Assumptions
1							
2							
3							
4							
5							
etc							

Using the ratings applied, populate the figure below with the risks identified.



References: Adapted from Mindtools (1996-2008) Risk impact/Probability chart https://www.mindtools.com/pages/article/newPPM_78.htm

6.3.4 ANNEX 3.4 OUTLINE FOR CROSS-BORDER TOURISM OPERATION MANUAL

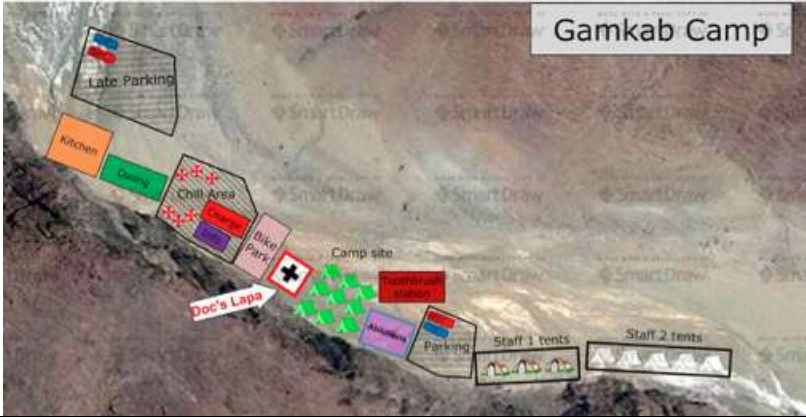

The operations manual is the documentation by which an organisation provides guidance for members and employees to perform their functions correctly and reasonably efficiently. It documents the approved standard procedures for performing operations safely to produce goods and provide services. Compliance with the operations manual will generally be considered as activity approved by the persons legally responsible for the organisation.

The operations manual is intended to remind employees them of how to do their job. The manual is either a book or folder of printed documents containing the standard operating procedures, a description of the organisational hierarchy, contact details for key personnel and emergency procedures. It does not substitute for training, but should be sufficient to allow a trained and competent person to adapt to the organisation's specific procedures.

The operations manual helps the members of the organisation to reliably and efficiently carry out their tasks with consistent results. A good manual will reduce human error and inform everyone precisely what they need to do, who they are responsible to and who they are responsible for. It is a knowledge base for the organisation, and should be available for reference whenever needed. The operations manual is a document that should be periodically reviewed and updated whenever appropriate to ensure that it remains current

Below is an outline for an operating manual Please note the below are just examples of what needs to be included in the operating manual as each product/event has a different context and will be determined by the required aim and outcome of the product/event, thus the below can be used as a checklist and add where required.

Section	Content	No. pages
General administration		3
Roles and responsibilities	Table of roles and responsibilities of personnel, indicating area of responsibility, institution, responsible official, procedure reference (i.e. Standard Operating Procedure)	
Event officials meetings	Purpose of meetings. Schedule of meetings including date, time, location	
Event rules	List of rules that event officials should ensure compliance with (e.g. safety, route, litter, toilets, water, passports etc)	
Event assets and equipment	Table of assets and equipment, including name of asset (e.g. tents), location (fixed or moving), amount, source, comments	
Detailed procedures		30
Risk matrix	See Annex 3.3	
Crisis management	Names of persons responsible for decision making	
Safety and medical	Names of persons responsible for decision making	
Communications	Names of persons responsible and equipment	
Participant management	Table of participant briefings, including date, time, location. Roles of participant administration staff Roles of group management staff Content guide for briefings and de-briefings Equipment maintenance personnel	

Section	Content	No. pages
Camp Layout Diagrams	<p>Maps of layout of each camp including access, accommodation (staff and participant), kitchen, restaurant area, medical area, ablutions, parking, registration/information (Example below)</p> 	
Water point items	Table of types of items, details and notes	
Programme	Day by day program, tabulated (i.e. point and purpose, who, time, country, location, supplies and equipment).	
Route Maps	<p>Route maps, including settlements (towns/villages, airstrip, border post, entrance gates, camps, and routes for each day. (Example below)</p> 	
Support staff & vehicle overview	<p>Total support crew numbers: permanent and temporary Number of vehicles Table of full support team, including name, role, source (e.g. contractor, park staff, volunteer etc), vehicle access for following categories: Catering team; Camp set up team; Route team; Photographer; Vehicles and support staff; Medical Emergency team, Game scouts etc.</p>	

Section	Content	No. pages
Participants	Table of participants, including each person's name, ID number, Passport number, contact number, 2 x emergency contact numbers	
Participant vehicle overview	Transfer arrangement for participants and equipment (e.g. bikes)	
Equipment manifest	e.g. canoes, bikes etc and persons responsible for each one	
References		
Total length:		34

Programme Example

POINT AND PURPOSE	WHO	TIME	COUNTRY	LOCATION	SUPPLIES AND EQUIPMENT
DAY 1 (Sunday 15 September 2013)					
CYCLING TO HOBAS CAMP					
Hobas Camp Setup	Camp Setup Team + Craig Beech + Songo Riders	Start 14 Sept. Aim to Finish by 12:00 (15 th)	Namibia	Hobas Camp	See Hobas Camp Layout Map for details (page Error! Bookmark not defined.): <input type="checkbox"/> Welcome Banner <input type="checkbox"/> Tents& mattresses <ul style="list-style-type: none"> ○ Guest Area ○ Organizers ○ Staff <input type="checkbox"/> Empty Crates placed at participants Tents <input type="checkbox"/> Kitchen Area <input type="checkbox"/> Dining Area <input type="checkbox"/> Braai Pit/Pub <input type="checkbox"/> Guest Long Term Parking Area <input type="checkbox"/> Logistical Parking Area <input type="checkbox"/> Support Desk with Nick's Generator (Needs to get to FRC Viewpoint as well before cyclist get there today) <input type="checkbox"/> Bike Mechanic Area <input type="checkbox"/> Bike Park <input type="checkbox"/> Dr's Lapa
Route Marking	Craig & Taun	13:00	Namibia	Hobas	<input type="checkbox"/> Bunting <input type="checkbox"/> Signs & dropper <input type="checkbox"/> Mallet
Daily Crew Meeting	Headed by Roland & Francois	12:00	Namibia	Hobas Support Desk	
Light lunch served	Marion and Catering Team	14:00	Namibia	Hobas	AS determined by catering team

POINT AND PURPOSE	WHO	TIME	COUNTRY	LOCATION	SUPPLIES AND EQUIPMENT
Registration	Roland Vorwerk Leone Jooste Vongani Maringa MashuduThagwana	13:00 – 17:00	Namibia	Hobas	<input type="checkbox"/> Registration Forms / Laptop (Roland) <input type="checkbox"/> Support Desk stationery box (Roland) <input type="checkbox"/> Medical aid details, Canoe participation list and Indemnity form to all be filled out <input type="checkbox"/> Extension Cable to Table (Craig) <input type="checkbox"/> Goodie bags (Roland) <input type="checkbox"/> Camp Layout Posters (Craig) <input type="checkbox"/> Basic briefing for the day's activities – actual pre-ride briefing at 17:30
Catering Team Departs for Fish River Canyon (Water Point 1)	Catering Team	16:00 (Need to be ready from 18:30)	Namibia	Hobas	<input type="checkbox"/> Catering Necessities <input type="checkbox"/> DK Banner <input type="checkbox"/> Nick's Generator (Will be at Registration Desk) <input type="checkbox"/> Projector, Laptop & Extension (Craig) <input type="checkbox"/> Projector Screen (Roland)
Cyclist Briefing	Cyclist Leaders	17:30	Namibia	Hobas Dining Area	
Water Point 2 Team Departs for Fish River Canyon	Water Point 2 Team	17:50	Namibia	Hobas	Refer on page X for details: <input type="checkbox"/> Catering Items <input type="checkbox"/> Equipment <input type="checkbox"/> Basic Water Point Kit
Cyclists Depart Hobas Camp Sweeper Vehicles* Depart (staying behind cyclists)	*Jooste Cruiser (Dr Ed) *Ambulance *MET Cruiser	18:00	Namibia	Hobas	
Cyclists Arrive at Fish River Canyon Viewpoint (Water Point 1 [13.6 km])	Catering Team	Ready from 18:30	Namibia	-27.589416 S 17.61479 E	Refer Error! Reference source not found. on page X for details: <input type="checkbox"/> Catering Items <input type="checkbox"/> Nick's Generator <input type="checkbox"/> Projector, Laptop & Extension <input type="checkbox"/> Projector Screen <input type="checkbox"/> DK Banner
Cyclist Briefing & Welcoming	Cyclist Leaders	18:30	Namibia	Fish River Canyon View Point	
Water Point 2 Team Departs	Water Point 2 Team	After Welcome but <u>Before</u> Cyclists Depart Fish River Canyon	Namibia	Fish River Canyon	Refer on page X for details: <input type="checkbox"/> Catering Items <input type="checkbox"/> Equipment <input type="checkbox"/> Basic Water Point Kit
Cyclists Arrive at Water Point 2 [24.2 km]	Water Point 2 Team	Ready from 20:00	Namibia	-27.665025 S 17.640471 E	Refer on page X for details: <input type="checkbox"/> Catering Items <input type="checkbox"/> Equipment <input type="checkbox"/> Basic Water Point Kit

POINT AND PURPOSE	WHO	TIME	COUNTRY	LOCATION	SUPPLIES AND EQUIPMENT
Cyclists Arrive at Hobas		From 20:30	Namibia	Hobas	
Dinner	Catering Team	Served from 21:00	Namibia	Hobas	

References

Adapted from:

/Ai/Ais-Richtersveld Transfrontier Park (2013) Desert Knights Mountain Bike Tour, 2013 Event Operational Manual.

