

Regional Infrastructure Development Master Plan

Tourism (TFCA's) Sector Plan August 2012



Table of Contents

Abbreviations	1
List of Tables	2
List of Figures	3
List of Annexures:	4
Executive Summary	5
1. Introduction	8
1.1 Sector Purpose and Objectives	8
1.1.1 Purpose	8
1.1.2 Objectives.....	8
1.2 Policy/Legal Basis Guiding Sector	8
1.2.1 Regional Indicative Strategic Development Plan (RISDP)	8
1.2.2 Protocols and Other Documents and Statutes	9
2. Situation Analysis	11
2.1 Tourism Trends	11
2.1.1 Global Trends	11
2.1.2 African Trends	12
2.1.3 SADC Trends.....	13
2.1.4 Transfrontier Conservation Areas.....	15
2.2 Enabling Environment and Institutional Arrangements	17
2.2.1 International	17
2.2.2 Regional Cooperation (policies, strategies and plans).....	18
2.2.3 Member States.....	20
2.3 Projections and Trends for 2027	21
2.3.1 Key Drivers of Tourism Growth during the Outlook Period.....	22
2.4 Gap Assessment	23
2.4.1 Current Situation.....	23
2.4.2 Requirements for 2027	25
3. Strategic Framework	28
3.1 Strategies for Addressing Gaps and Expected Results by 2027	28
3.1.1 Significance of the Sector and Prioritised Goals	28
3.1.2 Policy and Regulatory Framework	29
3.1.3 Institutional Arrangements.....	29
3.1.4 Projects and Interventions.....	31
3.2 Linkages to other Infrastructure Sectors	32
3.3 Risks and Assumptions.....	33
3.3.1 Risks.....	33
3.3.2 Assumptions.....	33
3.4 Preparing for Future Sector Trends (beyond 2027)	34
3.4.1 Changes in world economic order	34
3.4.2 Global demographic changes.....	35
3.4.3 The quest for experiential self fulfilment	36

3.4.4	Developments in ICTs and Innovations.....	36
3.4.5	The quest for environmental conservation and preservation.....	37
4.	Implementation	38
4.1	Action Plan	38
4.1.1	Prioritised Projects, Resource Requirements and Sequenced Timelines	38
4.1.2	Implementation Modalities	39
4.2	Critical Factors for Successful Implementation	42
4.2.1	Political will of Member States to continue cooperating in the programme	42
4.2.2	Political instability in the region.....	42
4.2.3	Meaningful benefit flows to local communities from the programme	43
4.3.4	Financial sustainability of the programme	43
4.2.5	Improvement of the world economy.....	43
5.	Conclusion	44
6.	Way Forward	45
7.	References	46

Abbreviations

ARTP	/Ai/Ais-Richtersveld Transfrontier Park
BRICS	Brazil, Russia, India, China and South Africa
BSA	Boundless Southern Africa
CBT	Community Based Tourism
CRS	Central Reservation System
CREST	Centre for Responsible Travel
DEA	Department of Environmental Affairs
ECOWAS	Economic Community of West African States
FANR	Food, Agriculture and Natural Resources
GDS	Global Distribution System
GHG	Greenhouse Gas
GLTFCA	Great Limpopo Transfrontier Conservation Area
GLTP	Great Limpopo Transfrontier Park
GMTFCA	Great Mapungubwe Transfrontier Conservation Area
GDP	Gross Domestic Product
I&S	Infrastructure and Services
ICP	International Cooperating Partner
ICT	Information and Communication Technology
KAZA	Kavango – Zambezi Transfrontier Conservation Area
MoU	Memorandum of Understanding
NCA	National Coordinating Agency
NGOs	Non Governmental Organisations
OUZIT	Okavango Upper Zambezi International Tourism Initiative
PPP	Private Public sector Partnership
RETOSA	Regional Tourism Organisation of Southern African
RSIDP	Regional Strategic Indicative Development Plan
SADC	Southern African Development Community
SDI	Spatial Development Initiative
TFCA	Transfrontier Conservation Area
ToR	Terms of Reference
TTR	Transnational Tourist Routes
UNWTO	United Nations World Tourism Organization
WHS	World Heritage Site
WTTC	World Travel and Tourism Council
YD	Yamoussoukro Decision
ZAWA	Zambia Wildlife Authority

List of Tables

Table 1:	SADC Market Share of Tourist Arrivals 1990-2010	13
Table 2:	Economic Contribution of Tourism to the Southern African Economies (2010).....	14
Table 3:	Existing and Potential TFCAs within the SADC Region	16
Table 4:	Tourism Sector Linkages with other Infrastructural Sectors.....	32
Table 5:	Global Ranking of Countries by GDP for the Period 2020 and Beyond.....	34
Table 6:	International Tourism's Top Spending Source Markets-2010.....	35
Table 7:	Planned Physical Infrastructure Projects.....	38
Table 8:	Prioritisation of Policy Harmonisation and Strategy Development Projects	38
Table 9:	Milestones and Key Steps for the Period to 2027	40
Table 10:	Monitoring Mechanism for TFCAs Project for the Period to 2027.....	41

List of Figures

Figure 1:	International Tourist Arrivals and International Tourist Receipts 1990-2010	11
Figure 2:	Location of TFCAs in SADC.....	15
Figure 3:	Tourist Arrivals and Forecast to 2027	21
Figure 4:	Proposed Organisational Chart for the I&S Directorate.....	30
Figure 5:	Proposed Organisational Chart for RETOSA	30

List of Annexures:

Annexure 1: Sector Infrastructure Projects.....	47
Annexure 2: Tourism Product Projects	59

Executive Summary

INTRODUCTION

The purpose of the tourism sector chapter is to outline an integrated plan for the sustainable development of Transfrontier Conservation Areas (TFCAs) within the SADC region for the period to 2027.

The development of TFCAs as a tool for biodiversity conservation and economic empowerment of rural communities through tourism is highlighted as a key intervention area in the Regional Indicative Strategic Development Plan (RISDP).

SITUATION ANALYSIS

Global Tourism Trends

International tourist arrivals increased from 882 million in 2009 to 940 million in 2010 and reached 980 million in 2011. Tourism receipts improved from US\$852 billion in 2009 to US\$940 billion in 2010 (United Nations World Tourism Organization, 2012). The UNWTO forecasts a growth of 3% for the sector in 2012 and expects international tourist arrivals to reach the one billion mark.

Current global trends in the tourism markets show a shift from the traditional sun, sea and sand mass tourism to more personalised, responsible and experiential holidays. The tourists are being driven by issues of ethical values relating to social, cultural and environmental responsibility within the places they visit and the products they use. Furthermore, growth in the different market segments in the sector is being influenced by the consumer search for “authentic experiences”.

African Tourism Trends

Tourist arrivals to the African continent increased from 46 million in 2009 to 49.8 million in 2010. The highest growth was experienced in the Sub-Sahara region which registered a growth of 14% during the period. Total tourist arrivals to the SADC region grew from 20.5 million in 2009 to 21.5 million in 2010 (RETOSA 2011 annual report).

Transfrontier Conservation Areas

The SADC region has adopted the TFCAs as a developmental option. The cross border management of natural resources has the potential to enhance the conservation of biodiversity, improve the livelihoods of local communities and at the same time position the region as a top of the mind green tourism destination. Given the fact that TFCAs straddle national boundaries their development is a key driver for regional integration.

Regional Cooperation Strategies

Current regional strategies and plans for the development of TFCAs are made up of:

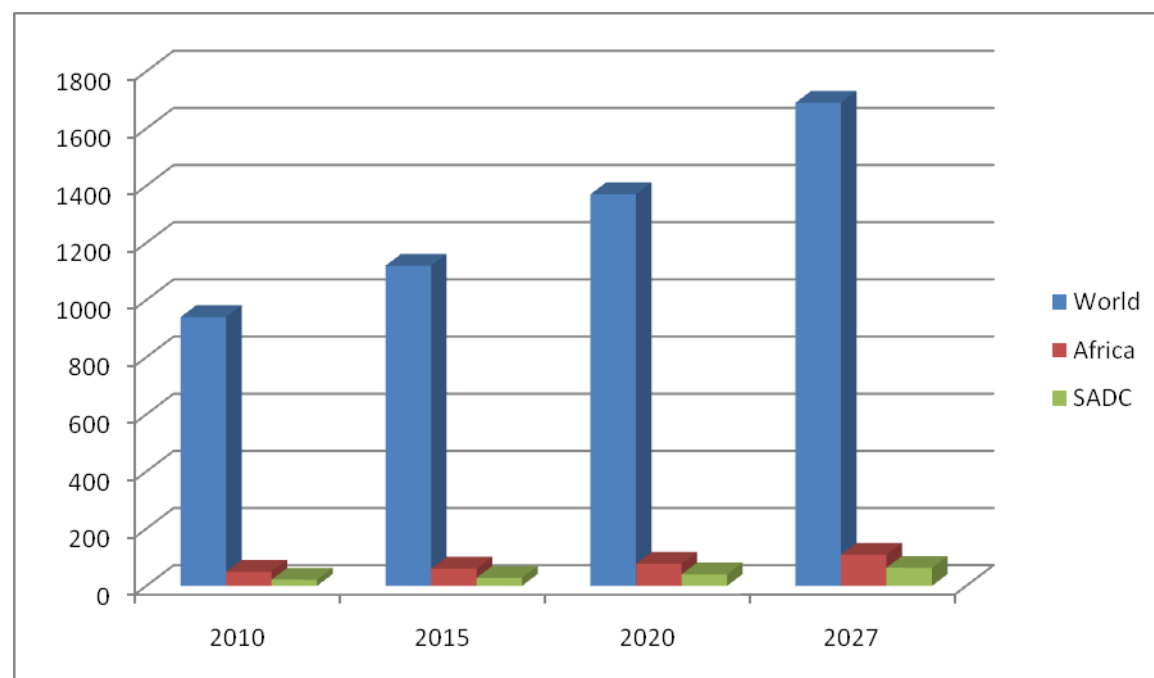
- Infrastructural and product development strategies;
- Marketing and Promotion Strategies; and
- Institutional Development Strategy.

Tourist Arrivals Trends for the Period to 2027

Utilising the data from the UNWTO Vision 2020 forecast, the indicative forecast in the RETOSA’s Tourism Growth Development study draft report and the recent trends in global tourist arrivals, the outlook for 2027 is as follows:

Tourist Arrivals Trends Outlook: 2010-2027(millions)

Year	2010	2015	2020	2027
World	940	1120	1370	1690
Africa	49	60	77	109
SADC	21.5	28	40	63



Tourism growth in the region in the outlook period will be driven by both endogenous and exogenous factors.

Gap Assessment

Since the establishment of the first TFCA in 2000, TFCAs have been operated as individual projects managed by the countries that are bound by the Treaty/MoU establishing them. In order for the region to successfully implement the TFCAs programme in the plan period it is necessary to adopt a common vision, mission and objectives.

STRATEGIC FRAMEWORK

Projects and Interventions

The projects of the sector are composed of:

- Physical Infrastructural Projects—roads, airports, electricity, ICT facilities, etc;
- Physical Tourism Projects-hotels, lodges, resorts, tourist amenities etc;
- Marketing and Promotion Strategies;
- Harmonisation of Policies and Legal Frameworks; and
- Institutional Arrangements.

Risks and Assumptions

The plan to develop sustainable tourism in the TFCAs is likely to encounter a number of risks during the outlook period. The envisaged outcomes of the plan are also premised on a number of

assumptions, for example it is assumed that the current political goodwill between the Member States will continue during the outlook period.

IMPLEMENTATION

The projects of the sector, to be implemented during the plan period, are divided into three clusters:

- Physical Infrastructural projects;
- Policy harmonisation and strategy development projects; and
- Tourism Product projects.

Successful implementation of the TFCAs programme in the region is dependent on a number of critical factors the most important of which are:

- Political will of Member States to continue cooperating in the programme;
- Political stability in the region;
- Implementation of the UNIVISA system;
- Security and safety of tourists;
- Meaningful benefit flows to local communities from the programme;
- Financial sustainability of the programme; and
- Improvement of the world economy.

1. Introduction

1.1 Sector Purpose and Objectives

1.1.1 Purpose

The purpose of the tourism sector chapter is to outline an integrated plan for the sustainable development of Transfrontier Conservation Areas (TFCAs) which are the key drivers for trans-boundary biodiversity conservation; improvement of rural livelihoods through community based tourism, encouragement of private sector investment in rural areas and promotion of regional integration for the period to 2027. The Protocol on Wildlife Conservation and Law Enforcement of 1999 defines a TFCA as “the area or component of a large ecological region that straddles the boundaries of two or more countries encompassing one or more protected areas as well as multiple resources use areas”.