6.3.5 ANNEX 3.5 OPERATIONAL MANUAL TEMPLATE FOR CROSS-BORDER TOURISM PRODUCT STANDARD OPERATING PROCEDURE

A STANDARD OPERATING PROCEDURE, or SOP, is a set of step-by-step instructions compiled by an organization to help workers carry out complex routine OPERATIONS. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations.

Below is an outline for an operating manual Please note the below are just examples of what needs to be included in the operating manual as each product/event has a different context and will be determined by the required aim and outcome of the product/event, thus the below can be used as a checklist and add where required.

Section	Content	No. pages
Introduction		2
- Background to product	History Principles, values and objectives Legacy	
- Standard Operating Procedures document	Outline, objectives Circulation (i.e. who has the SOP, and when) Updating the document (i.e. frequency, processes, institutional memory) Linkages with other associated documents (e.g. EMP, Operational manual)	
Product overview	How the product is structured What and who the product accommodates Highlights and milestones of the product Hour by hour detailed itinerary	8
Product administration	Staff roles and responsibilities (Overview of organisational participation, Functional organogram) Service providers (e.g. Catering, mechanics, media, medical support, volunteers, transport) Stakeholder management and key contacts Registration Equipment Staff briefings and communications Product communication Vehicles Incident protocol Collateral and merchandise Financial controls and budgeting Immigration	20

Section	Content	No. pages
	Debrief and evaluation Checklists and work packs Product document and data controls	
Product management	Routes (design, signage and other information) Route maintenance Equipment transport Equipment maintenance Hosts and guides Participant support Participant preparation	10
Participant administration	Lead and client management (e.g. new clients, database management, sales and bookings) Before the product runs While the product runs After the product has run (e.g. information and thanks, feedback questionnaire, media) Registration (e.g. logistics, vehicles, information) Briefings (e.g. on arrival, daily briefings) Non-participant observers Branding and marketing	10
Camp set up and management	Camp design (e.g. standards and layout; plans and maps; signage and branding; camp movements and processes) Camp staff Water Lighting and electrical Arrival/departure area Equipment and mechanic Accommodation areas (for guests and staff) Support desk Medical and media sites Catering (e.g. kitchen, serving area, dining area, bar, camp fires) Ablution (e.g. toilets, showers, equipment washing, laundry) Parking and vehicle control Waste management Stocktaking of equipment at end of tour	20
Catering	Catering mission and objectives Menu approach Diets and preferences Group sizes Procurement considerations Budgets Recipes Menu overview and samples Catering timeline summary (pre, during and post product) Key milestones and management Supplies (e.g. ordering, delivery, storage, transport, cold chain, stock control) Infrastructure and equipment (e.g. existing catering infrastructure, movable equipment, staff catering equipment, kitchen set up) Transport movements Staff and rolls (e.g. overview of staff, training and briefing) Food preparation Catering standards and quality control (SHEQ, quality)	30

Appendix 3: Medical information sheet for all service providers

Surname	Name	Emergency Contact Name	Emergency No.	Medical Aid Name	Medical Aid Number	Allergies	Doctor Name & Contact Number	Medical Conditions

Appendix 4: Client indemnity form

In this document “the organizers” shall mean and include the following parties: **XXX** as well as all affiliates, employees, directors, agents, shareholders, officials, concessionaires and representatives of any form of the foregoing entities.

The “product” shall mean and include the **XXX**, which takes place in the **XXX** TFCA, all related activities including but not limited **XXX**, being conveyed both to and from the event, accommodation, meals, opening and closing ceremonies and any other function or activity related, whether directly or indirectly to the cycling and canoeing event.

In seeking to participate in the **XXX** conducted by the organisers

I, the undersigned..... (full names)

of..... (residential address)

do hereby acknowledge that :

1. I voluntarily agree to participate in the **XXX (product name)**
2. My general health is good and there is nothing to my knowledge that renders me unfit to undertake it.
3. I understand and appreciate fully that there may well be risks and dangers involved in such activities particularly :
 - 3.1 The risk of being transported - I understand that transport will be supplied for myself and my bicycle by the event Organisers should I choose this, and that steps will be taken to ensure the safety of the participants; and protection of property as far as possible.
 - 3.2 Travelling - I understand that I will travel with my **(equipment)** and will be outside in the veld where wild and potentially dangerous animals, reptiles, and/or insects can pose a risk of injury, death and damages or loss of property and the Organizers, will take steps to ensure the safety of all participants.
 - 3.3 Remote location - I acknowledge that due to the nature of this multi-stage event (terrain, distance, communication and remoteness but not limited to only these factors), there may be delays in receiving medical treatment and/or evacuation in the case of injury.
4. I, together with my heirs, executors and administrators hereby release **XXX** and any employee and representative or contractor against any and all liabilities and claims that could accrue to me or my heirs, executors and administrators due to illness, injury, death or loss of or damage to property arising out of my participation in the said **XXX (product name)** or in any related activity irrespective of whether such claim or claims arose as a result of any act or omission (whether by negligence or not) of any person or from any cause whatsoever.
5. The Organisers accept no liability for death, injury, illness or loss of or damage to property arising out of my participation in the said Event from any cause whatsoever.

SIGNED AT _____ ON THIS _____ DAY OF _____

 Name Signature

Witnesses:

1. _____
2. _____

Appendix 5: Registration point planning and accommodation

Surname	Name	No.	Accommodation	Reg	veh tfr	Home town	Email Address	Groups	Notes

Appendix 6: Summary manifest for support staff and vehicles

Name	# staff	# vehicles	# trailers	Task	Organisation	Vehicle	Trailer
Total							
General							
Camp set up / break down							
Kitchen vehicles							
Honorary Rangers - Bar and WP							

Name	# staff	# vehicles	# trailers	Task	Organisation	Vehicle	Trailer
Support Desk							
Paramedics, sweep and media							
Short term support							

References

Adapted from Anon (2018) Desert Knights Mountain Bike Tour Standard Operating Procedure, draft version 0.11

6.3.6 ANNEX 3.6 OPERATIONAL MANUAL TEMPLATE FOR CROSS-BORDER PRODUCT TOURISM ENVIRONMENTAL MANAGEMENT PLAN

Please note outline below provides examples of what needs to be included in the Environmental Management Plan (EMP). Each cross-border product has a different context, aims and envisaged outcomes, and different TFCAs may have different requirements. The outline below can be used as a checklist and adjusted where required.

Section	Content	No. pages
Declaration	Declaration of EMP compliance, signed by project manager, park manager and specialist scientist. Project team.	1
Objectives	Objectives of the EMP. Duration of EMP. Definitions. Criteria for classification of environmental impacts.	1
Description of the project		
- Overview	Overview of the cross-border product design, the project and the activities in the various phases – from planning phase, construction, implementation phase through to decommissioning	1
- Context and significance	The TFCA and the relevant partner state components Objectives of the TFCA and how this project relates to this Relevant legal requirements including Protected Area Management Plans and requirements plus zonation. The relevant environmental management policies and objectives of the affected environment.	1
- Location		1
- Characteristics of the product		1
Description of the environment	Abiotic, biotic, cultural	3
Components of the EMP		
- Potential environmental impacts		1
- Planning	• Trails	2

Section	Content	No. pages
	<ul style="list-style-type: none"> • Camps • General <ul style="list-style-type: none"> ○ Water Supply and Management ○ Waste management ○ Aesthetics ○ Directional and Orientation/information signage ○ Utilities • Accessibility • <add more where required> 	
- Construction	<ul style="list-style-type: none"> • Trails • Campsites • Vegetation clearing • Topsoil compaction • Construction of access roads • Levelling for campsites • Erosion • Slope protection • Excavation, backfilling and Trenching • <add more where required> 	2
- Operation	<ul style="list-style-type: none"> • General operations of Trails, Campsites etc. • Staffing and related issues • Transport • Maintenance • Safety and Security • Solid waste Management • Liquid waste Management • Dust Pollution • Noise Pollution • Visual Pollution • Fire Management • <add more where required> 	2
- Decommissioning	<ul style="list-style-type: none"> • Infrastructure • Waste 	1
Impact ratings	Matrix of impact identified, its status, probability, duration, intensity and significance. For environmental and social impacts	4
Mitigation measures	Description of mitigation measures and agents responsible	2
Monitoring of EMP implementation	Activities Roles and responsibilities EMP Monitoring checklist (Environmental and social) Complaints mechanism	5
References		
	Total length:	28

References

Adapted from Peace Parks Foundation (2015) Tshikondeni Legacy Project, Concept Business Case: Alternative use of infrastructure and land for sustainable community development, 27 July 2015

6.3.7 ANNEX 3.7 TEMPLATE FOR A CROSS-BORDER TOURISM PRODUCT 12-MONTH PREPARATION TIMELINE

Key:

- **Bold:** Key milestones
- **Bold Red:** TFCA permission requests
- **Bold Green:** TFCA permission received

Section	Content	Responsibility
Month 1	Confirm dates for event	Tour Director
	Registration flyer	Tour Director
Month 2	Route meeting and plan recce dates	Tour Director
	Press release for registration opening	Tour Director
	Transport and accommodation options	Hospitality Coordinator
	Website documents finalised (e.g. Terms and Conditions, Indemnity documents (for participants, crew, suppliers), Health and Safety, Mandatory Insurance Evacuation, Substitution terms)	Hospitality Coord
	Registration open	Hospitality Coord
Months 3 & 4	Reccie dates finalised	Tour Director
	Permission letters drafted and internal review	Tour Director
	Equipment lists for all roles incl. camp set up and medical	Tour Director / Ops manager
	Procurement list	Tour Director / Ops manager
	PR strategy, including social media	Tour Director
	Digital media pack	Tour Director
	Quotes from new/old suppliers	All
	Community benefit plan	Tour Director
	Draft budget	Tour Director / Ops manager
	Sponsor manual – start approaching sponsors	Hospitality Coord
	Pre-event manuals – leaders, participants, staff	Hospitality Coord
	Transport requirements	Ops manager
	Newsletter templates	Hospitality Coord
	Promotional event	All
	Product-branded clothing art and quotes	Tour Director
	Artwork for route/camp signage	Hospitality coord./ Ops manager
Month 5	Staff and leader allocation - collection of docs ongoing	Admin
	Video and photo team	Tour Director
	Budget finalized	Tour Director/Ops Manager
	Route launch date/venue	Hospitality Coord
	Journalists	Tour Director
	Prizes and prize document	Admin
	Items for registration bags	Hospitality Coord
	Community kids back packs and stationery set	Hospitality Coord
	Quotes from Camp set up suppliers	Ops Manager
	Camp set up team flights	Ops Manager
	Camp set up timelines	Ops Manager
	Participant payments	Accounts
	Informal border points finalized	Tour Director
	Send permission letters	Tour Director
Month 6	Finalize gifts and branded clothes with sponsors	Tour Director/ Hospitality Coord
	Participants registered	Hospitality Coord
	All payments received from participants by end of month	Accounts
	Transport options on website	Hospitality Coord
	Masseuses, medical team, bike technicians - finalized	Tour Director
	Water requirements per camp	Tour Director/Ops Manager
	MOU's for all camp sites and suppliers and sponsors	Ops Manager
	Charging stations cleaned and serviced	Ops Coord
	All staff and leaders registered	Tour Director

Section	Content	Responsibility
	Caterers finalized	Ops Manager
	Coupons counted and ordered	Ops Coord
	Drink allocation	Tour Director
	Send first newsletter	Hospitality Coord
	Accommodation for dignitaries for opening	Admin
	Start ordering supplies	Ops Coord
	Camp set up equipment and purchasing	Ops Coord/Ops Manager
	Finalize all suppliers - bike technicians, masseuses medical back up etc.	Tour Director/Hospitality Coord
	Order registration bag contents	Ops Coord
Month 7	Draft route descriptions and draft maps	Tour Director
	Communication suppliers finalized	Hospitality Coord
	Signage printed	Admin/ops Coord
	Send out route launch invite	Hospitality Coord
	Plan pre-team dates (Reg bags, big sort, vol meeting etc)	Tour Director
	Invites to the opening	Tour Director
	Satellite phone emergency numbers	Hospitality Coord
	Tea stock supplies	Tour Director/Ops Coord
	Passport/indemnities for all suppliers who are on event	Admin
	Branding overview finalized and sent to sponsors	Tour Director
	Insurance manifest (ongoing)	Admin
	Sponsors on website (ongoing)	Hospitality Coord
	Suppliers for route launch	Ops Coord/Ops Manager
	Artwork for all clothing design	Tour Director
	Packing manifests to clearing agents	Ops Manager
	Start compiling vehicle manifest	Ops Manager
	Luggage trucks	Ops Manager
	First draft of all group leaders and staff	Tour Director
	Leaders - who needs shirts	Tour Director
	All camp set up teams registered	Ops Manager
	Collect media team info	Tour Director
	Create all MOU's for suppliers	Ops Manager
	All catering requirements finalized - vehicles equipment water etc	Ops Manager
	Start working on volunteer responsibilities	Tour Director
	Start placing orders for gifts shirts etc. as well as stock that won't be sponsored	All
	Small vehicle requirements	Tour Director
	Ensure all participants paid	Accounts
Month 8	Media team equipment lists and passport info sent to TFCA Task Team	Tour Director
	Route - Maps finalized, coordinates, descriptions	Tour Director
	Finalize casual staff requirements	Ops Manager
	Finalize emergency contact details	Tour Director
	Newsletter - second	Hospitality Coord
	All stock orders must be in	All
	Vehicles and trailers finalized	Tour Director/Ops Manager
	Landowner information received	Ops Manager
	Prize letters received and prizes circulated to all participants	Admin
	Leader t-shirts for first day	Admin
	Title sponsorship payment received	Tour Director
	Finalize Public Relations plan	Tour Director
	All participant, staff and leaders shirt sizes received and clothing orders placed	Admin
	Start working on the Participant Travel Arrangements	Hospitality Coord
	Finalize all aspects of route launch	Hospitality Coord/Tour Director
Month 9	All registrations in (participants, leaders, staff, suppliers)	Admin

Section	Content	Responsibility
	First draft of passport manifest submitted	Admin/Tour Director
	Start compiling all cyclist/leaders/staff transport arrangements so that final numbers can be given to suppliers by end of June	Hospitality Coord/Tour Director
	Group leader and staff t shirts finalized and ordered	Admin
	Staff responsibilities (including day to day movements) finalized	Tour Director
	First and last day volunteer roles	Tour Director
	Finalize departure team	Admin
	Finalize participant groups	Tour Director
	Finalize staff and leader roles and allocation	Tour Director
	All media teams finalized and registered	Tour Director
	Cross border forms sent	Tour Director
	Blanket clearance for helicopter	Tour Director
	Permission requests received	Tour Director
	Ensure the Dept of agriculture (all countries) is working on exemptions for cross border	Ops Manager
	Catering company must have all necessary info of what can cross the border	Ops Manager
	Book PA system	Hospitality Coord
	Draw up a delivery date schedule of all supplies	Tour Director/Ops Manager
	Participant equipment boards and luggage tags - Add participant names, print and laminate	Hospitality Coord
	Participant Manual and staff key cards	Tour Director
	Final check of equipment list/drinks list	Tour Director
	Finalize local community produce purchasing	Ops Manager
	Visa requirements - reminder to participants	Admin
	All landowners on board for selected camps and any camp requirements/needs arranged	Ops Manager
	Camp MOUs sent to landowners	Ops Manager
	Vehicle signage	Hospitality Coord
	Safety meeting	Tour Director
	Video timelines	Tour Director
	Order medical supplies	Hospitality Coord
	Sat phone - finalized	Hospitality Coord
	Service generators	Ops Coord
	Service other equipment	Ops Coord
	Start moving any items through site as needed	Ops Coord
	Route Launch: Flowers, drinks, venue, reminder email, printing	Admin
	Transport newsletter	Hospitality Coord
	Timing template and route coordinates finalized	Tour Director
	Host Route Launch	All
	Participant info to leaders to start communication	Tour Director
	Cash manifest - Camp set up finalized	Ops Manager
	Volunteer cash manifest finalized	Tour Director
	Avgas for helicopter finalized	Ops Manager
Month 10	Full vehicle manifest including equipment list to be submitted to government departments	Ops Manager
	All permissions received	Tour Director
	Must know all cross border requirements and start compiling documentation for submission	Ops Manager
	All media finalized re attending event	Tour Director
	All dignitaries finalized re attending event	Tour Director
	Vehicle, trailers, motorbikes - confirmation of movements, delivery, collection - all driver detail submitted	Tour Director
	Internal committee meeting	Tour Director