1.1.2 Objectives

The objectives of the Tourism Chapter are:

- To analyse the current state of the tourism development at global, continental and SADC levels;
- To review the nature and characteristic of Transfrontier Conservation Areas development in the region;
- To highlight the cross sectoral linkages on policies and regulations governing the implementation of TFCAs;
- To highlight the type and scale of infrastructural projects being developed in the TFCAs;
- To highlight the need for tourism infrastructural development to take cognisance of climatic change and its impact on long-term sustainability of the sector;
- To establish a common vision for the development of TFCAs in the region;
- To raise awareness on the need to mainstream tourism in regional and national policy frameworks and development strategies;
- To outline the contribution of the tourism sector in general and the TFCAs programme/World Heritage Sites (WHS)/Indian Ocean (Vanilla) Islands programme in particular to the achievement of the Regional Strategic Indicative Development Plan (RSIDP) goals and targets to the 2027 outlook period;
- To position tourism as a major economic pillar in the overall development and integration agenda of the SADC region;
- To develop a strategic framework for TFCAs/WHS/Transnational Tourist Routes (TTR) and Vanilla Islands programme to the period 2027; and
- To outline the action plan that is to be followed in TFCAs/WHS/TTR/Vanilla Islands programme to year 2027.

1.2 Policy/Legal Basis Guiding Sector

1.2.1 Regional Indicative Strategic Development Plan (RISDP)

The development of TFCAs as a tool for biodiversity conservation and economic empowerment of rural communities through tourism is highlighted as a key intervention area in the RISDP. The overall goal of environment intervention is stated as follows:

“To ensure the equitable and sustainable use of the environment and natural resources for the benefit of present and future generations” (RISDP-4).

The tourism section of the document highlights the need to:

“Encourage development of SADC Transfrontier Conservation Areas (TFCAs) and tourism based Spatial Development Initiatives (SDIs) as tourism product varieties” (*ibid*). The symbiotic relationship between tourism development and development of TFCAs is further emphasised in the document where it is stated that the region will use tourism as a vehicle for achieving sustainable socio-economic development, poverty eradication and as a key incentive for conservation and utilisation of the region’s natural resources (SADC, 2001:87).

1.2.2 Protocols and Other Documents and Statutes

The development of Transfrontier Conservation Areas is governed and guided by the Protocol on Wildlife and Law Enforcement (1999) which was ratified in 2003. One of the objectives of the protocol is to:

“Promote the conservation of shared wildlife resources through the establishment of Transfrontier conservation areas” (Article 4, 2(f)).

The protocol defines a Transfrontier Conservation Area as follows:

“The area or component of a large ecological region that straddles the boundaries of two or more countries encompassing one or more protected areas as well as multiple resources use areas”

However given the cross cutting nature of the TFCAs programme there are a number of other regulatory instruments which have direct and indirect impact on the successful implementation of the initiative. They include the following:

- Protocol on Forestry (2002) - It seeks to promote the development, conservation, sustainable management and utilisation of different types of forests. It therefore promotes the development of ecotourism within the TFCAs.
- Protocol on Shared Water Courses (2002) - The protocol fosters closer cooperation for sustainable and coordinated management, protection and utilisation of shared water courses. Trans-boundary water courses in the region are the base on which adventure tourism is anchored. Their effective management will therefore enhance the growth of cross border water based tourism in the region.
- Protocol on Development of Tourism (1998) - The protocol among other things advocates for the promotion of environmentally and socially sustainable tourism development.
- Protocol on Trade (1996) - It has as part of its objectives the establishment of a Free Trade Area in the SADC region. Full implementation of the FTA in the region will stimulate the growth of tourism within the TFCAs.
- Protocol on the Free Movement of Persons (2005) Liberalisation of visa regimes for SADC citizens and the use of one entry port for tourists visiting TFCAs will create a customer friendly environment.
- Protocol on Transport, Communication and Meteorology (1996) - It advocates among other things for the liberalisation of the region’s airline policies. Successful development of tourism in the TFCAs will to a large extent be determined by their connectivity to regional airline hubs.
- The RETOSA Charter (1997) - It provides the administrative framework for Member States cooperation in tourism development and promotion including activities within the TFCAs.

- SADC Biodiversity Strategy (2006) - It provides a framework for Member States cooperation in biodiversity management and conservation. The TFCAs are an ideal vehicle for implementing the strategy.

2. Situation Analysis

2.1 Tourism Trends

2.1.1 Global Trends

According to the World Travel and Tourism Council (WTTC) 2011 report the tourism sector contributed 9% of the GDP of the world economy and accounted for 8% of the global employment in 2010. In absolute terms the industry accounted for 235 million jobs worldwide.

The tourism industry demonstrated its resilience by recording an annual growth of 7% in international tourist arrivals in 2010 after experiencing a decline of 3.8% in 2009. The upward trend continued in 2011 with an annual growth of 4.4% over the 2010 international tourist arrivals. The recovery of the industry after the global economic meltdown of 2009 was higher than the general recovery of the world economy which experienced only 2% annual growth in 2010 over the 2009 period. In terms of absolute figures international tourist arrivals increased from 882 million in 2009 to 940 million in 2010 and reached 980 million in 2011. Tourism receipts improved from the 2009 figure of US\$852 billion to US\$940 billion in 2010. (United Nations World Tourism Organization, 2012). The UNWTO forecasts a growth of 3% for the sector in 2012 and expects international arrivals to reach the one billion mark. Figure 1 below shows the trend in tourist arrivals and international tourist receipts for the period 1990-2010.



Figure 1: International Tourist Arrivals and International Tourism Receipts 1990-2010

Source: UNWTO-Tourism Barometer 2011

Current global trends in the tourism markets show a shift from the traditional sun, sea and sand mass tourism to more personalised, responsible and experiential holidays. The tourists are being driven by issues of ethical values relating to social, cultural and environmental responsibility within the places they visit and the products they use. Furthermore growth in the different market segments in the sector is being influenced by the consumer search for “authentic experiences”. The key market segments include the following:

- **The nature based tourism (including ecotourism) market segment.** This now accounts for 20-40% of international tourists (Centre for Responsible Travel (CREST), 2009). The growing urban population of the traditional markets as well as the new source markets is seeking to reconnect with nature. The segment has increased demand for hiking, camping, wildlife viewing, snorkelling and scuba diving holidays.
- **Cultural Tourism market segment.** It focuses mainly on Community Based Tourism (CBT). Strong growth has been observed from North America, Europe and Oceania (CREST, 2009).
- **Backpackers and Youth Tourism segment.** It has experienced major changes in its composition and characteristics with a large number of the travellers now including “mature youth” 26-30 years age group. The key motivations for travel for the segment are: exploring other cultures, experiencing excitement and increasing knowledge (CREST, 2009:82).
- **Volunteer and Education Tourism market segment.** This is a segment that incorporates unpaid participatory activities in their vacations e.g. building social amenities like schools and clinics in the destinations visited.
- **Adventure Tourism market segment.** The segment focuses on outdoor high adrenaline experience. Popular activities undertaken include mountain biking, white-water rafting, hiking, walking, kayaking, wildlife viewing and bungee jumping.

Each of the above market segments has specific characteristics and profiles. Destinations therefore need to take into consideration these characteristics when developing their marketing strategies and programmes.

Besides the need to respond to the changes in the product demands of different market segment tourist destinations and enterprises have also to effectively respond to the impact of climatic change. The tourism industry directly and indirectly contributes to climatic change and at the same time is affected by climatic change. The UNWTO in collaboration with both the public and private sector in tourism committed itself to the Davos Declaration which among other things points out that “The tourism sector must rapidly respond to climatic change, within the evolving UN framework and progressively reduce Greenhouse Gas (GHG) contribution if it is to grow in a sustainable manner” (UNWTO, 2007).

In its Durban communiqué (December, 2011) the World Travel and Tourism Council reiterated the need for countries to mainstream the tourism sector into national climatic change policies and to ensure that policy frameworks allow businesses to adequately cost and assess the climatic risk of investing in a particular country or technology.

Given the current global trends in demand for new forms of holiday packages Southern Africa is well positioned to attract more tourists in the outlook period if the strategic thrust of developing tourism in the TFCAs is effectively implemented. A wide range of the attractions in the region’s TFCAs is increasingly becoming a basis for fashionable holiday packages worldwide (CREST, 2009). At the same time there is a need to give appropriate policy guidelines to the private sector investing in the TFCAs which will assist the enterprises in adapting to climatic change and adopting mitigating practices that limit the sector’s contribution to environmental pollution and degradation.

2.1.2 African Trends

Africa being the only region in the world that did not experience a decline in tourist arrivals in 2009 continued with its growth trend in 2010. Tourist arrivals increased from 46 million in 2009 to 49.8 million in 2010. The highest growth was experienced in the Sub-Saharan region which registered a growth of 14% during the period. The total remained stagnant at 49.8 in 2011 due to a 12%

decrease recorded in North Africa. Tourism receipts grew from US\$28 billion in 2009 to US\$34.2 billion in 2010 (UNWTO Tourism barometer, 2011).

2.1.3 SADC Trends

The region experienced an annual growth of 12.6% in tourist arrivals in 2010 compared to 2009. The high growth rate was partly a result of the 2010 World Cup Event held in South Africa which drew large numbers of football fans to the region. Total tourist arrivals grew from 20.5 million in 2009 to 21.5 million in 2010 (RETOSA 2011 annual report).

Table 1: SADC Market Share of Tourist Arrivals 1990-2010

Year	World	Africa	Africa's Market share (%)	Southern Africa (millions)	Southern Africa' Market share of the world (%)	Southern Africa's market share of Africa (%)
1990	438	15.1	3.5	2.6	.6	17
1995	534	20	3.8	8.8	1.7	44
2000	684	27.9	4.1	12.6	1.8	45.2
2005	802	37.3	4.7	16.1	2	43.2
2008	922	46.7	5.1	19.8	2.1	42.4
2010	940	49.2	5.2			

Source: Retosa 2010 report and UNWTO 2011 Tourism barometer

The region's market share of tourist arrivals to Africa has been stagnant since 1995. For example in 1995 it stood at 44% by 2000 the figure improved slightly to 45% and by 2005 it had declined to 42.3%. In 2010 the region's market share stood at 43.6% of tourist arrivals to Africa (UNWTO 2011, RETOSA 2010 Report). An analysis of the region's market share of the global tourist arrivals reveals a similar pattern to that of the African continent as a whole. No meaningful change has been recorded by the region since 1995. For example whilst the region's global market share of tourist arrivals stood at 1.7% in 1995 the figure stood at 2.2% in 2010. There are a number of factors that help to explain the inability of the region to meaningfully increase its global and African share of tourist arrivals some of which are:

- Competition from short haul regions like North Africa;
- Competition from other long-haul destinations like South East Asia and South America;
- Lack of targeted intensive regional marketing and promotion to match that undertaken by similar regions like the Caribbean;
- Inadequate resources for the regional tourist organisation, RETOSA, to enable it to effectively fulfil its mandate; and
- Lack of prioritisation of the tourism sector by some SADC Member States.

A meaningful comparative analysis with other tourist regions in both Africa and the world is hampered by a number of factors. Firstly several African regions, for example ECOWAS and Central Africa lack up-to-date data on tourist arrivals and foreign currency earnings from tourism. Secondly regions like North Africa and the Caribbean are located near to the European and North American markets respectively and are therefore in a more competitive position to attract more tourists from these markets than the SADC region. Finally disparities in air access to different regional destinations for example SADC, North Africa, ECOWAS and the Caribbean mean that areas with high numbers of airlines servicing them have the ability to attract more tourists than competing areas. Suffice it

therefore to indicate that within Africa the SADC region faces competition from North Africa and East Africa.

Globally the region needs to benchmark its own performance to developments in regions like South East Asia (Thailand, Singapore, Vietnam, Philippines, Cambodia and Indonesia) which has experienced phenomenal growth during the last decade. For example in 2002 the region received a total of 36.1 million tourist arrivals. The number increased to 448.5 million in 2005 and stood at 69.6 million in 2010 (UNWTO, 2011 Highlights).

SADC Member States derive different levels of economic benefits from the tourism sector as is indicated by the table below.

Table 2: Economic Contribution of Tourism to the Southern African Economies (2010)

Country	Pop. Size (millions)	GDP/capita	GDP (US billions)	Tourism Receipts (T/R)	Tourism Receipts as a % of GDP	Exports (US\$ billions)	T/R as a % exp
Angola	19.08	4,423	84390	534	.8	40985	11.4
Botswana	2.	7403	14857	452	4.7	3971	-
DR Congo	65.9	199	13145	-	-	1520	-
Lesotho	2.17	982	2132	-	-	834	44.9
Malawi	14.9	343	5106	424	9.3	945	26.8
Mauritius	1.3	7593	9728	1117	13	4169	7.8
Mozambique	23.39	410	9586	196	2.	2522	8.8
Namibia	2.28	5330	12170	398	4.3	4518	48.8
Seychelles	.086	10825	936	209	27.2	428	
South Africa	49.99	7275	363703	77543	2.6	77857	9.7
Swaziland	1.1	3073	3645	-	-	1405	-
Tanzania	44.8	527	23056	1160	5.4	4963	23.4
Zambia	12.92	1253	16192	200	1.6	4480	4.5
Zimbabwe	12.57	595	7474	523	9.7	2288	22.9
SADC	252.48	-	566120	12756	5.8	150885	8

Source: UNWTO: 2011, World Bank 2011 report

Although SADC Member States acknowledge the importance of tourism as a major economic pillar in national development there is still a need to effectively mainstream tourism in the national development agenda. There are currently very few countries in the region where tourism is a standalone ministry (Angola, Mauritius, Mozambique, South Africa and Zimbabwe) and hence the sector is not treated as a priority in national allocation of resources.