Section	Content	Responsibility
	Camp set up staff finalized	Ops Manager
	Meal numbers including no. of packed lunches	Tour Director
	Safety meeting - safety plan	Tour Director
	Video and photo team timelines and storylines completed	Tour Director
	Branding overview finalized incl delivery/collection dates	Ops Coord
	Contact details sheet for manuals	Tour Director
	Volunteers/staff travel arrangements finalized	Admin
	Newsletter: participant equipment servicing etc.	Hospitality Coord
	All sat phone numbers received	Hospitality Coord
	Trucks and driver details	Ops Manager
	Volunteer meeting invite incl staff on packing days etc.	Tour Director
	Passport and medical manifests	Tour Director
	Volunteer manuals	Tour Director
	Participant manuals finalized	Tour Director
	All printing requirements submitted	Hospitality Coord/Admin
	Tent numbers per camp finalized	Tour Director
	Luggage trucks - last day - Map to Border	Ops Manager
	Final recess	Tour Director
	TWR license (VHF Radio License)	Tour Director
	Participant transport manifest (must be finalized 4 weeks before event)	Admin
	All signage received and sorted	Ops Coord/Admin
	PA System - Set up meeting	Hospitality Coord
	All indemnities for staff and leaders received - Most indemnities from participants received	Admin
	Passport copies majority must be in - need 1 copy for each border crossing and copies of entry stamps for international riders	Admin
	Leader medical packs completed	Ops Coord
	Safety manual completed	Tour Director
	Film permits and media dispensation received	Tour Director
	Start creating MC Plans (working doc)	Tour Director
	Presentation for support crew meeting	Tour Director
	Medical stock sorted and received	Ops Coord
	Sort equipment per roles	All
	Camp set up packing and sorting to commence	Ops Manager/Ops Coord
	Camp set up manuals finalized and circulated	Ops Manager
	All MOU's and directions to be sent to onsite suppliers	Ops Manager
	All bike boards and luggage tags printed, punched and cable ties attached	Hospitality Coord/Admin
Month 11	Delivery of all event equipment - Absolute latest first week of month	Ops Coord
	Border officials transport to informal borders finalized	Tour Director
	Circulate MC Plan	Tour Director
	Ensure all permissions received	Tour Director/Ops Manager
	Sponsors banner printed	Admin
	Big maps printed	Admin
	Staff equipment waivers received	Tour Director
	Split participant transport manifest	Hospitality Coord
	Event vehicles transport manifest finalized	Tour Director
	Masseuse schedule printed	Hospitality Coord
	Last minute printed items	Hospitality Coord/Admin
	Cash for volunteers	Tour Director/Admin
	Key cards printed	Tour Director
	Participant manual printed	Tour Director
	Community driver sheets	Tour Director
	Split bike boards/luggage tags as per transport sheet	Hospitality Coord
	Pack registration bags and send	All

Section	Content	Responsibility
	Table setting for opening finalized	Hospitality Coord
	Drinks for first nights at LVA before participant arrival	Hospitality Coord
	Allow time to handle last minute crises which will happen	All
	Finalize all dignitaries for opening	
	Start pre-clearance process (import/export)	Tour Director
	Pack equipment	Ops Manager
	Set up camps (including accommodation, generators, showers, kitchen, restaurant, bar)	Ops Manager
Month 12	Pack catering equipment	Ops Coord / Hospitality Coord
	Delivery of food and drink	Ops Coord / Hospitality Coord
	Support vehicles delivered	Ops Coord
	Participants arrive	Ops Coord / Hospitality Coord
	Product operated (X days/Y nights)	All
	Participants depart	Ops Coord / Hospitality Coord
	Breakdown camp	Ops Coord
	Support vehicles depart	Ops Coord
	Unpack, clean and stocktake	Ops Coord
Month 13	Thank you to staff, participants and landowners	Tour Director
	Photos and videos	Tour Director
	Missing equipment and all rental equipment returned	Hospitality Coord
	Washing of event equipment	Ops Coord
	Sorting of branding and return to sponsors	Ops Coord
	Sponsor thank you's	All
	All onsite payment queries	Tour Director
	Final newsletter to include feedback link	Tour Director
	Volunteer thank you party	Tour Director
	Committee meeting	Tour Director
	Update database	Hospitality Coord
	Collect comments and changes for next year	Hospitality Coord
	Web docs - start updating	Hospitality Coord
	Equipment serviced and cleaned	Ops Coord
	All event equipment sorted and packed away	Ops Coord
	Product report	Tour Director
	Preparation for next event begins	Tour Director

References

Children in the Wilderness (2016) Nedbank Tour de Tuli 2016, Post event report; Nedbank Tour de Tuli 2018 Task Sheet

Emergency Response Teams	Contact Details
Land Team	
Air Team	

3: Medical information sheet for all service providers

Surname	Name	Emergency Contact Name	Emergency No.	Medical Aid Name	Medical Aid Number	Allergies	Doctor Name & Contact Number	Medical Conditions

4. Route description

Route description
Text description
Maps

References

Adapted from Great Limpopo Transfrontier Park (undated) Proposed Mountain Bike Trail – route planning, GLTFCA, Return Africa and Anon (2018) Desert Knights Mountain Bike Tour Standard Operating Procedure, draft version 0.11

6.3.9 ANNEX 4.9 OUTLINE FOR A CROSS-BORDER TOURISM CLOSE-OUT REPORT

Outline for a cross-border product close-out report

Please note outline below provides examples of what needs to be included in the close out report. Each cross-border product has a different context, aims and envisaged outcomes, and different TFCAs may have different requirements. The outline below can be used as a checklist and adjusted where required.

Section	Content	No. pages
Background and context	Introduction, background, objectives (and level of achievement), location, route (and map), participants, timeline of development process, highlights	2
Purpose of this report	Describe, in relation to Concept Endorsement and Operator Agreement requirements	1
Key components		
<ul style="list-style-type: none"> Institutional framework and governance 	Description of decision-making processes Communication and coordination. Partners – roles and benefits Evaluation.	1
<ul style="list-style-type: none"> Policies and procedures 	Cross-border movement (e.g. undesignated border crossings) Standard Operating Procedure & operational manual Permits and permissions. Evaluation.	1
<ul style="list-style-type: none"> Programme / itinerary 	Dates, locations, description. Description of route, camps, catering, service providers, access Evaluation	2
<ul style="list-style-type: none"> Marketing and booking 	Promotional channels used Client management Media outputs (i.e. print, broadcast, online) and public relations value Evaluation	0.5
<ul style="list-style-type: none"> Financial impacts 	Income and expenditure balance sheet. Profit and loss. Expenditure broken down by country. Evaluation	1
<ul style="list-style-type: none"> Development impacts & community benefits 	Social and cultural exchange Number of jobs (i.e. full time, part-time, casual, volunteer), human resource training, capacity building, small businesses used). Feedback on expenditure and profit distribution (i.e. value, proportion of total, recipient). Donations Impact reported by gender, youth and local communities, and by country. Evaluation	1
<ul style="list-style-type: none"> Environmental impacts 	Ecological impacts (i.e. on wildlife, habitats, water etc.) and Description of mitigation (e.g. zoning, waste and water management, energy use). Monitoring form from officer reporting on the Environmental Management Plan (EMP) Evaluation	1
<ul style="list-style-type: none"> SWOT analysis 	Strengths, Weaknesses, Opportunities, Threats	1

Section	Content	No. pages
	Specific challenges broken down by country and stakeholder	
• Overall experience	Feedback from participants and role-players. Evaluation	1
Recommendations	Recommendations for replication, scaling up, and improvements. Operational requests for improved efficiency/impact	1
References		
Annexes	Concept endorsement Permit to run pilot Operator Agreement Standard Operating Procedure Environmental Management Plan Permits/permissions (e.g. traversing; undesignated border posts; vehicle permission; dispensations for food, equipment and labour; filming permits etc.) Equipment inventory Timelines for preparation and operation Press releases Background on product owner/operator	
	Total length:	11.5

References

Adapted from Great Limpopo Transfrontier Park (2013) Feedback report, GLTP Trans-Limpopo walking trail and Shangané Cultural Festival – 27 to 30 September 2013; Barmen, G. (2017) Desert Knights 5-year Operational Report, Submitted to the ARTP Joint Management Board; Children in the Wilderness (2016) Nedbank Tour de Tuli 2016, Post event report

6.4 ANNEX 4: COUNTRY POLICY INFORMATION

6.4.1 ANGOLA

Relevant policies, plans, strategies and legislation	The Angola Parks and Recreation 5-Year Park and Recreation Master Plan (2013-2017) does not make reference to concessions. There is also a Tourism Master Plan 2011-2020. There is a National Policy on Forestry, Wildlife and Protected Areas (Contour 2012:19). Act on Ownership, Concession and use of Agricultural Land No. 21 C 92. Tourism Hospitality Act, which was brought into effect in 2007. There is also a Tourism Policy, but this policy is currently under review. (Contour 2012:66)
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs and outside PAs	TBA
Corporate tax rate	35%
Rules regarding repatriation of profits and dividends	The rates of the dividends to be transferred are negotiated on a case by case base and must be part of the investment articles of incorporation. The repatriation of dividends depends on: <ul style="list-style-type: none"> • Investment amount.^[1]_{SEP} • Period of investment concession.^[1]_{SEP} • Fiscal and Custom incentive rate percentages. • Duration of investment.^[1]_{SEP} • Socio-economic impact of the investment in reducing poverty.
Investment Incentives	Incentives are available for the following:

	<ul style="list-style-type: none"> • Enhancing the capacity of national productivity. • Encouraging partnerships between national and foreign investors. • Transfer of technology and improvements in productivity. • Job creation. • Increasing exports and decreasing imports to improve foreign currency reserves. • Supplying the local market with goods and services under competitive conditions. • Promoting technological development and local product quality. • Promoting the incorporation of local raw materials and value addition in local production. • Rehabilitation, expansion and modernisation of basic infrastructure.
Rules related to requirements for local partners	Although not required, partnerships between national and foreign investors are encouraged.
Availability of work permits for expatriate staff	Work permits are available for expatriate staff, however, the government encourages the training of Angolan citizens to take over positions once an expatriate work visa expires
Investment guarantees	Investments are guaranteed through the following mechanisms: <ul style="list-style-type: none"> • Access to courts and right to defence. • Monetary restitution in event of expropriation. • Private investments are not nationalised; if this does occur, the Government ensures investor rights. • The law guarantees professionalism, privacy and confidentiality. • Reciprocal Protection of Investment Agreements based on Bilateral Cooperation Agreements.
Restrictions on foreign investment	There are certain key sectors that are restricted to government operation including the ownership of seaports and airports.