2.1.4 Transfrontier Conservation Areas



Figure 2: Location of TFCAs in SADC

Source: Peace Parks Foundation

The SADC region has adopted the TFCAs as a developmental option. The cross border management of natural resources has the potential to enhance the conservation of biodiversity, improve the livelihoods of local communities and at the same time position the region as a top of the mind green tourism destination. Given the fact that TFCAs straddle national boundaries their development is a key driver for regional integration.

International tourism market trends indicate a general tendency for long-haul tourists preferring multi-destination holiday packages to single country holiday packages (RETOSA, 2009). Effective implementation of the TFCAs programme could therefore help to improve the region's attractiveness as a holiday destination for the international tourists.

The genesis of Transfrontier Conservation Areas development within the SADC region can be traced to the launch of the Okavango Upper Zambezi International Tourism Initiative (OUZIT). This was an initiative that was driven by South Africa as part of its Spatial Development Initiative (SDI) programme. The aim was to create a wildlife sanctuary within the Okavango and Zambezi catchments, linking together parts of Angola, Botswana, Namibia, Zambia and Zimbabwe. A number of studies (Peace Parks Foundation: 2006; Kohler *et al*, 2004) carried out in the area revealed the potential the concept had for overall socio-economic development and biodiversity conservation. Between 1999 and 2001 the geographical area of OUZIT had been expanded to link two coastal hubs on the border between Angola and Namibia and the area on the border between Tanzania and Mozambique. The initiative had by now been adopted as a SADC project.

However the OUZIT Initiative lost its momentum due to a number of operational and conceptual challenges. Member States began to focus more on the bilateral TFCAs which were manageable to implement than the expanded OUZIT initiative. In 2005 SADC Council of Ministers endorsed the 2010 TFCa Strategy which had been developed by the tourism sector to position TFCAs as favourable tourist and investment destinations in Southern Africa. South Africa was mandated to establish a structure that was to oversee the implementation of the strategy. Boundless Southern Africa was established within the then Department of Environmental Affairs and Tourism (DEAT). At present the unit is located in the Department of Environmental Affairs (DEA).

At present the region has 18 TFCAs which cover an area of 500,000 km². The TFCAs are all at different stages of development and operate under bilateral or trilateral Memoranda of Understanding (MoU).

Table 3: Existing and Potential TFCAs within the SADC Region

NAME OF TFCa	COUNTRIES INVOLVED	STATUS	TOURISM INVESTMENT PLANNED US\$	PRODUCTS
/Ai-/Ais-Richtersveld	Namibia and South Africa	MoU signed 17 August 2001. Treaty signed 1 August 2003.	13.6 million	Lodges and road construction
Kgalagadi	Botswana and South Africa	Treaty signed May 2000	16.92 million	Lodges and road construction
Greater Mapungubwe	Botswana, South Africa and Zimbabwe	MoU signed 13th June 2006	11.4million	Lodges ,others to be verified
Great Limpopo	Mozambique, South Africa and Zimbabwe	MoU signed 10th November 2000. Treaty signed 9th December 2002	28.8million	Lodges and road construction
Lubombo	Mozambique, South Africa and Swaziland	Treaty signed 22nd June 2000	146.2 million	Lodges, tented camp, tourist resort complex
Maloti- Drakensberg	Lesotho and South Africa	MoU signed 11th June 2001	221 million	Lodges, camping sites, tourist resort
Iona-Skeleton Coast	Angola and Namibia	MoU signed 1 August 2003	N/A	N/A
Liuwa Plain-Kamela	Angola and Zambia	Conceptual phase	N/A	N/A
Kavango-Zambezi	Angola, Botswana, Namibia, Zambia and Zimbabwe	Treaty signed August 2011	24.75million	Lodges, game sanctuary
Lower Zambezi- Mana Pools	Zambia and Zimbabwe	Conceptual phase	N/A	N/A
Malawi-Zambia (Nyika and Kasungu/Lukusuzi)	Malawi and Zambia	MoU signed 13th August 2004	N/A	N/A
Niassa-Selous	Mozambique and Tanzania	Conceptual phase	N/A	N/A
Mnazi Bay-Quirimbas	Mozambique and Tanzania	Conceptual phase	N/A	N/A
Chimanimani	Mozambique and Zimbabwe	MoU signed	N/A	N/A
Maiombe Forest	Angola, Congo and	Conceptual phase	N/A	N/A

	DRC			
Kagera	Rwanda and Tanzania	Conceptual phase	N/A	N/A
ZIMOZA	Mozambique, Zambia and Mozambique	Conceptual phase	N/A	N/A

Source: SADC FANR.

A number of the region's TFCAs contain within themselves some of Southern Africa's 38 World Heritage Sites (WHS) for example KAZA (Victoria Falls/Mosi-oa-Tunya), Greater Mapungubwe (Mapungubwe Cultural landscape), ZIMOZA (Mana Pools National Park) /Ai-/Ais-Richtersveld (Richtersveld Cultural and Botanical landscape), Maloti-Drakensberg (UKhahlamba/Drakensberg park) and Lubombo (Isimangaliliso Wetland park). A large number of the World Heritage Sites are currently inaccessible and have limited tourist facilities and amenities. Plans and strategies to develop the region's TFCAs will need to include the development of the WHS as they add value to the competitiveness of the tourist products of the TFCAs.

2.2 Enabling Environment and Institutional Arrangements

2.2.1 International

There are currently no specific international legal conventions on TFCAs which countries have had to be signatories to. However there are a wide range of international conventions that have direct and indirect impact on the development of TFCAs to which the majority of SADC Member States are signatories. These include among others:

- The African Convention on Nature and Natural Resources (1968);
- The Ramsar Convention on Wetlands Conservation (1971);
- UNESCO's Man and Biosphere Programme (1971);
- The World Heritage Convention (1972);
- The Convention on International Trade in Endangered Species of Flora and Fauna/CITES (1973);
- The Convention on Migratory Species (1979);
- The Convention of Biodiversity (1992);
- The UN Framework Convention on Climate Change/UNFCCC (Kohler,V.&Nill,D.-14);
- United Nations Convention to Combat Desertification (UNCCD); and
- The Davos Declaration on Climatic Change and Tourism; Responding to Global Challenges (2007).

The conventions focus on collaboration in the sustainable use of shared natural resources and effective participation of local communities in management of the resources as well as deriving meaningful economic and social benefits. The development of TFCAs will therefore make a meaningful contribution to the international efforts on biodiversity conservation, sustainable tourism development and climatic change mitigation.

2.2.2 Regional Cooperation (policies, strategies and plans)

2.2.2.1 Policies

The main policies guiding the development of tourism and TFCAs in the region are:

- The Protocol on Development of Tourism (1998)
The protocol binds Member States to cooperate in the development of tourism in the region through a number of portfolios. For example article 11 of the Protocol states that:
“Member States shall, in implementing the objectives of the Protocol pursue sound, sustainable policies on utilisation and management of the natural and cultural resources and environment” (13).
The Protocol further highlights the need to involve local communities in the overall development of tourism. Article 12 subsection (c) directs Member State to:
“Ensure that the local communities, as providers of goods and services to the tourism sector, are involved and benefit from the development of tourism” (14).
- The RETOSA Charter (1997)
The Charter sets out the functions of RETOSA, its structure and administrative procedures that guide the conduct of its functions. Member States again bind themselves to cooperate in tourism development through article 13 of the Charter which states that:
“The primary objective of RETOSA shall be to facilitate, encourage and assist in the development of legal and ethical tourism throughout the Southern African Region taking due consideration of the overall development of the people, the Region and the Region’s natural and cultural resources.”
- Protocol on Wildlife and Law Enforcement (1999)
The protocol commits Member States to:
 - Promote the conservation of wildlife resources through the establishment of trans-frontier conservation areas;
 - Promote TFCAs as legitimate components of regional development programmes for poverty alleviation and community development;
 - Promote the development of cross border tourism activities as a means of fostering regional and socio-economic development;
 - Facilitate the promotion of community and private sector involvement in TFCAs activities such as tourism for revenue generation; and
 - Promote conservation and sustainable management of ecosystems that transcend international boundaries within the SADC region (SADC; Food, Agriculture and Natural Resources (FANR)).

2.2.2.2 Strategies and Plans

Current regional strategies and plans for development of TFCAs can be classified into three categories:

- Infrastructural and product development strategies:
 - TFCA Development Strategy for 2010 and beyond-Boundless Southern Africa; and
 - Investment Opportunities in Transfrontier Conservation Areas—Boundless Southern Africa.

The current strategy needs to be revised and updated taking into consideration the developments that have occurred within the TFCAs since the strategy was formulated in

2007. The new strategy will need to link up product developments in the region's World Heritage Sites, transnational tourist routes linked to the region's Transport Corridors, and border trail tourists routes within the TFCAs. The revised strategy will need to focus on the infrastructural and investment development needs of what was identified as phase two TFCAs in the 2007 strategy which include the following:

- Iona/Skelton Coast (Angola and Namibia)
- Liuwa Plain/Kamela (Angola and Zambia)
- Lower Zambezi/Mana Pools (Zambia and Zimbabwe)
- Malawi/Zambia(Nyika and Kasungu/Lukusuzi)
- Niassa/Selous (Mozambique and Tanzania)
- Mnazi Bay/Quirimbas (Mozambique and Tanzania)
- Chimanmani (Mozambique and Zimbabwe)
- Maiombe Forest (Angola, Congo and DRC)
- Kagera (Rwanda and Tanzania)
- ZIMOZA (Zimbabwe, Mozambique, Zambia)

- Marketing and Promotion Strategies:

- TFCA Development Strategy for 2010 and beyond: The main objective of the TFCAs Development Strategy for 2010 and beyond is to increase the tourism potential of Southern Africa. This is to be achieved through consolidating the marketing, infrastructure development and investment promotion efforts of existing TFCAs. The focus is currently on 7 TFCAs that straddle 9 SADC countries i.e.6 TFCAs involving South Africa and KAZA. The long term vision is to involve all SADC TFCAs. South Africa was given a mandate by SADC ministers to coordinate the implementation of the strategy.
- RETOSA - Southern Africa Regional Tourism Growth and Development Strategy 2011 (draft): The strategy has indicative elements on the promotion of TFCAs in the region.

A new marketing and promotion strategy for TFCAs needs to be developed. The strategy will need to incorporate the promotion of the SADC World Heritage Sites and transnational tourist routes linked to the region's Transport Corridors. Further the strategy will need to incorporate the innovative Vanilla Islands concept that is being implemented by Indian Ocean Islands. The concept was created in response to changing market demands whereby a growing market segment is seeking to experience multi- destination holiday packages. Vanilla is a strong common heritage among the Indian Ocean islands which symbolises the elements of earth, nature and aromas and conveys the idea of being welcomed in a safe haven. The combination of the mainland destinations and the islands will further enhance the competitiveness of the packages being offered.

- Institutional Development Strategy:

- SADC: Regional Programme for Transfrontier Conservation Areas November 2010 Report. The report among other things proposes an implementation programme for the 2011-2015 period covering the following areas:
 - Harmonisation of policies and legal frameworks-need for the Secretariat to develop guidelines for policy and legal framework harmonisation which Member States can use in their bilateral and multilateral negotiations;
 - Enhancement of financing mechanism for TFCAs-essential to develop sustainable funding mechanism for the TFCAs;

- Capacity building of TFCAs stakeholders-need to develop a portfolio of training programmes that will improve the technical and managerial skills of the stakeholders involved development of TFCAs;
- Information exchange and learning networking-need to create a platform for information exchange and networking for TFCAs stakeholders; and
- Institutional and organisational set up proposals at regional and national level-essential to streamline the institutional arrangements of the organisations that are involved in TFCA development at regional level.

2.2.2.3 Existing Sector Plans/Master Plans

The process of TFCAs development has historically been based on a project by project basis. The projects are confined to two or more Member States involved in the specific TFCAs. The available sector plans/master plans therefore pertain to the various TFCAs in the region. There is no integrated TFCA sector plan within the region.

To date the following TFCAs have Integrated Development Plans (IDPs):

- Great Limpopo TFCA
- Kgalagadi TFCA
- Maloti-Drakensberg
- /Ai-/Ais-Richtersveld
- Lubombo
- Greater Mapungubwe
- Kavango/Zambezi (Zambian, Zimbabwean, Botswana and Angolan sections) - Namibian section is yet to be completed.

At present there is no clearly defined Regional Institutional Arrangement for the TFCAs except the fact that they fall under the SADC Food, Agriculture and Natural Resources (FANR) Directorate for coordination and guidance.

Regional coordination for the development and promotion of the TFCAs is being carried out by South Africa through Boundless Southern Africa. The unit was established in 2007 and was hosted by the then Department of Environmental Affairs and Tourism (DEAT) in Pretoria. It is the marketing brand for TFCAs development. The unit is currently being hosted by the Department of Environmental Affairs of the government of South Africa (DEA).

2.2.3 Member States

Each TFCA has a well defined institutional arrangement that is spelt out in the Treaty/Memorandum of Understanding that established the specific project. Typically the structure consists of the following:

- A Ministerial Committee
- A Technical Committee
- A Coordinating Party/Secretariat
- Working Groups
- National Coordinating Agencies (NCAs)

The National Coordinating Agencies have the mandate to constitute and coordinate a range of committees that feed into the national position on how developments in the TFCAs should be

undertaken. In the majority of cases the NCAs are the ministries that are responsible for Environment, Natural Resources, Wildlife and/or Tourism. The departments that are charged with the responsibility of the management of the country’s national parks play a leading role in coordinating the technical activities of the TFCAs.

2.3 Projections and Trends for 2027

In its Tourism Vision 2020, the UNWTO, using 1995 as the base year, estimates that tourist arrivals will grow annually by 4% to the year 2020. Total arrivals are expected to reach 1.6 billion in 2020. The African continent is expected to receive a total of 77 million tourist arrivals in 2020. It is estimated that the SADC region will receive a total of 40 million tourist arrivals in 2020 thus accounting for 52% arrivals to Africa.

The future growth and development of tourism in the TFCAs in the region is dependent on the overall growth and development of tourism in the whole of the SADC region. The SADC tourism outlook below therefore gives an indication of the potential growth of the sector within the TFCAs.

Utilising the data from the UNWTO Vision 2020 forecast, indicative forecast in the RETOSA’s Tourism Growth Development study draft report and the recent trends in global tourist arrivals the outlook for 2027 is as follows:

Tourist Arrivals and Forecast: 2010-2027(millions)

Year	2010	2015	2020	2027
World	940	1120	1370	1690
Africa	49	60	77	109
SADC	21.5	28	40	63

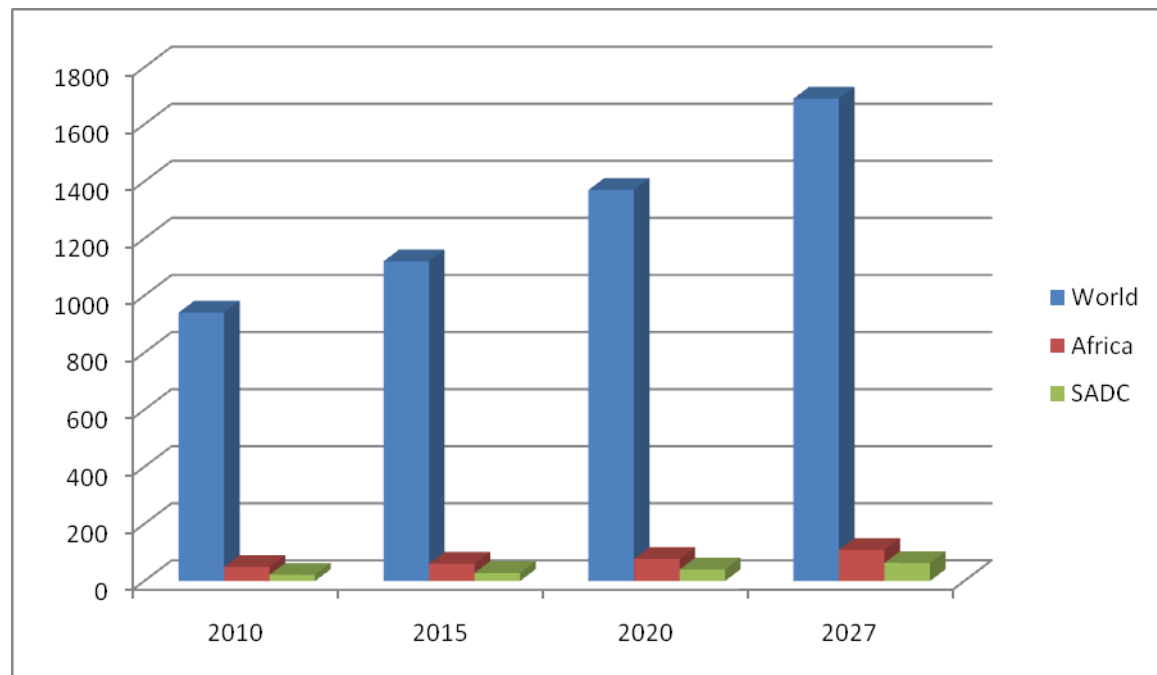


Figure 3: Tourist Arrivals and Forecast to 2027

The forecast of tourist arrivals to 2027 indicates a gradual increase of SADC’s market share of tourist arrivals to Africa from 44% in 2010 to 52% in 2020 reaching 58% in 2027. The continued growth of

the industry during the outlook period will significantly increase the contribution of the tourism sector to the overall socioeconomic development of the SADC region through employment creation, foreign currency earnings and improved inflows of foreign direct investments (FDIs). However for the TFCAs to benefit from the forecast growth in the outlook period it will be essential that adequate infrastructure is put in place. This will include the provision of adequate transport infrastructure, water, ICT and energy.

The opening up of the TFCAs will bring a range of socioeconomic benefits to rural communities which will include among others:

- Direct and indirect employment-especially of women and the youth;
- Opportunities for diversifying the economic structures of marginal areas where the TFCAs are located;
- Opportunities for supplying the requirements of the tourism enterprises; and
- Access to better social amenities.

2.3.1 Key Drivers of Tourism Growth during the Outlook Period

Tourism growth in the region in the outlook period will be driven by both endogenous and exogenous factors.

Endogenous factors driving tourism growth during the outlook period can be grouped into four clusters as follows:

- Tourist attractions;
- Improved accessibility;
- Improved policy and investment environment; and
- Coordinated marketing and promotion of TFCAs.

Tourist attractions

The major attractions available to tourists include:

- A multiplicity of world class natural and cultural attractions which includes Victoria Falls, Mount Kilimanjaro, the Indian Ocean Islands and a range of World Heritage Sites (WHS); and
- Availability of unique adventure, cultural heritage and ecotourism routes within the TFCAs and the WHS.

Improved accessibility

- Improved transport infrastructural in both the TFCAs, Transnational Tourist Routes, World Heritage Sites and Indian Ocean Islands which will position the region as a must visit green holiday destination;
- Improved border posts services and controls; and
- Improved accessibility to the region as a result of implementation of the Yamoussoukro Decision (YD) - availability of competitive airfares, improved airline routing and scheduling.

Improved policy and investment environment

- Improved coordination and consistency between and across TFCA Member States with respect to investment promotion, Private Public sector Partnership (PPP) implementation, product development and local communities participation;
- Gradual improvement of the visa regime with the possibility of the full implementation on the UNIVISA system; and

- A safe, secure and stable destination.

Coordinated marketing and promotion of TFCAs

- Intensified joint/harmonised marketing and promotion of the region through RETOSA and Boundless Southern Africa;
- Improved ICT infrastructure in both the TFCAs, Transnational Tourist Routes, World Heritage Sites and Indian Ocean Islands which will enable potential customers to access the available holiday products in these areas; and
- Increased availability of the region's tourist products on the internet and the participation of RETOSA and Member States at the major travel fairs in key traditional source markets and the emerging markets (BRICS).

The exogenous factors driving tourism growth in the region in the outlook period include the following:

- Gradual improvement of the world economy;
- Growth in the demand for experiential holidays like safaris, adventure, ecotourism and cultural tourism which are in abundance in the region;
- Increase in the number of international airlines flying to the region;
- Growth of the Chinese, Japanese, Indian, Brazilian, Russian and Australian markets to the region; and
- Continued political instability of competing destinations - North Africa and the Middle East.

2.4 Gap Assessment

2.4.1 Current Situation

Since the establishment of the first TFCA in 2000, TFCAs have been operated as individual projects managed by the countries that are bound by the Treaty/MoU establishing them. This approach has created a number of challenges that are common to the majority of the TFCAs which include the following:

- Limited financial and human resources;
- Lack of coordination among institutions involved;
- Lack of harmonised policies and laws in trans-boundary areas;
- Inability to eradicate the poaching problem; and
- Limited interaction with the SADC secretariat.

A number of attempts have been made to draw up a common regional vision, mission statement and objectives on the development of TFCAs. Currently each TFCA has its own vision, mission statement and objectives. Within the different TFCAs each country has through the IDPs attempted to articulate objectives that are specific to its needs.

The Department of Environmental Affairs of South Africa in its Draft TFCA Strategic Plan 2007 spelt out the vision of TFCA development as follows:

“To promote ecosystem integrity, biodiversity conservation and socio-economic development across international boundaries”

On the other hand the SADC Secretariat 2010 study Regional Programme for Transfrontier Conservation Areas articulates the vision of the TFCAs programme as follows:

“To develop and maintain an integrated network of cross-border ecological key areas that are jointly and sustainably managed by neighbouring countries, communities and private sector to foster economic and social development, tourism, regional integration and stability and to protect their unique natural heritage and environmental services for the benefit of SADC countries and mankind.”

Finally in its meeting of March 2011 the FANR directorate TFCA stakeholders discussed and accepted the general outlines of the vision and mission statement as proposed in 2010 study.

One of the most critical shortfalls in the development of TFCAs is the lack of an effective institutional mechanism that facilitates coordinated implementation of the regulations and policies within the different areas. The development of the TFCAs is characterised by a multiplicity of institutional arrangements. At bilateral or multilateral level there is the Ministerial Committee, the Technical Committee, the Coordinator/Secretariat and the Working Committee/Group. At national level there is the focal point which is normally the lead Ministry.

Another major characteristic of TFCAs development in the region is the proliferation of international, regional and national non-governmental organisations (NGOs) whose thrusts are often at variance with the policies of Member States in charge of the TFCAs. The involvement of a large number of NGOs is a result of the genesis of the TFCAs programme. The concept was initially championed by NGOs. For example the Peace Parks Foundation of South Africa had commenced advocacy on the concept as far back as the early 1990s. Various governments in the region embraced the concept once they realised its usefulness in resource management and the potential it had for poverty alleviation in rural communities through tourism and other sustainable use of the natural resources.

The TFCAs projects in the region have been funded from a wide variety of sources both regional and international. The funds have been availed by individual organisations, national governments and multilateral organisations. The funding organisations include among others the World Bank, the European Union (EU), World Wildlife Fund (WWF), the Dutch and German governments, the Dutch Postcode lottery and the Development Bank of Southern Africa (DBSA). The funds have been offered either on a bilateral arrangement or on a multilateral arrangement. The sourcing of the funds has mainly been led by NGOs and in a number of instances International Cooperating Partners (ICPs) have identified the need to provide funding for specific programmes. This approach to funding of the projects has created a situation whereby some countries for a variety of reasons have not received meaningful resources to develop their projects. There is therefore a perception that there is a group of ‘favourite countries’ for ICPs funding for TFCAs and that the whole programme is focused more on the political and developmental agenda of NGOs and their funding partners than the agenda of SADC as pronounced in the RSIDP.

There is a need for the SADC Secretariat to get more involved in resources mobilisation for the projects in order to ensure that the resources being provided by ICPs are being channelled to TFCAs activities that are in line with the SADC integration agenda. A number of Member States lack the capacity to properly engage ICPs as well as the capacity to effectively articulate their developmental needs within the framework of the TFCAs programme. The guidance of the Secretariat could ensure that such Member States are not disadvantaged in their quest to develop their TFCAs. Furthermore there is a regional need to engage and motivate the private sector to take up investment opportunities in the TFCAs through public private sector partnerships or as individual investors.

2.4.2 Requirements for 2027

It is essential that the region operates with a common vision, mission and objectives for TFCAs development during the plan period. It is therefore recommended that the region adopts the following as its vision mission and objectives:

Vision

To be the global leader in cross-boundary ecosystem integrity, biodiversity conservation, socio-economic development, peace and harmony and green tourism experiences.

Mission

To sustainably conserve, develop and manage the region's natural resources for the economic and social benefit of SADC stakeholders.

Core values

The core values for TFCAs development during the plan period are:

- Respect for Member States sovereignty;
- Respect for cultural and social values of rural communities;
- Environmental ethics;
- Transparency; and
- Equity, mutual trust and stakeholder involvement.

Objectives

The objectives of TFCAs development during the plan period are:

- To foster Transfrontier collaboration and cooperation among the TFCAs partner countries in implementing ecosystems and natural resource management programmes;
- To provide alliances in the conservation and management of biological and cultural resources;
- To encourage social, economic and other partnerships among and between the TFCAs partner countries and relevant stakeholders;
- To develop mechanism and strategies for alleviating poverty in the TFCAs target area and ensure that stakeholders derive tangible and pragmatic socio-economic benefits from the conservation initiative;
- To engage important role players and key stakeholders in planning the establishment, development and management of the TFCAs; and
- To promote and facilitate cross-border tourism and trade as a means of fostering regional economic integration.

The main requirement for the successful implementation of the TFCAs programme during the outlook period is the adoption of a focused and coordinated strategy for cooperation. The key areas of integrated Member States cooperation fall into five clusters, viz:

- Development and implementation of a marketing and promotion strategy and action plan;
- Development and implementation of an investment promotion strategy and action plan;
- Implementation of a regional resource mobilisation programme;
- Implementation of a policy and legal framework harmonisation programme; and
- Development and implementation of a capacity building programme.