Source: RETOSA 2014, pp8-10

6.4.2 BOTSWANA

Relevant policies, plans, strategies and legislation	Tourism Policy, 1990 Botswana Tourism Act, 1992 National Licensing Act, 1992 Botswana Tourism Regulations, 1996, 2010 National Ecotourism Strategy, 2002 Draft Reviewed National Tourism Policy, 2008 Tourism Master Plan (2000) Okavango Delta Management Plan (ODMP), 2007
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	TBA
Corporate tax rate	For resident companies, the corporate income tax rate is 22%. If the 7.5% withholding tax on dividends is taken into account, the effective rate is 27.85%.
Rules regarding repatriation of profits and dividends	There are no exchange controls in Botswana and capital and dividends can be freely repatriated by investors.
Investment Incentives	-
Rules related to requirements for local partners	Foreign investors are encouraged to form joint ventures with local companies but this is not a legal requirement.
Availability of work permits for expatriate staff	Work permits for expatriate staff depend on the availability of local labour with the requisite skills together with the establishment of suitable training programmes to localise all positions.
Investment guarantees	Botswana is a signatory to the World Bank's Multilateral Investment Guarantee Agency (MIGA). Botswana has also signed a bilateral investment treaty with the

	Overseas Private Investment Corporation (OPIC), which provides guarantees for US private investors.
Restrictions on foreign investment	There are certain business activities which are reserved solely for citizens. These include bed and breakfast facilities, guesthouses, mokoro (traditional canoe), transfers and mobile operations.

Source: RETOSA 2014, pp14-16

6.4.3 DEMOCRATIC REPUBLIC OF CONGO

Relevant policies, plans, strategies and legislation	AFD (2013) Democratic Republic of Congo 2013-2017 Country Strategy Paper. PPPs are mentioned but not in the context of tourism or protected areas. IMF (2013:65) Democratic Republic of Congo Growth and Poverty Reduction Strategy Paper – GPRSP 2 mentions improving and implementing the regulatory framework and rehabilitating existing tourism sites.
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	TBA
Corporate tax rate	40%
Rules regarding repatriation of profits and dividends	Profits and dividends are freely remitted abroad
Investment Incentives	Customs benefits: <ul style="list-style-type: none"> • Exemption from customs and tax duties on turnover on imports of equipment, materials, tools and new spare parts related to investments. Fiscal and para-fiscal benefits include exemption from: <ul style="list-style-type: none"> • Profit taxes^[1] • Turnover taxes on local procurement of work on a property, provisions of services and local purchase of equipment and production materials^[1] • Land tax on developed and non-developed areas^[1] • Ad valorem duty on establishment of a Limited Liability company or the increase in share capital. • Fixed fees on the establishment of companies
Rules related to requirements for local partners	There is no legal requirement for a local partner but local partnerships are encouraged.
Availability of work permits for expatriate staff	Labour Law encourages the employment of Congolese citizens. A Ministerial Decree dated October 2005 fixes the maximum authorised percentage of foreign labour per sector and per category of worker. An exemption on these rates may be granted by the Minister of Employment by means of a decree. The exemption will only be granted on a motivation from the National Commission of the Employment of Foreigners that ensures that the exemption does not exceed 50% of the legally authorised maximum and that the number of foreign workers never exceeds 15% of the total. In addition, certain jobs are reserved solely for Congolese citizens.
Investment guarantees	The government guarantees against nationalisation and expropriation. The DRC is a member of the World Bank's Multilateral Investment Guarantee Agency (MIGA) and of the African Trade Insurance Agency (ATI).
Restrictions on foreign investment	Certain sectors are restricted for Government or Congolese nationals. Tourism, tourism facilities and other hospitality activities are eligible for investment.

Source: RETOSA 2014, pp20-21

6.4.4 LESOTHO

Relevant policies, plans, strategies and legislation	(e.g. policy, laws, regulations) National Strategic Development Plan 2012-2016 Tourism policy, 2000 Tourism PPP Framework, 2012 Investment policy 2012
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	Tourism Investment Guide Toolkit (undated) Lesotho Tourism Development Cooperation Investors guide (in press)
Corporate tax rate	40%
Rules regarding repatriation of profits and dividends	The repatriation of profits is conducted through local commercial banks. Lesotho only allows repatriation of profits in terms of dividends paid to the shareholders.
Investment Incentives	Free repatriation of profits <ul style="list-style-type: none"> As a member of the Common Monetary Area (CMA), Lesotho has free convertibility of transactions with Namibia, South Africa and Swaziland. Under an ancillary agreement made with South Africa in 1986, maloti are exchangeable at par with the South African rand and the rand is legal tender in Lesotho. As part of raising Lesotho's overall business competitiveness, tax incentives may be offered to industries that are key or strategic. Profits arising from income and capital gains are taxed at a general rate of 25%. Losses can be carried forward indefinitely
Rules related to requirements for local partners	Under the Companies Act, all companies to be recognised as local companies must be registered under Lesotho law and local investors can hold up to 49% of company shares.
Availability of work permits for expatriate staff	Government policy is to permit foreign workers only when there is a demonstrated gap in the availability of suitably qualified and experienced citizens. Work permits are issued by the Commissioner of Labour. Work permits are normally offered over a period of two years in the tourism sector. The FDI Company must undertake to ensure transfer of skills over a reasonable period of time to the local counterparts. The FDI company is required to put in place a training and mentorship plan to transfer skills from the Expatriate to a Local counterpart
Investment guarantees	Access to premises: LTDC facilitates access to land and premises. Currently MTEC owns 5 tourism properties for Conference/Events investments and accommodation. The Ministry also has 9 key sites at strategic tourist destination areas around Lesotho which are available for large tourism projects. Access to finance: The Partial Credit Guarantee Fund is an LSL 50 million facility for commercial bank loans to wholly Basotho-owned projects which are viable, but lack partial collateral. The LNDC has set aside a fund of LSL 10 million for 50% loan guarantees available to enterprises with at least 51% national ownership. Training: Many Government agencies offer business skills' training as part of enterprise development schemes. These include both entrepreneurship and workforce skills' development centres (e.g. from LTDC, BEDCO, MTICM, the Lesotho Revenue Authority and the Ministry of Finance). Government procurement: Guidelines allow for a 10% price preference on Lesotho goods and services. A further 7.5% preference is offered for contracts where at least half the work is performed in Lesotho or subcontracted to Basotho business. All contracts over LSL 500 000 which entail sub-contracting must sub-contract at least 25% of the work to Basotho business. A Basotho-owned business may also have a second chance to match the price of a winning tender. For the purposes of Government procurement, a Basotho-owned business is one in which Lesotho residents are majority owners and the majority of directors are Lesotho citizens. Under the Quality Star Grading Programme (QUALStar) quality star graded institutions are given the first opportunity to offer tourism services to the government from 2017.

Restrictions on foreign investment	<p>Businesses Reserved under the Trading Enterprises Regulations 2011: Under these regulations, all trading enterprises must be licensed. A license to trade in reserved activities will only be granted to enterprises that are wholly owned by Lesotho citizens.</p> <p>An enterprise is considered foreign if: its sole proprietor is a non-citizen; it is a partnership in which any partner is a non-citizen; or a body corporate in which any of the directors or shareholders is a non-citizen.</p> <p>Land: All land ownership is vested in the King on behalf of the State, and titles are granted in the form of leases under the Land Act 2010. Lesotho attaches great importance to preserving citizen's access to land. Accordingly, a foreign enterprise will not be granted a leasehold title unless it contains at least 20% local ownership.</p> <p>Environment: Under the Environment Act 2008, Lesotho has an up-to-date legal framework for environmental protection, which requires investors to submit a pre-reception project brief to the Department of Environment.</p>
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Source: RETOSA 2014, pp26-28; Pers. Coms T. Hatase, L. Mohasi, 2014

6.4.5 MALAWI

Relevant policies, plans, strategies and legislation	(e.g. policy, laws, regulations) Public Procurement Act (2003) has reference to procurement of Concessions Wildlife Policy (2000) makes reference of engagement of Concessionaires Public Private Partnership Policy Framework (2011) tourism is identified as one of the priority areas (GoM 2011:3). The Public Private Partnership Commission is the national implementing agency for PPPs (GoM 2011:21)
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	Tourism Concession Guidelines (2001) Malawi Investment and Trade Centre is a merger of the Malawi Investment Promotion Agency (MIPA) and Malawi Export Promotion Council (MEPC) – provide a list of tourism investment projects (http://www.mitc.mw/index.php?Itemid=616)
Corporate tax rate	Locally incorporated companies are subject to corporate income tax at a rate of 30%. Branches of foreign companies are subject to tax at a rate of 30%.
Rules regarding repatriation of profits and dividends	There are no restrictions on the repatriation of dividends, profits, and royalties
Investment Incentives	<ul style="list-style-type: none"> • 100% investment allowance on qualifying expenditure for new buildings and machinery.^[11]^[SEP] • Allowances of up to 40% for used buildings and machinery.^[11]^[SEP] • 50% allowance for qualifying training costs • Loss carry forward of up to seven years, enabling companies to take advantage of allowances.^[11]^[SEP] • Additional 15% allowance for investment in designated areas of the country.^[11]^[SEP] • Duty-free direct importation of goods used in the tourism industry, which includes building materials, catering and related equipment, and water sport equipment.^[11]^[SEP] • Duty-free importation of buses with a seating capacity of 45 persons (including the driver) and above.^[11]^[SEP]
Rules related to requirements for local partners	There are no restrictions on ownership.
Availability of work permits for expatriate staff	The government grants investors the freedom to employ workers and temporary residence permits are readily available for expatriate personnel for a period of 5 years for those investing more than \$50,000. The business permit can be renewed under a set of conditions
Investment guarantees	Malawi's constitution prohibits deprivation of an individual's property without due compensation and there are laws that protect both local and foreign investment. Malawi has a range of bilateral investment agreements that protect investor's assets.