Development and implementation of a marketing and promotion strategy and action plan

It is essential to have in place a broad based marketing and promotion strategy which will create demand for the tourism products of the TFCAs. This will entail undertaking the following activities:

- Development and implementation of an integrated marketing and promotion strategy for TFCAs, World Heritage Sites and Transnational Tourist Routes through RETOSA in association with Boundless Southern Africa;
- Facilitating the development of integrated inter-TFCAs tourism circuits/routes some of which should be linked to the Indian Ocean Vanilla Island tourist route. The activity should be led by RETOSA in partnership with private sector and Boundless Southern Africa; and
- Promotion of the top ten tourist routes within the TFCAs, viz:
 - Maloti Drakensberg Route (Maloti/Drakensberg TFCA)
The route covers parts of Lesotho, Eastern Cape and Eastern Free State in South Africa. It passes through the picturesque Maloti Mountains and diverse cultures in the two countries. This is an outstanding adventure tourist route which offers the visitor one of the very few skiing opportunities in Africa.
 - Mapungubwe Eco Trail (Great Mapungubwe TFCA)
The route covers tourist attractions in South Africa (World Heritage Site Interpretative Centre at Mapungubwe National Park-archaeology) Botswana (Culture and geological formations) and Zimbabwe (Pioneer History).
 - Great Limpopo Transfrontier Park Route (Great Limpopo TFCA)
The route takes the tourists to the main highlights of Kruger National park in South Africa, Limpopo National park in Mozambique and Gonarezhou National Park in Zimbabwe. Given that this is a vast area with a wide range of natural and cultural attractions it will be essential for stakeholders in the TFCA to agree on the highlights to include in the final route to be promoted.
 - Lubombo Route (Lubombo TFCA)
The route covers tourist attractions in South Africa, Swaziland and Mozambique. As in the case of Great Limpopo Transfrontier Park Route it will be necessary for stakeholders to agree on the specific highlights to be included in the final route to be promoted.
 - Caprivi, Chobe, Victoria Falls, South Barotse Route (KAZA TFCA)
The route takes the tourists to Caprivi in Namibia, Chobe National Park in Botswana, Victoria Falls (a World Heritage Site) in Zambia and Zimbabwe and includes the historic town of Livingstone and rural south Barotse in Zambia. There is the opportunity to vary the route in each of the countries depending on the market niche that is being targeted.
 - Desert Knights Route (/Ai-Ais/Richtersveld TFCA)
The route will focus on adventure tourism which will include mountain biking and white-water rafting on both the South African and Namibian side of the Orange River.
 - The Polentswa Wilderness Trail Route (Kgalagadi TFCA)
The route is characterised by the unique scenic beauty of the desert environment which is dominated by red and white sand dunes and open spaces.
 - Bush to Paradise Islands Route (Great Limpopo TFCA and Vanilla Islands)
The route will include the core attractions of the Great Limpopo TFCA and the highlight of the Vanilla islands route in Mauritius and Seychelles. The route will offer the visitors wildlife experience and culture on the mainland and beach tourism and culture on the islands.
 - Bush to Beach Route (Great Limpopo TFCA-Kruger National Park and Limpopo National Park)
The route covers wildlife and cultural attractions in both the Kruger National Park in South Africa and Limpopo National Park in Mozambique. The route takes tourists to the coastal resorts of Bilene, Xai-Xai, Inhambane and Vilankulo in Mozambique.

- World Heritage Sites Route (Lubombo, Great Mapungubwe, Great Limpopo and KAZA TFCAs)
The route will offer the visitor the World Heritage Sites located in these TFCAs-Great St. Lucia Wetland Park, Mapungubwe Interpretation Site, Great Zimbabwe Monument and Victoria Falls/Mosi-oa-Tunya.

Development and implementation of an investment promotion strategy and action plan

The item will entail undertaking the following activities:

- Implementation of identified infrastructure projects in each TFCA;
- Identifying local, regional and international investors to develop the planned tourist products of the different TFCAs ;
- Development of appropriate PPP mechanism and incentives to attract private sector investment in product development in the TFCAs; and
- Development and implementation of a strategy for active participation of the regional private sector institutions in regional tourism programmes.

Implementation of a regional resource mobilisation programme

The activities to be undertaken include the following:

- Coordination of resource mobilisation through the SADC Secretariat; and
- Development and implementation of a sustainable funding strategy for RETOSA and Boundless Southern Africa.

Implementation of a policy and legal framework harmonisation programme

The item entails among others the implementing the following:

- Developing and implementing a programme that is geared at harmonisation of policies and legal frameworks governing activities in the TFCAs;
- Coordinating and facilitating the removal of various bottlenecks to intraregional travel - for example improvement of clearing of travellers at road border posts; and
- Facilitating the development of an effective anti-poaching programme for implementation by Member States.

Development and implementation of a capacity building programme

It is essential to develop and implement a capacity building programme targeted at the local communities involved in community based tourism as well as Member States officials responsible for implementing TFCA programmes.

Hand in hand with the above operational and policy requirements infrastructural needs of TFCAs in terms of transport, water, ICT and energy should be in place to meet the needs of the expected increase in tourist arrivals to the TFCAs.

3. Strategic Framework

3.1 Strategies for Addressing Gaps and Expected Results by 2027

3.1.1 Significance of the Sector and Prioritised Goals

Tourism is one of the fastest growth sectors of the world economy. Tourism ranks fourth as an export sector after fuels, chemicals and automotive products. It is one of the top five export earners in over 150 countries and number one export earner in 60 countries (United Nations Conference on Trade and Development, UNCTAD:2010). It has exhibited strong resilience in the face of recent world economic down-turn. Within the SADC region the sector has experienced continuous growth of both tourist arrivals and tourist receipts since 2000.

The sector is a major pillar in the overall economic development of the region due to a range of factors.

Firstly, tourism significantly contributes to the region's gross domestic product (GDP). For example its contribution to the region's GDP grew from 3.7% in 1999 to 5.8% in 2009 (WTTC, 2000: RETOSA, 2009). Growth of the sector within the region and the TFCAs in the outlook period will go a long way in improving the economic performance of a large number of the region's Member States.

Secondly, the sector is a major creator of employment and a fast entry vehicle into the workforce for low-skilled and semi-skilled workers with a bias towards women and the youth in both urban and rural areas. The sector accounted for estimated 1.25 million direct jobs in 1999 in the region which reached 1.92 million in 2010 (WTTC). It is therefore a major tool for addressing the high unemployment challenges that are prevalent in the majority of Member States. Creation of employment opportunities through tourism within the TFCAs will help to reduce the rural urban migration that is prevalent in the region as job opportunities will be available at local areas.

Thirdly, the tourism industry is a major source of foreign currency earnings for the region. For example foreign currency earnings from tourism grew from a total of US\$4483 million in 2000 to US\$12756 million in 2009 (RETOSA 2001 & 2010 annual reports). Once the region is able to effectively position itself as a leading green destination through the development of TFCAs it will be able to attract the growing green tourism market segment and hence increase its foreign currency earnings immensely.

Fourthly, the sector is a major tool for economic diversification especially for rural areas that are located in marginal ecological zones for agricultural development. Once appropriate infrastructure and tourist products are developed in the TFCAs tourists will be attracted to these areas as they offer outstanding natural and cultural attractions. Rural communities in these areas will therefore have an alternative source of livelihoods.

Fifthly, the sector has close linkages with a number of other sectors, for example agriculture, construction, ICT, water, transport energy and manufacturing. Its growth within the TFCA will therefore stimulate growth of the other sector and hence create more job opportunities within these rural areas.

Finally, tourism is a major vehicle for achieving the Millennium Development Goals in the region especially MDG 1-Eradicating extreme poverty and hunger, MDG 2-Promote gender equality and

empowerment of women, MDG 7- Ensure environmental sustainability and MDG8-Develop a global partnership for development.

For the region to achieve its broad objectives within the outlook period it is necessary to identify priority goals for plan. In view of the discussion above the priority goals for the sector during the plan period are:

- Policy coordination and harmonisation;
- Streamlining the regional institutional framework responsible for TFCAs development;
- Developing a new marketing and promotion strategy for TFCAs for the five year period 2013-2017;
- Coordination of resource mobilisation;
- Developing an investment promotion strategy for phase two TFCAs;
- Establishing Integrated Development Plans (IDPs) for phase two TFCAs during the three year period 2013-2015; and
- Ensuring increased tourist arrivals to the phase one TFCAs, through effective marketing of multi-destination tour packages and multi-country tourist routes established within the TFCAs.

3.1.2 Policy and Regulatory Framework

It is important to facilitate the harmonisation of key legislation and policies between participating countries in the different TFCAs. It is also critical to develop policy and regulatory framework guidelines that parties to TFCAs development can use as a basis for cooperation. At present Member States depend on their own experts when attempting to harmonise policies and regulations between themselves. There are no broad regional guidelines which they can use as a basis to draw up policy and legal framework harmonisation. The areas that Member States need to harmonise their policies and legal frameworks include among others the following:

- Land use planning;
- Protected areas management;
- Consumptive and non-consumptive use of wild flora and fauna;
- Communities involvement in decision making processes of TFCAs development;
- Resettlement of communities affected by TFCAs development;
- Issues of wildlife reintroduction and restocking in TFCAs; and
- Development of MoUs and treaties governing the TFCAs.

3.1.3 Institutional Arrangements

For the TFCAs to deliver the expected results during the outlook period it is necessary to establish a streamlined institutional framework that will facilitate and coordinate programme implementation.

At present there is no clearly defined Regional Institutional Arrangement for the coordination of tourism development within TFCAs. The Food, Agriculture and Natural Resources Directorate (FANR) is charged with the broad responsibility of coordinating overall development within the TFCAs. It is therefore important to establish appropriate structures at the Secretariat that will ensure close interface between the Infrastructure and Services (I&S) directorate and the TFCAs desk. Consideration should be given to the establishment of a position within the I&S directorate that is responsible for coordination of infrastructural needs of TFCAs. This will ensure that the infrastructural requirements of TFCAs are properly catered for. Further consideration should be given to the establishment of a regional tourism management working group which will liaise with the TFCA desk at the SADC Secretariat to guide the implementation of the plan. The group will be composed of representatives of stakeholders involved in TFCAs development. Marketing and

promotion of investment within the TFCAs is being carried out by Boundless Southern Africa, which is hosted by the Department of Environmental Affairs (DEA) of South Africa.

Given that the government of South Africa’s funding of Boundless Southern African comes to an end in 2012 it is recommended that the unit be transferred to RETOSA and is mandated to continue with its role of coordinating of TFCAs development and marketing. Figures 4 and 5 below show the proposed streamlined regional arrangements for TFCAs development and coordination.

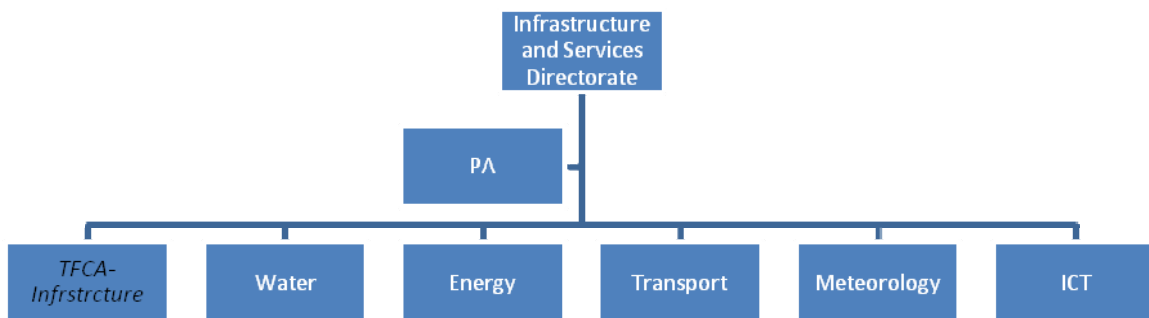


Figure 4: Proposed Organisational Chart for the I&S Directorate

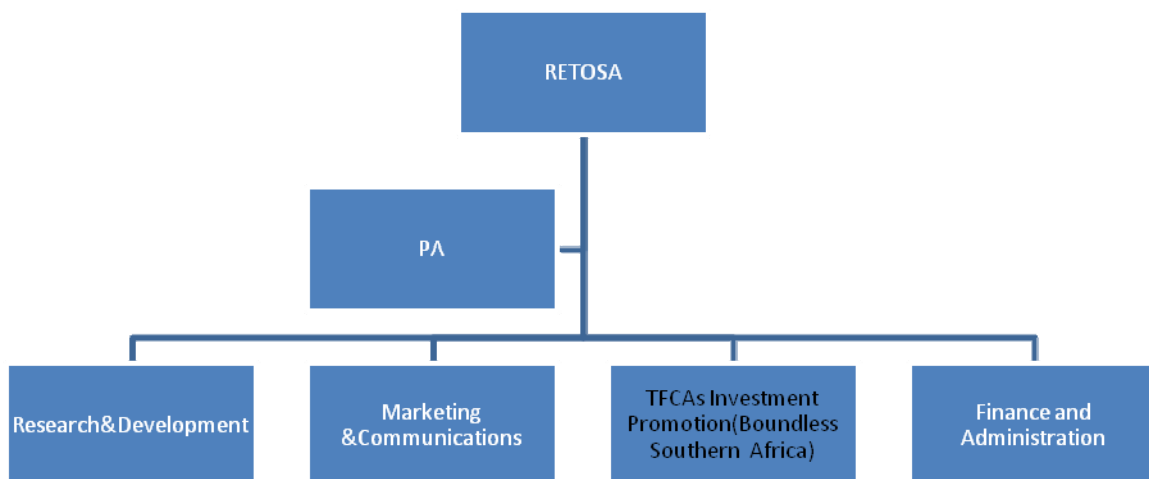


Figure 5: Proposed Organisational Chart for RETOSA

3.1.4 Projects and Interventions

The projects of the sector are composed of:

- Physical Infrastructural Projects - roads, airports, electricity, ICT facilities, etc;
- Physical Tourism Projects - hotels, lodges, resorts, tourist amenities, etc;
- Marketing and Promotion Strategies;
- Harmonisation of Policies and Legal Frameworks; and
- Institutional Arrangements.