	Malawi is also a member of the World Bank's Multilateral Investment Guarantee Agency (MIGA).
Restrictions on foreign investment	There are no restrictions on foreign investment.

Source: RETOSA 2014, pp36-37; Pers. Coms. S. Nyanyale, H. Nzima, C. Manda, S. Nyanyale, R. Moyo, S. Munthali, 2014

6.4.6 MAURITIUS

Relevant policies, plans, strategies and legislation	The Tourism Authority Act, 2006 (ta.gov-mu.org) Policy for foreign investment in the tourism sector Policy on investment by non-citizens in the tourist accommodation (non-hotel) sector (2011) Invest hotel scheme (2009) – see Board of Investment (www.investmauritius.com)
Specific cross-border tourism policies/plans/ protocols	TBA
Tourism investment guidelines in PAs	Guidelines on industrial leases (housing.gov.mu)
Corporate tax rate	15% corporate tax applicable to Hospitality and Leisure related activities.
Rules regarding repatriation of profits and dividends	Free repatriation of profits, dividends and capital
Investment Incentives	<ul style="list-style-type: none"> • 15% Value Added Tax • Flat rate of 15% corporate tax • Low custom duties-There are only three bands for customs duties with a maximum of 30% except for motor vehicles, liquor and tobacco • No inheritance tax • 100% foreign ownership allowed (except in Diving business (not more than 30% investment by non-citizens) • No minimum foreign capital required – minimum required for those willing to work and live in Mauritius • 5% registration duty on acquisition of immovable property for business purposes • Annual allowance on capital expenditure for the acquisition, construction or extension of industrial premises, shops and shopping malls, offices and showrooms, restaurants, entertainment premises and setting up of golf courses See Board of Investment (www.investmauritius.com) and Bank of Mauritius (www.bom.mu)
Rules related to requirements for local partners	No restriction for the purchase of immovable property for business purposes by foreign controlled companies registered with the Board of Investment.
Availability of work permits for expatriate staff	Mauritius has a single occupation permit instead of work and residence permits which is granted within 3 days following the application to investors with an annual turnover exceeding US\$ 132 000 and professionals being offered employment for a monthly salary exceeding US\$ 1 500.
Investment guarantees	Mauritius has introduced a sound legal and regulatory framework to make the island business-friendly, where the interests of the investor community, both local and foreign, are safeguarded. Mauritius is one of the leading countries globally in terms of the strength of investor protection and is ranked 19th in the world in this regard in the World Bank's 2013 'Doing Business' report.
Restrictions on foreign investment	Minimum foreign capital normally required, except in relation to investment in pleasure craft for commercial purposes and in guesthouses. <ul style="list-style-type: none"> - Investment by non-citizens in scuba diving business should not exceed 30% of total investment - Investment by non-citizens in pleasure craft business (i.e. licence to operate pleasure craft for commercial purpose) should first be approved by the Ministry of Tourism & Leisure. The current policy is such that the non-citizen or company should invest at least Rs. 10 million (approx. USD 334,000) in this type of business and the project should be innovative - Tour operators: no restrictions; applicants submit a business plan and project should meet licensing requirements.

Source: RETOSA 2014, pp42-43, Pers. Com. N. Muneesamy, 2014

6.4.7 MOZAMBIQUE

Relevant policies, plans, strategies and legislation	<p>Conservation Areas Act, approved in April 2014, states that each conservation area will be run by a Management Council, chaired by a government-appointed administrator of the area, and including representatives of local communities, private businesses and local state bodies.⁴⁶ The Tourism establishments and activities Licensing Regime (Decree 18/2007) outlines the type of tourism products that can take in protected areas. Permissible activities include ecotourism, hunting, photography, filming, recreational diving and others as described in protected area management plans. This Decree also establishes that local communities need to be consulted and formally give their opinion on the development of tourism projects in protected areas.⁴⁷</p> <p>Tourism user fees in National Parks and Reserves, that are applied to concessionaires and others, are established under Decree 27/2003. It indicates specific fees for entry, adventure, area occupation/site⁴⁸, camping and other (e.g. photography, filming, towing, search (and rescue), sport fishing, scuba diving, snorkelling, and scientific research). Furthermore, legislation on the sharing of PA tourism revenues legislation (Decree 15/2009 and Ministerial Diploma 66/2010), whereby communities⁴⁹ are entitled to share of a protected area's revenues.</p> <p>Mozambican Immigration Law (Law 5/93 of 28 December) is regulated by the Immigration Regulation (Decree 38/06 of 27 September), and Decree 38/2000 that allows for the issuing of certain visas at borders, and Decree 26/99, which regulates work visas.⁵⁰</p> <p>The legal framework that relates to sport hunting concessions includes a number of legal instruments⁵¹. The Law of Forestry and Wildlife (Law N° 10/99 of July 7, 1999) and its Regulations (Decree N° 12/2002 of June 6, 2002) address key issues such as that forest and wildlife resources belong to the State; the involvement of local communities, the private sector and civil society; conservation and sustainable use. The Land Act (Law n° 19/97 of 1 October 1997) and its Regulations (Decree n° 66/98 of 15 July 1998) define the extent of land that can be awarded for Fazendas at the Provincial (up to a maximum of 1000ha), Ministerial (1000ha to 10,000ha) and Council level. The Tourism Act (Law No. 4/2004 of 17 June 2004) includes hunting operators in the list of suppliers of products and tourism services, and the Arms Regulation and Ammunition are addressed in the Council of Ministers Decree No 8/2007 of 30 April. These lay down rules governing the possession, use and possession, importation, exportation, transit of firearms and ammunition in the country, either by citizens, residents or foreigners.⁵²</p>
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	Mozambique Investment Climate Library: www.tourisminvest.org Casimiro, R. and Spenceley, A. (2012) Tourism concessions in protected areas in Mozambique: Manual for the private sector, Report USAID SPEED, 19 April 2012
Corporate tax rate	Standard rate of 32%.
Rules regarding repatriation of profits and dividends	Repatriation of profits from Mozambique is allowed.
Investment Incentives	<ul style="list-style-type: none"> • Benefits on importing of inputs for investment projects (construction material, hotel equipment, etc.) includes exemption from customs duties. • Investment tax credits and the reduction or exemption of corporate tax are available under the Fiscal Benefits Code. These are granted according to the location of the investment.

⁴⁶ <http://www.peaceparks.org/story.php?pid=1318&mid=1332>

⁴⁷ Casimiro, R. and Spenceley, A. (2012) Tourism concessions in protected areas in Mozambique: Manual for the private sector, Report USAID SPEED, 19 April 2012

⁴⁸ The Area occupation/Site land fee, the highest of all (1000 MZM / ha), is also part of the Decree's list of legal fees.

⁴⁹ As long as organised in local management committees (Ministerial Diploma 93/2005).

⁵⁰ Casimiro and Spenceley, 2012

⁵¹ Booth, V. (2012) Intermediate working document on the contribution of tourism hunting to the economy in Mozambique, Report to the AFD

⁵² Casimiro and Spenceley, 2012

	<ul style="list-style-type: none"> • Modernisation and introduction of new technology.^[L]^[SEP] • Professional training.^[L]^[SEP] • Many specific benefits are offered in the Special Economic Zones.
Rules related to requirements for local partners	PPP and other partnership models are allowed in Mozambique.
Availability of work permits for expatriate staff	Under Mozambican legislation, work permits are subdivided into either a Communication of Work (under the quota) or an Authorisation for Work (outside the quota).
Investment guarantees	Protection of property rights Repatriation of profits
Restrictions on foreign investment	Foreign investment is not allowed under MT 2,5 million (under US\$100 000).

Source: RETOSA 2014, pp48-49

6.4.8 NAMIBIA

Relevant policies, plans, strategies and legislation	Concession Policy (2007) Tourism Policy (2009) Draft Parks and Wildlife Management Bill, Human and Wildlife conflict management policy, Nature Conservation Ordinance amendment Act of 1996. State financial Act. Treasury Bill, Labour Act, Environmental Management Plan, Forestry Act , land board Act and Traditional Authority Act
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	None, (aside from a tourism Development Plan for each protected area), only Policy on Concessions and guidelines on applying for concessions Namibia Tourism Investors' Prospectus (2012) Guidelines for management of conservancies and standard operating procedures (2013)
Corporate tax rate	32%
Rules regarding repatriation of profits and dividends	If a certificate of Status Investment is issued to foreign investors, then the only rule for repatriation of profits is that local tax needs to be deducted, no further rules apply.
Investment Incentives	<ul style="list-style-type: none"> • Non - Resident Shareholders' Tax is only 10%.^[L]^[SEP] • Dividends accruing to Namibian companies or resident shareholders are tax-exempt.^[L]^[SEP] • Plant, machinery and equipment can be fully written off over a period of three years.^[L]^[SEP] • Buildings of non-manufacturing operations can be written off, 20% in the first year and the balance at 4% over the ensuing 20 years.
Rules related to requirements for local partners	No restrictions, but preference is given to company with local/previously disadvantaged partners)
Availability of work permits for expatriate staff	There is a process that needs to be followed which includes a requirement to prove/motivate why a Namibian could not perform the work or directly link the application to a skills shortage in Namibia.
Investment guarantees	Namibia is a member of the World Bank's Multilateral Investment Guarantee Agency (MIGA). It is also a signatory to the Overseas Private Investment Corporation (OPIC) which provides political risk insurance to US investors in Namibia. The legal system protects and facilitates acquisition and disposition of property rights. The Namibian Constitution guarantees against expropriation without compensation.
Restrictions on foreign investment	No restrictions to date.

Source: RETOSA 2014, pp57; Pers. Coms. S. Mulonga, Z. Haimbondi, Z. Hangari, E. Kasuto, V. Mushongo, 2014

6.4.9 SEYCHELLES

Relevant policies, plans, strategies and legislation	Tourism master plan, 2012 Tourism policies for diving, accommodation, tour guiding, tour operations, travel agents, vertical integration and Yacht policy
Specific cross-border tourism policies/plans/protocols	
Tourism investment guidelines in PAs	Seychelles Investment Bureau Guidelines for Investment
Corporate tax rate	The presumptive tax is applicable for all businesses regardless of their activity and entity type (sole trader, partnership or company); provided the business annual turnover is not above SR 1 million and not registered for Value Added Tax (VAT). The presumptive tax rate is 1.5% of the business' gross annual turnover. Business Tax is levied on the business taxable income and the rate is specified as per the First Schedule of the Business Tax Act, 2009 [as amended by S.I. 66 of 2012] in the case of an entity, government body or a trustee: (i) 25% on the first SCR1, 000,000 of taxable income; (ii) 30 % on the remainder.
Rules regarding repatriation of profits and dividends	The Seychelles has removed all foreign exchange controls and repatriation of profits is allowed.
Investment Incentives	The concessions granted relating to business tax under the Tourism Incentives Act has been moved to Business Tax Act, 2009 as per the Eight Schedule which includes the rate of business tax, special deduction in terms of expenditure, training, marketing & promotion etc., accelerated depreciation. Trades Tax concession is applicable during the construction phase of the project and to be approved by the Ministry of Finance. There is no concession from Value Added Tax (VAT). The business has to register for VAT to be able to claim back the VAT paid and or eligible for 'deferred payment of VAT. The concessions granted relating to business tax under the Agriculture and Fisheries (Incentives) Act, 2005 has been moved under the Eight Schedule of the Business Tax Act, 2009 which includes the rate of business tax, special deduction in terms of expenditure, training, marketing & promotion etc., accelerated depreciation.
Rules related to requirements for local partners	No requirement.
Availability of work permits for expatriate staff	Work permits are granted to expatriate staff in the form of a Gainful Occupation Permit (GOP). Tourism businesses are entitled to a quota for employment of expatriate for certain occupations
Investment guarantees	The government of Seychelles conducts regular assessments of its legislation pertaining to investment in the country, and implements measures designed to create an ever more competitive, internationally compatible investment climate, to ensure that both new and established businesses are guaranteed success in their business activities. The Seychelles Investment Act 2010 guarantees that any investment is protected against nationalisation or expropriation by the state.
Restrictions on foreign investment	There are no limitations on the participation of foreign capital in the services sectors except for the participation in the sectors referred to as "Reserved" and "Strategic" areas of investment. "Reserved" areas, according to Seychelles' current investment legislation, refer to activities which are reserved for domestic investors only, while "Strategic" areas relate to sectors in which domestic and foreign investors may be allowed to operate subject to conditions designed to protect the public interest. In terms of tourism investment, the following are reserved for domestic investors only: <ul style="list-style-type: none"> • Accommodation of up to 15 rooms • Live aboard up to 5 boats, except luxury boats of >50 ft (a foreigner can operate) • Travel Agent • Tourist Guide • Car Hire Operator

	<ul style="list-style-type: none"> • Boat Charter except ⁽¹¹⁾SEP • Taxi Operator • Diving Centers (excluding centers operating on outer islands other than Mahe, Praslin, La Digue and Cerf, and dive operators) • Water Sports
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Source: RETOSA 2014, pp63-64; Pers Com. S. Levkovic, Ministry of Tourism and Culture; D. Ernesta, Seychelles Chamber of Commerce and Industry

6.4.10 SOUTH AFRICA

Relevant policies, plans, strategies and legislation	South Africa has established a firm regulatory framework for national and provincial institutions to enter into public private partnerships (PPPs). This is set out in Treasury Regulation 16 issued in terms of the Public Finance Management Act, 1999 (PFMA). Furthermore, National Treasury's <i>PPP Manual</i> and <i>Standardised PPP Provisions</i> have been issued as PPP practice notes in terms of section 76(4)(g) of the PFMA to make the application of the PFMA and its regulations easier. Municipal PPPs are regulated under the Municipal Finance Management Act, 2003 (MFMA) and its regulations, and similar PPP guidance is being devised for this sphere of government. ⁵³ The 1996 White Paper on Tourism Development and Promotion provides the policy basis for promoting responsible tourism, and SANS1162 provides the national standards for responsible tourism ⁵⁴ .
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	National Treasury (2004) Public Private Partnership Manual: National Treasury PPP Practice notes issued in terms of the Public Finance Management Act, National Treasury PPP unit
Corporate tax rate	28% corporate tax. ⁽¹¹⁾ SEP 15% withholding tax on dividends declared which can be reduced in terms of an appropriated double taxation agreement.
Rules regarding repatriation of profits and dividends	Remittance of funds transactions and exchange controls are regulated by the South African Reserve Bank. Prior approval for investments should be obtained for investments or placed on record to enable remittance of funds. In principle, dividends declared by South African subsidiaries of foreign companies, and profits distributed by a branch of a foreign company operating in South Africa, may be remitted abroad.
Investment Incentives	South Africa offers an array of incentive schemes aimed at supporting the development and growth of commercially viable and sustainable enterprises through the provision of either funding or tax relief, thereby ensuring the creation of new and sustainable jobs. Further details on specific incentives can be accessed at www.investmentincentives.co.za . The Tourism Enterprise Partnership (TEP) is the operating entity for Strategic Partners in Tourism, a Non-Profit Company (NPC) that utilises funding from Corporate South Africa and Government to facilitate the growth, development and sustainability of small tourism businesses in South Africa. Further detail is available on the website at www.tep.co.za .
Rules related to requirements for local partners	No rules.
Availability of work permits for expatriate staff	Currently foreigners are allowed to own land in South Africa. The Green Paper on Land Reform does however propose a limitation on foreign land ownership in South Africa to a leasehold of a minimum of 30 years.
Investment guarantees	Work permits are issued to foreigners where South African citizens with the relevant skills are not available for appointment. The South African Department of Trade and Industry has a Facilitation Unit which assists with work permits related to an investment requiring expatriate staff for the start-up or implementation of the project.
Restrictions on foreign	South Africa is a member of the World Bank's Multilateral Investment Guarantee

⁵³ National Treasury (2004) op. cit.

⁵⁴ http://www.tourism.gov.za/AboutNDT/Branches1/Knowledge/Documents/SANS1162_1.pdf

investment	Agency, MIGA, and is a signatory to the Overseas Private Investment Corporation (OPIC).
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Source: RETOSA 2014, pp70-72

6.4.11 SWAZILAND

Relevant policies, plans, strategies and legislation	Land concessions on Swazi National Land (communal land held by the King in trust for the nation) are governed by the Land Concession Order of 1973. Other than the aforementioned, there are no specific guidelines on concessions in Swaziland. Obtaining concessions within the property of the Swaziland National Trust Commission (the authority mandated to proclaim and manage protected areas) is also negotiable and can be done directly through them. (Deloitte 2008:116). The Land Policy is still under development which will be the framework on land use and development Investors Guide to Swaziland
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	The Swaziland Investment Promotion Authority provides facilitation services with regards to hosting all qualifying investments in Swaziland.
Corporate tax rate	30%
Rules regarding repatriation of profits and dividends	The country has a liberal regime of exchange controls that allow for the full repatriation of profits and dividends.
Investment Incentives	<ul style="list-style-type: none"> • The government has identified specific sectors that have been deemed important for investment and these sectors qualify for a special corporate tax incentive. Tourism is one of these sectors. The Minister of Finance has the prerogative to nominate a certain investing company crucial for the development of Swaziland and, with Cabinet approval, the company can qualify for a minimum tax rate of 10% and a 10 years exemption on withholding taxes on dividends. • 150% of training costs can be written off against tax.^[SEP] • Capital goods imported for investments are exempt from duty. • Provisions for loss cover.
Rules related to requirements for local partners	The regulations allow for 100% ownership of foreign investments.
Availability of work permits for expatriate staff	Swaziland allows the employment of expatriate staff. Five year work and residence permits are available for directors, senior management and specialised technical staff.
Investment guarantees	The government guarantees against expropriation and interference. Swaziland is a member of the World Bank's Multilateral Investment Guarantee Agency (MIGA).
Restrictions on foreign investment	There are no restrictions on foreign investment.