3.1.4.1 Physical Infrastructure Projects

The Infrastructural Development Plan of each TFCA has identified specific infrastructure projects that need to be developed in order to facilitate the development of tourism in the area. A number of the projects are at various stages of implementation as indicated in the attached project profiles. The TFCAs that are still at conceptual stage will draw up a range of infrastructure projects during the development of their IDPs some of which may be implemented during the outlook period. The major challenge for implementing the infrastructural projects within the TFCAs is lack of financial resources. This challenge is fully reflected in the attached project profiles the majority of which show substantial levels of funding gaps.

3.1.4.2 Physical Tourism Products

Each of the TFCAs that has developed its master plan has a portfolio of tourism products projects which are being promoted to potential investors in the region and internationally. Annexure 2 gives details of the current projects within the various TFCA. The efforts of Boundless Southern Africa in searching for investors for the different projects of the TFCAs will need to be intensified during the plan period in order to improve project uptake. The envisaged benefits from the TFCAs programme for the various stakeholders can only be realised if there is meaningful uptake of the projects by investors. During the plan period Boundless Southern Africa will have to take on board new projects that will be put forward by the TFCAs that are still developing their IDPs. The Member States participating in the TFCAs have very limited capacity to source for investors for the various projects that have been identified in the master plans. It is therefore important that Boundless Southern Africa is adequately resourced in order to enable it to effectively promote the projects that need to be developed within the TFCAs.

3.1.4.3 Marketing and Promotion Strategies

TFCAs are new tourist destinations within SADC. In order to create the appropriate awareness of what these areas are offering to both the regional and international tourists RETOSA needs to implement a targeted marketing strategy that will ensure that the appropriate market segments are attracted to the region's TFCAs. Likewise Boundless Southern Africa needs to develop a new investment promotion strategy that will incentivise the private sector to invest within the TFCAs.

3.1.4.4 Harmonisation of Policies and Legal Frameworks

Member States that are parties to the treaties that established the TFCAs have policies and legal frameworks that act as bottlenecks to the full implementations of the projects that are being agreed on within the framework of the IDPs of each TFCA. It is therefore essential that the Secretariat facilitates the harmonisation of these policies and legal frameworks by developing appropriate guidelines that countries can use as a benchmark for the changes they need to make at national and bilateral levels.

3.2 Linkages to other Infrastructure Sectors

The tourism sector linkages to other infrastructure sectors are diverse and complex. The table below summaries the key linkages that the tourism sector has with other infrastructure sectors.

Table 4: Tourism Sector Linkages with other Infrastructural Sectors

Sector	Linkages with the Tourism Sector
Water	<ul style="list-style-type: none"> • Beach tourism which was the nucleus of the growth of mass tourism is based on global oceans and seas • Niche adventure and luxury holiday markets - diving, white-water rafting, cruising - all depend on availability of the world's water bodies • Tourism growth is dependent on availability of water supplies for both direct consumption for tourists and sewage systems for the accommodation sector and other amenities. Many countries have put in place water conservation strategies in order to ensure the sustainability of the sector • Tourism activities if not properly managed contribute to water pollution and depletion • The sector consumes large amounts of products from the agricultural sector whose productivity is dependent on availability of water
Transport	<ul style="list-style-type: none"> • The transport sector is the backbone of the tourism industry globally • Different modes of transport move tourists from the source markets to their destinations • Developments in rail, sea, road and air transport have opened up new tourist destinations and at the same time have enabled new market segments to afford overseas holidays • Innovations in air and rail transport have helped to improve the accessibility of different destinations in terms of both time and costs leading to the general growth of the tourism sector • In many developing countries, including the SADC region, poor transport infrastructure has stifled the growth of the tourism sector • Transport policies in tourist destinations have major impact on tourism development e.g. implementation of airline liberalisation policies in SADC has positively affected the growth of the sector
Energy	<ul style="list-style-type: none"> • Tourism components including airlines, accommodation, tour operators, cruise lines and motor vehicles are intensive users of electricity and fuel energy, without which the industry is unable to function • Global efforts are underway to search for alternative energy which may assist in bringing tourism to remote rural areas that have outstanding natural and cultural attractions
ICT	<ul style="list-style-type: none"> • Global competitiveness in tourism is now being driven by ICT. Central Reservation Systems (CSRs) were the earliest innovation in airline and hotel bookings. At present different forms of Global Distribution Systems (GDS) enable tourist to make bookings for different holiday products from anywhere in the world • The growth of e-commerce in tourism is a direct result of the growth of ICT • The internet is now the largest source of information on destinations and holidays for tourist in the main generating countries • Convergence of technology-networks and devices has enabled potential tourists to access holiday products from a wide range of platforms e.g. mobile phones. Tourists are also able to transfer money to product providers using different platforms • A wide range of multimedia technologies are being used to promote tourist destinations and products: the world wide web, compact discs, videos, view data, webcams etc
Meteorology and climate	<ul style="list-style-type: none"> • Climatic change is threatening the sustainability of tourism in different destinations e.g. low lying island states are being threatened by rises in sea level and mountain resorts are being negatively

	<p>affected by the rising temperatures that are melting ice fields and glaciers</p> <ul style="list-style-type: none"> • High frequency of hurricanes, diminishing precipitation, heat waves and other unusual weather phenomenon are reducing the attractiveness of a large number of holiday destinations as tourist fear for their safety and security • Tourism activities are currently responsible for 4-6% of global carbon emissions and hence contributing to climatic change (UNWTO: 2007)
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3.3 Risks and Assumptions

3.3.1 Risks

There are a wide range of risks that the plan to develop sustainable tourism in the TFCAs is likely to encounter during the outlook period. These include among others the following:

- Failure of economic recovery in the region's traditional source markets of Europe and North America which will result in reduced tourist arrivals to the region and hence limited numbers visiting TFCAs;
- Lack of adequate economic and social benefits to rural communities being derived from the TFCAs programmes which will result in the communities withdrawing from participating in the programme. Poaching and other negative practices will again become rampant in the TFCAs;
- Increased competition from other regional destinations like the East Africa, the Caribbean and South East Asia could reduce the forecast tourist arrivals to the SADC region resulting in less tourists numbers purchasing holiday packages in the TFCAs;
- Lack of regional guidance in resource mobilisation, promotion and marketing and harmonisation of policies and regulations which will result in uncoordinated overall development of TFCAs. The outcomes of uncoordinated development may not be in line with the goals and targets of the RISDP;
- Inadequate and uncompetitive regional transport infrastructure that inflates costs and limits accessibility of the TFCAs to potential tourists;
- Different levels of prioritisation of the tourism sector as a pillar of economic development in the respective SADC Member States resulting in differences in budgetary and human resource allocations;
- Inadequate funding of RETOSA and Boundless Southern Africa which may render the organisation and the unit ineffective in delivering on their set mandates; and
- Limited focus on green/responsible tourism across the region leading to the region's inability to increase its share of the growing ecotourism market segment.

The region will therefore need to implement a number of strategies indicated above in order to mitigate against the risks that the programme faces during the plan period.

3.3.2 Assumptions

The envisaged outcomes of the plan in the outlook period are premised on the following assumptions:

- It is assumed that the current political goodwill between the Member States will continue during the outlook period. Effective functioning of any trans-boundary project is dependent on good political understanding between the Member States involved in the project;
- It is assumed that the region will continue to enjoy political stability. Tourists are sensitive to issues of personal safety and security and will switch their holidays to other destinations whenever instability occurs in an area;

- The current gradual improvement in the region’s visa regimes is assumed to continue in the outlook period. This will remove the major hassle that potential tourists to the region encounter in trying to get visas before embarking on their holidays;
- It is assumed that the pace of implementation of YD will improve during the outlook period. This will make the region more accessible from the source markets, increase the destination’s airline connectivity and result in the possible reduction of intra-regional airfares;
- It is assumed that the global economy will witness a gradual recovery thereby enabling more people taking their holidays in long-haul destinations like the SADC region;
- The cordial relationship between SADC and its ICPs is assumed to continue. As development of TFCAs is being driven from funding from the donor community changes in the current relationship may lead into withdrawal of funding of the TFCAs and hence their sustainability becoming doubtful; and
- It is assumed that the development of Information and Communication Technology (ICT) in the region will spread to the TFCAs so that stakeholders in these areas are enabled to effectively promote their products globally.

The growth of e-commerce is assumed to diffuse to the tourism industry during the outlook period with the result that the majority of the tourist products within the TFCAs will become available on the internet platform. The products will therefore be available to a larger global market than is the case at present.

3.4 Preparing for Future Sector Trends (beyond 2027)

The current drivers of the tourism sector will continue to exert their influence during the period to 2027 as indicated above. However the relative influence of the various factors will be determined by a wide range of changes that will be taking place during the plan period.

In broad terms the trends in the sector will be driven by:

- Changes in the world economic order and geopolitics;
- Global demographic changes;
- The quest for experiential self fulfilment;
- Developments in ICTs and Innovation; and
- The quest for environmental conservation and preservation.

3.4.1 Changes in world economic order

Historically the major tourist source markets have been the industrialised countries of Europe, North America, Asia and the Pacific region. Current trends show the growing importance of a range of new source markets like China, Russia and India. It is forecast that for the period 2020 and beyond the new economic order ranked by GDP will be as follows:

Table 5: Global Ranking of Countries by GDP for the Period 2020 and Beyond

Rank	Country
1	China
2	United States of America
3	India
4	Japan
5	Brazil

6	Russia
7	United Kingdom
8	Germany
9	France
10	Italy

Source: Futures Foundations-Travel and Tourism in 2020

The new economic order beyond 2027 will mean that destinations like the SADC region will have to refocus their marketing strategies in order to tap into the new major generating markets. Already the majority of world tourism destinations have increased their marketing spent in China which in 2010 ranked 3rd in terms of international tourism expenditure as is indicated in the table below:

Table 6: International Tourism’s Top Spending Source Markets-2010

Rank	Country	Expenditure (US billion)
		2010
1	Germany	77.7
2	USA	75.5
3	China	54.9
4	United Kingdom	48.6
5	France	39.4
6	Canada	29.5
7	Japan	27.9
8	Italy	27.1
9	Russian Federation	26.5
10	Australia	22.5

Source: UNWTO: Tourism Highlights, 2011 edition

3.4.2 Global demographic changes

The size, composition and characteristics of the global population will be a major driver for tourism development during the period to 2027 and beyond. It is estimated that by 2050 the world population will reach 8.9 billion people with China, India, the USA, Indonesia, Brazil and Russia accounting for 51% of the world population (*ibid*).The changes in the distribution of the global population coupled with the forecast changes in the world economic order will result in a significant shift of global tourism source markets.

The traditional source markets as well some of the new markets will be characterised by a preponderance of people aged 65 and above a large number of whom will be single households. This trend is already evident in Europe, North America and Japan. Within Europe and North America changing attitudes to marriage which are already noticeable, for example delays in starting a family, living together without being legally married and same sex unions will have significant implications on how people travel and the type and form of holiday products that need to be offered. The traditional family holiday of say two weeks of relaxation for the family will be less significant during the period beyond 2027 than it is at present.

Destinations will have to cater for the holiday needs of a different form of a family. For example the vertical family whereby three or more generations will holiday together (single parents travelling with children and grandparents) may become a common phenomenon.

The market will also encounter a high proportion of young adults (24-35 year olds), as a result of the delay in being committed to married life, and the general rise of affluence in the developed economies.

3.4.3 The quest for experiential self fulfilment

The demand for holidays will also be driven by the characteristics of the “new” tourist of the post 2020 period whose focus will shift from escapism to self-enrichment and experience. Some of these characteristics will include the following:

- Ability and desire to take multiple holidays a year e.g. one domestic, two short-haul and one long-haul;
- Desire to access active participatory holiday products;
- Desire to access specialised holidays that combine unusual experiences in remote and unspoiled destinations -for example learning to live with the SANI in the Kalahari or Namib deserts or trekking in the Maloti mountains;
- Search for unique and individualised experiences that include a strong ecological footprint (green tourism);
- Dominance of a “checklist mentality” whereby tourists attempt to cover as many places as possible in the destinations visited; and
- The general acceptance of the 24/7 culture-customers expecting to access services when they want them rather than when suppliers decide to provide them.