Source: RETOSA 2014, pp77-79; Pers. Com. S. Maphalala, Swaziland National Trust Commission, 2014

6.4.12 TANZANIA

Relevant policies, plans, strategies and legislation	Public Procurement Act of 2004 and subsequent regulations of 2013 Tanzania Tourism Master Plan (2002) National Tourism Policy (1999) Wildlife Policy of Tanzania (1998) Tanzania Investment Policy (1996) <hr/> National Policies for National Parks in Tanzania (1994)
Specific cross-border tourism policies/plans/protocols	TBA

Tourism investment guidelines in PAs	Government of United Republic of Tanzania (2003) Guidelines for Coastal Tourism Development in Tanzania Tanzania Investment Centre (undated) Tanzania Investors Guide UNCTAD (2005) An investment guide to Tanzania World Bank (2005) Attracting Investment in Tourism TANAPA Development Action Lease Procedures (DALP) (1995) Respective National Park's General Management Plan (GMP) and Game Reserves and for Ngorongoro Conservation Area Authority (2006) Resource Management Zone Plans.
Corporate tax rate	30% ^[L] _[SEP]
Rules regarding repatriation of profits and dividends	Guaranteed repatriation of profits and dividends.
Investment Incentives	<ul style="list-style-type: none"> • Import duty and VAT exemption on project/capital goods.^[L]_[SEP] • Strategic Investor Status: For projects valued at over US\$ 20 million that offer a meaningful impact to society or the economy, investors can request special incentives from the Government. • Import Duty Draw Back Scheme
Rules related to requirements for local partners	There are no specific regulations or requirements for local participation however, the Dar Es Salaam Stock Exchange forbids companies with more than 60% foreign ownership from listing.
Availability of work permits for expatriate staff	All foreign citizens are required to obtain residence permits (also serve as work permits). The general principal for granting a permit is that the applicant needs to demonstrate that a Tanzanian citizen is unable to perform the job that the foreign citizen intends to carry out in Tanzania. Investors generally qualify for an immigration quota of up to 5 people.
Investment guarantees	Investments in Tanzania are guaranteed against nationalisation and expropriation. Tanzania is a signatory of several multilateral and bilateral agreements on protection and promotion of foreign investment. Among other international agreements and membership, Tanzania is a member of the World Bank's Multilateral Investment Guarantee Agency (MIGA).
Restrictions on foreign investment	The Tourism Act of 2008 bars foreign companies from engaging in mountain guiding activities. According to this legislation, only Tanzanian citizens can operate travel agencies and car rental services and engage in tour guiding.

Source: RETOSA 2014, pp84-85, Pers. Com. E. Dembe, E. Mweyunge, F. Sanongi, E. Koppa, 2014

6.4.13 ZAMBIA

Relevant policies, plans, strategies and legislation	<ul style="list-style-type: none"> • Tourism Policy for Zambia , 1998 • Policy on National Parks and Wildlife , 1998 • Zambia Wildlife Act. No. 12 , 1998 • Zambia Wildlife Authority guidelines on PPPs • Note: Remove quotes from the section i.e Contour 2012:37 • Zambia Public Procurement Authority (ZPPA),-Public Procurement Act No 12 of 2008. • National heritage conservation commission Act of 1989 • Zambia Development Agency (ZDA), Act No. 11 of 2006 • Lands Act of 1995 • National Forestry Policy of 1998 • Forests Act of 1995 • Environmental Management Act (EMA) No. 12 of 2011 <p>Land: There are only two types of tenure in Zambia namely leasehold, which runs for 99 years and is renewable for a further 99 years, and customary tenure, which can be converted to leasehold thus allowing it to be used as collateral. Zambia has no freehold system of tenure and under the new Land Act land now has a value and can be sold even without improvements on the land. A non-Zambian can acquire land under following conditions:</p>
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	<input type="checkbox"/> He/she is a permanent resident of Zambia; <input type="checkbox"/> He/she is an investor within the meaning of the Zambia Development Agency Act or any other law permitting investment in Zambia; and <input type="checkbox"/> In exceptional cases, by presidential consent in writing. (Deloitte 2008:142)
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	<ul style="list-style-type: none"> • ZAWA PPP guidelines • Tourism investment guidelines • ZAWA Guidelines on acquisition of land in protected areas • ZAWA investment guidelines • National heritage guidelines • Procurement guidelines • Zambia Investor Guide Handbook (2013) <p>The Zambia Wildlife Authority (ZAWA) established through an Act of Parliament, No. 12 of 1998, is a statutory body in charge of wildlife management in Zambia. ZAWA regulates all tourism activities in national parks and game management areas. The organisation facilitates private sector participation in wildlife management by leasing out sites for tourism development. (Deloitte 2008:143)</p> <p>Zambian Development Agency (ZDA) is responsible for supporting economic growth and encouraging investment.</p>
Corporate tax rate	35%
Rules regarding repatriation of profits and dividends	Full repatriation of profits and dividends is allowed and there is no restriction on the import or export of capital.
Investment Incentives	<ul style="list-style-type: none"> • Zero tax on dividends for 5 years from year of first declaration of dividends.^[11] • Zero tax on profits for 5 years from the first year profits are made. From year 6 to 8, only 50% of profits are taxable and years 9 & 10, only 75% of profits are taxable.^[11] • Zero import tariffs on raw materials, capital goods and machinery for five years. This includes specialised vehicles.^[11] • Deferment of VAT on machinery and equipment including specialised vehicles.^[11] • Zero rate of VAT on tour packages throughout Zambia.^[11] • Zero rate of VAT on other tourist services provided to foreign tourists other than those included in tour packages.^[11] • Refund of VAT for non-resident tourists and visitors on selected goods.^[11] • No import VAT on all goods temporarily imported into the country by foreign tourists.^[11] • Capital allowances at 50% of the cost of plant and machinery.^[11] • Investment allowance at 10% of the cost of an extension to a hotel.^[11] • 5% wear and tear allowance to an extension to a hotel.^[11] • 10% initial allowance on an extension to a hotel in the year the building is first brought into use.
Rules related to requirements for local partners	There is no requirement for a local partnership although government encourages these partnerships.
Availability of work permits for expatriate staff	Foreign investors are allowed to lease land for a maximum period of 99 years. The President is not allowed to lease land situated in an area held under customary tenure including game management areas which are subject to approval by the Director General of the Zambia Wildlife Authority. Investors in the tourism sector are given priority access to land allocation and provision of other utilities.
Investment guarantees	Expatriates are granted employment permits to work in Zambia. Investors are provided facilitation of acquisition of employment permits.
Restrictions on foreign investment	The Government protects investors against nationalisation. Investors can enter into Investment Promotion and Protection Agreement with the Government. Zambia is a member of the World Bank's Multilateral Investment Guarantee Agency (MIGA).

Source: RETOSA 2014, pp90-92, Pers. Coms. A. Nambota, A. Mwakifwamba, J. Chiluwe, and M. Mwanza 2014

6.4.14 ZIMBABWE

Relevant policies, plans, strategies and legislation	The Forest Act allocates large areas of former communal land to the Forestry Commission, which leases timber, hunting and photographic tourism concessions. (Contour 2012:42) Tourism Act, 2001 amended 2004, 2009 National Tourism Policy, 2012 Parks and Wildlife Act, 1996 (Chapter 20:14) Zimbabwe Investment Authority Act (2006, Chapter 14:30) Gonarezhou General Management Plan (2011-2021)
Specific cross-border tourism policies/plans/protocols	TBA
Tourism investment guidelines in PAs	All proposals for investment in Zimbabwe must be submitted to the Zimbabwe Investment Authority (ZIA).
Corporate tax rate	25% ¹¹ ₀ ¹¹ _{SEP} ¹¹ _{SEP}
Rules regarding repatriation of profits and dividends	100% remittability of profits
Investment Incentives	Duty exemption on specified capital goods imported for use in TDZs Taxation on investments is as follows: 7 First 5 years of operation 0% 8 Second 5 years of operation 15% 9 Third 5 years of operation 20% Thereafter normal rates of corporate tax apply Quick processing of investment licences (24 hours) Zimbabwe Tourism Authority (ZTA) provides free advisory services
Rules related to requirements for local partners	Facilitation of access to land Equity of up to 51% in line with the Indigenisation Policy. The policy is however flexible and may be dependent on the nature and size of the investment.
Availability of work permits for expatriate staff	These are granted on a case-by-case basis through the Department of Immigration and Control
Investment guarantees	Security of foreign investment is provided through Bilateral Investment Promotion and Protection Agreements (BIPPAs).
Restrictions on foreign investment	Certain types of investments are preserved for locals. These include car hire companies, guest houses, camping sites and restaurants.

Source: RETOSA 2014, pp98, Pers. Coms. A. Dangare, T. Musonza, P. Gandiwa, H van der Westhuizen, 2014