The implications of these characteristic for holiday destinations are varied and complex. Firstly, destinations will have to provide holiday packages that will satisfy the needs of a highly fragmented market which is difficult to segment. Secondly, destinations will need to be innovative in their product offerings so as to ensure that the clients remain in their regions during their holidays. Thirdly, tourists who will be looking to maximise their leisure time will make demands as to when and how they should be accessing the holiday services. For example they may be expecting more overnight, late night or very early morning flights. Service providers will therefore need to respond appropriately if they are to attract and retain the “new” tourist.

3.4.4 Developments in ICTs and Innovations

The tourism industry has been greatly influenced as an end user by developments in the ICT sector. The diffusion of CRSs, GDSs, acceptance of websites as product communication tools, the growth of e-mediaries and the use of the internet as the first choice method for booking holiday products by the majority of travellers worldwide help to demonstrate the dramatic impact developments in the ICT sector have had on the tourism sector. The current developments are expected to intensify in the outlook period beyond 2027. The market will be "virtual" driven with main emphasis on customisation and the internet will become the dominant preferred method of booking holidays.

The post 2027 period will witness a reduction of the use of the computer as the main entry point to product access. The convergence of networks and technologies, which is already noticeable, will enable the customer to take a more active role in influencing product offerings. It is expected that the sector will witness a growth of social network platforms that will have a major influence on the flow of tourist traffic to destinations and specific businesses enterprises. At present platforms like

Facebook, MySpace, twitter, YouTube and Trip adviser have all helped to force the tourism product providers to improve their service delivery. The post 2027 period is likely to witness increased pressure on product providers to develop adequate “listening skills” in order to appreciate customer needs and offer what is being demanded. The industry will also have to undertake substantial investment in staff training so that the workers will be in a position to meet the exacting demands of the customers.

It is therefore critical that adequate ICT infrastructure is developed within the TFCAs during the short-term and medium-term periods of the plan so that the tourist products being developed in these areas can be accessed through the virtual platform in the long term.

3.4.5 The quest for environmental conservation and preservation

It is envisaged that the current demand by tourists for the care and preservation of the environment to ensure sustainable development will intensify during the post 2027 period. Choice of holiday destination will for a large number of tourists be influenced by the destination’s policies and practices on environmental conservation.

SADC’s focus on TFCA development is therefore in tune with the current and future market demands on tourism products. Hence to ensure sustainable development of tourism in the region beyond the 2027 period it is important that the IDPs being put in place in different TFCs are in line with international guidelines on tourism development in protected areas for example the Convention on Biological Diversity’s “A good Practice Guide: Tourism for Nature and Development”.

4. Implementation

4.1 Action Plan

4.1.1 Prioritised Projects, Resource Requirements and Sequenced Timelines

The projects of the sector to be implemented during the plan period are divided into three clusters:

- Physical Infrastructural projects;
- Policy harmonisation and strategy development projects; and
- Tourism Product projects.

The prioritisation of the projects, their resource requirements and sequencing have been arranged within the framework of the cluster they belong. Intra-cluster prioritisation does not serve any useful purpose as the projects can be implemented simultaneously. The criteria used for prioritisation is the perceived impact the project has in stimulating sustainable development of tourism within the TFCAs. Neither the physical infrastructural projects nor the tourism product projects have been prioritised because each one of them, once developed, will have a major positive economic and social impact within the area it is located.

Table 7: Planned Physical Infrastructure Projects

Project Title	Resource requirements	Timeline
Upgrading of the Sani Pass Road from Himeville to Mokhotlong (Maloti/Drakensberg TFCA)	US\$62.5 million	12-24 months
Relocation of Sani Pass Border Post (Maloti/Drakensburg TFCA)	US\$6.2 million	12-24 months
Limpopo River Crossing (GLTFCA)-Kruger and Gonarezhou	US\$2.4 million	12-24 months
Upgrading of the Barberton to Piggs Peak road(Lubombo TFCA)	US\$10 million	12-24 months
Construction of Dinosaur Interpretative Centre at Golden Gate National Park(Maloti/Drakensburg TFCA)	US\$28 million	12-24 months
TOTAL	US\$109.9 million	

Table 8: Prioritisation of Policy Harmonisation and Strategy Development Projects

Priority Rank	Project Title	Resource Requirements	Time frame
1	Harmonisation of policies and legal frameworks governing TFCAs	US\$80,000	24-36 months
2	Establishment of appropriate institutional arrangements	US\$40,000	12-24 months
3	Development of a new TFCAs Marketing Strategy and Action Plan	US\$100,000	12-18 months
4	Development of a new TFCAs Investment Promotion Strategy and Action Plan	US\$90,000	12-18 months

5	Establishment of guidelines on the development of TFCAs	US\$60,000	12-24 months
6	Developing and implementing a capacity building for Member States to mobilise resources for TFCAs	US\$80,000	12-36 months
TOTAL		US\$450,000	

4.1.2 Implementation Modalities

4.1.2.1 Initial agreement and maintaining commitment of Member States

The TFCA programmes are governed by the specific treaty or memorandum of understanding signed by the parties at the initial establishment of the TFCA. The institutional arrangement of each TFCA which is enshrined in the Treaty or MoU provides an appropriate environment for the parties to the treaty to discharge their duties effectively. In the majority of cases the institutional framework includes the following components:

- Ministerial Committee;
- The Technical Committee;
- Working Groups.

The roles and functions of each group are clearly defined in the Treaty/MoU so as to ensure that there is role clarity which facilitates easier implementation of programmes. The statutory meetings of the committees which are enshrined in the Treaty/MoU ensures that the Member States are obliged to have minimum meetings during which they review programme implementation and where necessary take corrective action.

4.1.2.2 Financing

Financing of developments in the TFCAs as well as some of the key institutional structures has mainly been donor driven. ICPs funding is short term in nature and is dependent on political, economic and other considerations. The current approach to financing of the infrastructural developments in the TFCAs poses a risk for the sustainability of the programme. The majority of partner countries within the TFCAs experience annual budgetary constraints. It is not possible for most of them to allocate meaningful resources for infrastructural developments within the TFCAs.

It is therefore essential for the region to develop and implement sustainable financing options for the activities to be carried out during the period to 2027. In the long term the financing of programmes of TFCAs should be generated from activities being undertaken within these areas. Resources that are mobilised at the regional level through ICPs and donors during the plan period should to be channelled mainly to the phase two TFCAs the majority of which are still at a conceptual stage. These TFCAs require adequate funding to enable them to take off. However financing of the permanent institutional structures of the TFCAs is a responsibility that partner countries and the region should shoulder. Ownership of these institutions will encourage long-term commitment to the programme by participating governments.

The private sector should continually be encouraged to take a lead in financing the development of tourism products during the plan period. It also should be incentivised to enter into joint venture partnerships with local communities using models that are appropriate to each area.

4.1.2.3 Milestones and key steps

Table 9: Milestones and Key Steps for the Period to 2027

Milestone	Strategic Objective	Key Performance Indicators	Actions	Timelines	Responsible Organisation
<p>Establishment of harmonised policies and legal framework (US\$80,000)</p> <p>Relevant policies and legislation:</p> <p>Tourism, Biodiversity conservation, Joint operations, Finance management, Integrated management, Land tenure, Community participation etc.</p>	Harmonise TFCAs policies and legal framework	<p>Harmonised policies in place</p> <p>Legal analysis completed</p> <p>A TFCAs legal guideline framework in place</p>	<ul style="list-style-type: none"> Establish baseline Establishment of policy and legal database Assessment and review of policies and legislation Policy development and/or law reform Harmonise policies 	24-36 months	Member States Boundless Southern Africa (RETOSA) SADC Secretariat
<p>Establishment of appropriate institutional arrangements (US\$40,000)</p>	Streamline regional institutional structures	<p>TFCA Infrastructure Unit established within I&S directorate</p> <p>TFCA Units formalised at national level</p> <p>Boundless Southern Africa Unit transferred from DEA to RETOSA</p>	<p>Discuss and agree on the proposed organisational structures</p> <p>Effect the proposed changes</p>	12-24 months	SADC Sec., RETOSA & Gov of SA
<p>Development and Implementation of a new TFCA/WHS Tourism Marketing Strategy and Action Plan (US\$100,000)</p>	Develop a new tourism marketing strategy and action plan	New marketing strategy and action plan in place and being implemented	<p>Conduct market research</p> <p>Prepare TOR for the project</p> <p>Identify and appoint consultants to carry out the project</p>	12-18 months	RETOSA
<p>Development and implementation of a new TFCA Investment Promotion Strategy and Action Plan (US\$90,000)</p>	Develop a new investment strategy that covers all TFCAs	<p>A new investment promotion strategy in place</p> <p>Implementation plan in place</p>	<p>Prepare ToR for the project and appoint consultants to carry out the project</p>	12-18 months	RETOSA (Boundless Southern Africa (BSA)unit)
<p>Establishment of guidelines on the development of TFCAs (US\$60,000)</p>	Establish guideline to facilitate TFCA development	A standardised set of guidelines in development of TFCAs in place	<p>Review and update existing studies on TFCAs</p> <p>Appoint experts in different areas to produce the guidelines</p>	12-24 months	RETOSA/BSA
<p>Capacitation of Member States to</p>	Build capacity to mobilise	A capacity building programme in	Develop and implement a	12-36 Months	SADC Secretariat

mobilise resources for TFCAs (US\$80,000)	resources at national level	place	capacity building programme		RETOSA/BSA
Implementation of Infrastructure projects (TBD)	Provide appropriate infrastructure that stimulates tourism development in the TFCAs	Appropriate and adequate infrastructure in place	Identification of infrastructure projects Secure funding for implementation of projects identified	Throughout the plan period	Member States
Establishment of planned and future tourism products (TBD)	Provision of diversified tourist products	A wide range of tourism products in place	Development of hotels, lodges, adventure resorts, campsites, 4x4 trails, etc	Throughout the plan period	Member States, Private sector and local communities

TBD-To be determined

4.1.2.4 Monitoring mechanism for status of implementation

Tourism development in the TFCAs during the period will be impacted by a wide range of factors which will be both internal and external to the region. It is important to have in place a sound monitoring mechanism which will assist participants to the TFCAs programme to respond quickly to any changes that will be impacting on the set strategic objectives of the programme. Generally the main benefits of monitoring mechanism in TFCA programmes include the following:

- Evaluation of project performance over time;
- Adaptation of project activities in the light of lessons learned;
- Improvement of policy intervention activities;
- Improvement of project planning, development and management; and
- Reprioritisation of projects and revision of performance indicators.

Table 10: Monitoring Mechanism for TFCAs Project for the Period to 2027

Strategic Objective	Indicators	Monitoring Process	Interval
1. Harmonise TFCAs policies and legal framework	Identify and harmonise key policies and legislation	Review reports, Stakeholder workshops, SADC statutory meetings	Annually
2. Streamline regional institutional structures	New organisational structures in place	Supervise and ensure that agreed implementation target dates are adhered to	Quarterly
3. Develop a new tourism marketing strategy and action plan	New strategy and action plan in place	Ensuring that the consultants adhere to project timelines Periodic review of action plan implementation	Quarterly at RETOSA board meetings
4. Develop a new investment promotion strategy	New investment promotion strategy in place	Periodic review of action plan implementation	Quarterly at RETOSA board meetings
5. Develop a marketing strategy for World Heritage Sites	Strategy and action plan in place	Periodic review of action plan implementation	Quarterly at RETOSA meetings
6. Establish guidelines to facilitate TFCA	A set of guidelines established and	Reviewing the number of stakeholder workshops held and	Annually at SADC meetings

development	approved	evaluation of the quality and quantity of guidelines produced	
7. Establish resource mobilisation and distribution guidelines	Guidelines established and approved	Reviewing the number of stakeholder workshops held and evaluation of the quality and quantity of guidelines produced	Annually at SADC meetings
8. Ensure long-term financial sustainability of TFCAs	Guidelines established and approved	Reviewing the number of stakeholder workshop held and evaluation of the quality and quantity of guidelines produced	Annually at SADC meetings
9. Provide appropriate infrastructure that stimulates tourism development in the TFCAs	Appropriate and adequate infrastructure developed	Review and evaluate project implementers' adherence to the timelines and product quality	Periodically at individual TFCAs meetings and annually at SADC meetings
10. Provision of a diversified tourist product	A wide range of tourism products in place	Review rate of project uptake Assess levels of product utilisation	Periodically at individual TFCAs meetings and annually at SADC meetings

4.2 Critical Factors for Successful Implementation

Successful implementation of the TFCAs programme in the region is dependent on a number of critical factors the most important of which are:

- Political will of Member States to continue cooperating in the programme;
- Political stability in the region;
- Implementation of the UNIVISA system;
- Meaningful benefit flows to local communities from the programme;
- Financial sustainability of the programme;
- Improvement of the world economy;
- Safety and security of tourists; and
- Avoid duplication of efforts (resources and programmes) by streamlining institutional structures and responsibilities.

4.2.1 Political will of Member States to continue cooperating in the programme

The TFCAs programme is premised on the political willingness of Member States to abide by the terms of the Treaty/MoU that established the specific TFCA. Political disagreement/misunderstanding between the parties to the Treaty/MoU will have a direct negative impact on the successful implementation of the planned activities of the TFCA. The political environment in the region needs to be continually monitored and managed in order to mitigate against the development of conflicts between Member States.

4.2.2 Political instability in the region

Tourists are sensitive to issues of personal safety and security. Internal political instability in any of the countries that are party to a TFCA programme will result in the reduction and eventual total loss of tourist arrivals to the area. The problem is compounded by the fact that tourists' knowledge of national boundaries in the areas they visit is very limited hence instability in one country will affect tourist flows to other Member States in the region.

4.2.3 Meaningful benefit flows to local communities from the programme

Rural communities bear the greatest economic and social costs of natural resources conservation. Their involvement in the TFCAs programmes is based on the expectation of improvements of their livelihoods as a result of economic and social benefits flowing from the programme. Once the communities are dissatisfied with the benefits they are deriving from the programme they will withdraw their participation. In most cases they will revert to practices that are contrary to the objectives of natural resources conservation and preservation. The communities need to be fully involved in the planning and implementation of the projects so that they can take ownership of what is being implemented.

4.3.4 Financial sustainability of the programme

The momentum that has been witnessed in the development of TFCAs since 2000 is mainly a result of availability of funding from a wide range of International Cooperating Partners (ICPs) and NGOs. Whilst these resources have been useful in making the concept of TFCA development a reality in the region there is no guarantee that these organisations will continue to make funding available to the programme in the future. It is essential that each TFCA develops a sustainable self-funding mechanism that is based on its natural resources and the business activities being implemented in the area.

4.2.5 Improvement of the world economy

Global growth of tourism is dependent on a healthy world economy which increases potential travellers' disposable income. It is therefore assumed that the economies of the region's main tourist source markets will improve during the plan period. This will enable SADC Member States to attract increasing numbers of tourists from these markets as well as the emerging markets indicated above. A substantial proportion of the tourists travelling to the region will purchase holiday packages in the TFCAs.

5. Conclusion

The TFCAs programme presents the SADC region with a major opportunity to address the challenges of economic empowerment of rural communities, natural resource conservation, biodiversity preservation and regional integration through tourism development. In order to achieve these broad objectives outlined in the RISDP it is essential that the regional institutions responsible for the coordination of TFCAs development are adequately capacitated in terms of both financial and human resources.

In the short term (2012-2017) TFCAs infrastructure projects entail spending a total of US\$109 million. A total of US\$314 million is to be invested in tourism product projects during the same period.

By the end of the plan period in 2027 the region is poised to receive a total of 63 million tourist arrivals which will constitute 58% of tourist arrivals to Africa.

6. Way Forward

The current project figures underestimate the actual level of projects in TFCAs. This is due to the fact that some projects have been identified but not costed due to lack of adequate capacity within the Member States. It is recommended that a capacity building workshop for TFCA officials (Member States) is organised to equip them with project costing skills. The available toolkit (***Generic costing model for the construction of tourism accommodation and support facilities in TFCAs***) can be used as the core training resource material for the workshop.

It was highlighted in the plan that TFCAs are at different stages of development. As the different TFCAs complete their IDPs a range of new infrastructural projects will be identified and implemented during the medium- and long-term period of the plan.

The tourism sector has strong linkages with a wide range of other sectors. The envisaged growth of tourism within the TFCAs in the plan period will require provision of adequate infrastructure from the transport, water, energy, ICT and the meteorology sectors. It is recommended that RETOSA and Boundless Southern Africa be charged with the responsibility of coordinating the inter-sectoral infrastructure requirements of the TFCAs.

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Annexure 1: Sector Infrastructure Projects

Project Description

TITLE OF PROJECT	1: UPGRADING OF SANI PASS ROAD FROM HIMEVILLE (SOUTH AFRICA) TO MOKHOTLONG (LESOTHO)		
Project sponsors	South African Department of Transport, Department of International Relations & Cooperation (African Renaissance Fund), Lesotho Ministry of Public Works and Transport		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating countries	South Africa, Lesotho		
Objectives	Creation of Thaba Tseka-Mokhotlong-Sani Pass-Himeville-Underberg-Pietermaritzburg corridor, also providing access to the Maloti Drakensberg Transfrontier Park and the World Heritage Site thereby promoting tourism in this region		
Project description	Upgrading of the Sani Pass road 87 km from Himeville to Mokhotlong		
Expected results	Creation of Tourism Corridor within Maloti Drakensberg Transfrontier Conservation Area		
On-going related activities in SADC/ tripartite region	MoU on the establishment of this TFCA signed in 2001		
Description of national plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	AURECON Lesotho effectively started its assignment by January 2011. The first part of the assignment entailed carrying out economic feasibility, detailed engineering design and production of tender documents and was scheduled to take 8 months i.e. up to end of August 2011. However due to excessively high snowfall in the project area during June/July, the Consultant suffered a delay in carrying out road centre-line soil survey resulting in late submission of draft tender documents which were submitted in mid November 2011		
Next steps	Awarding of the construction contract due to take place by February 2012		
Business model	Public sector funded project		
Main parties in place	Department of Environmental Affairs (RSA), Department of Transport (RSA), Ministry of Tourism, Environment & Culture (Lesotho), Ministry of Public Works and Transport (Lesotho)		
Main parties to be procured	N/A		
Technical/Operational notes	Work on the project is planned to commence in February 2012		
Project documentation available	Tender Evaluation Report, Progress reports and the MOA between the governments of South Africa and the Kingdom of Lesotho for the upgrading of the road		
Intervention for which financing is required	Additional funding will be required for the Lesotho component of the project		
Revenues for repayment of financing	N/A		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
US\$62.5 million	US\$32.25 million	+ - US\$32.25 million	N/A

TITLE OF PROJECT	2: RELOCATION OF SANI PASS BORDER POST WITHIN MALOTI DRAKENSBERG TRANSFRONTIER PARK		
Project Sponsors	Government of the Republic of South Africa (Treasury) & Department of Public Works (South Africa) (Planning Phase Only)		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	South Africa & Lesotho		
Objectives	Creation of Thaba Tseka-Mokhotlong-Sani Pass-Himeville-Underberg-Pietermaritzburg corridor, also providing access to the Maloti Drakensberg Transfrontier Park and the World Heritage Site thereby promoting tourism in this region		
Project Description	The project aims to relocate the current border post located on Sani Pass to the suitable site that has been selected on the periphery of the Ukhahlamba Drakensberg Park World Heritage. The repositioning of the border post will thus provide a more functional border post operation that will support the internal trade and development relations of partner countries within the TFCA whilst ensuring that the impact on the environment is minimised and managed effectively		
Expected Results	Redeveloped Border Post which will also cater for tourism associated infrastructure		
On-going Related activities in SADC/ Tripartite Region	N/A		
Description of National plan to the project	The project intends to increase the number of tourists in the Maloti Drakensberg Transfrontier Park Node		
Status	Initial stage (EIA completed, Structural design and Geotechnical reports completed)		
Next steps	Construction phase		
Business Model	N/A		
Main parties in place	RSA: (Departments of Public Works, Transport, Tourism, Environment) Lesotho: (same as above)		
Main parties to be procured	N/A		
Technical/Operational Notes	N/A		
Project documentation available	Project design, EIA reports, Geotechnical Report		
Intervention for which Financing is required	Construction		
Revenues for Repayment of Financing	Tourism		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
R 52 million	No	N/A	N/A

TITLE OF PROJECT	3: LIMPOPO CROSSING IN GREAT LIMPOPO TRANSFRONTIER CONSERVATION AREA (GLTFCA)		
Project Sponsors	Current work was sponsored by South Africa		
Corridor	Great Limpopo Transfrontier Conservation Area		
Participating Countries	South Africa and Zimbabwe		
Objectives	The overall objective of the project is to open a direct link between Gonarezhou National Park in Zimbabwe and Kruger National Park in South Africa. The link shall provide easy access of these parks for tourists visiting the GLTFCA		
Project Description	Limpopo crossing in GLTFCA. Establishment of access linkage between Kruger and Gonarezhou National Parks - border post and gravel road		
Expected Results	A bridge that would link the Kruger and Gonarezhou National Parks through a non-commercial border post (Tourist Access Facility)		
On-going Related activities in SADC/ Tripartite Region	N/A		
Description of National plan to the project	GLTP Integrated Development Plan		
Status	The project is in its initial stage, the EIA has been completed, Scoping report is in place, site identified and agreed to. Both countries are still to source and secure funds		
Next steps	Source funds for implementation of the project		
Business Model	Tourism		
Main parties in place	South Africa: Dept. of Home Affairs, Environmental Affairs, Transport, Public Works Zimbabwe: Ministry of Tourism & other relevant stakeholders in both countries		
Main parties to be procured	N/A		
Technical/Operational Notes	N/A		
Project documentation available	EIA and scoping report Engineering report		
Intervention for which Financing is required	Funds are needed for the implementation of this project. Zimbabwe and South Africa to source funds for the construction		
Revenues for Repayment of Financing	Not yet established		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
US\$2.4 million	No	N/A	N/A

Title of Project	4: INFRASTRUCTURE DEVELOPMENT FOR THE S-M TFCA GREATER RESOURCE AREA
Project Sponsors	None yet
Corridor	Aiding the connection between the Maputo and the Durban corridors
Participating Countries	Swaziland and South Africa
Objectives	Improve the infrastructure of the Songimvelo-Malolotja TFCA Resource Area
Project Description	Upgrading of the Bulembu-Piggs Peak Road (MR20), Swaziland
Expected Results	Completion of the road and increasing traffic into the TFCA Greater Resource Area and the rest of Swaziland
On-going Related activities in SADC/ Tripartite Region	<ul style="list-style-type: none"> SA has completed the complementary road from Barberton to Bulembu (R40) and continues to develop other feeder roads in the surrounding areas to give a more comprehensive infrastructure development around the TFCA; The Lubombo TFCA is in the process of developing the Lubombo Tourism Route which will provide easy and attractive passage for tourists between Mozambique, South Africa and Swaziland
Description of National plan to the project	The road is a national priority for Swaziland but due to lack of resources it may not be developed sufficiently quickly to make an impact on the tourism industry and ultimately the economies of the two countries
Status	It is currently a 4x4 unpaved gravel road
Next steps	Carry out a feasibility study and EIA for the project
Business Model	Infrastructure development to assist in attracting tourism activities and thus generate income for the TFCA and the greater economic area
Main parties in place	Ministry of Public Works and Transport, Ministry of Economic Development, Ministry of Environmental Affairs, BARTOBIC, DEA
Main parties to be procured	Consultants (EIA, Surveyor and Project Managers), Road Contractor
Technical/Operational Notes	Swaziland government will take responsibility for maintenance and operations of the road
Project documentation available	Maps
Intervention for which Financing is required	Whole project

TITLE OF PROJECT	5: CONSTRUCTION OF DINOSAUR INTERPRETATIVE CENTRE AT GOLDEN GATE NATIONAL PARK IN THE MALOTI DRAKENSBERG TRANSFRONTIER CONSERVATION AREA		
Project Sponsors	Maloti Drakensberg Transfrontier Programme (for planning only)		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	South Africa and Lesotho		
Objectives	Developing a World class and state of the art interpretation and educational centre based on the globally significant natural and cultural resources of Golden Gate Highlands National Park and its surroundings as a key tourist attraction for the GGHNP, Free State Province and South Africa and Maloti Drakensberg Transfrontier Conservation Area		
Project Description	The project aims at constructing a world class interpretative and Educational Centre for GGHNP within Maloti Drakensberg Transfrontier Conservation Area		
Expected Results	Interpretation and educational centre operational and generating income		
On-going Related activities in SADC/ Tripartite Region	N/A		
Description of National plan to the project	Development of an iconic attraction and interpretation centre – a world class and state of the art interpretation and educational centre based on the globally significant natural and cultural resources of GGHNP and its surrounds as the key tourist attraction for the Maloti-Drakensberg TFCA		
Status	The planning documents have been completed for this project (funded by Maloti Drakensberg Transfrontier Programme): Business Plan and Feasibility Study, Conceptual Exhibition Design, Conceptual Architectural Design and Interpretative Strategy		
Next steps	Construction phase		
Business Model	Tourism Business Model		
Main parties in place	Maloti Drakensberg stakeholders		
Main parties to be procured	N/A		
Technical/Operational Notes	N/A		
Project documentation available	Business Plan and Feasibility Study, Conceptual Exhibit Design, Conceptual Architectural Design and Interpretative Strategy		
Intervention for which Financing is required	Construction of the Centre		
Revenues for Repayment of Financing	Revenue shall be made from Tourism related activities		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
US\$28 million	No	N/A	N/A

TITLE OF PROJECT	6: UPGRADE OF JOEL'S DRIFT TO MONONTSA PASS & BORDER POST		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho & South Africa		
Objectives	To upgrade the road to a tar road and establish of one-stop border post facility on the existing Monontsa Border Post on the South African side		
Project Description	The project node is between northern Lesotho and the eastern Free State in South Africa. The node is popular and a great base from which to explore the Maluti and Drakensberg mountains and various tourism adventure activities etc. There is an existing border post facility on the South African side whereas on the Lesotho side there is none. Due to the absence of this other border, visitors cannot enter or exit using the existing facility. In addition, the linking 114.5 kilometre road is currently gravelled in fair condition which needs upgrade to a tar road that will facilitate easy access through the Monontsa border post facility. Therefore, there is need to upgrade the road linking Joel's drift and Monontsa Pass to Marakabei on the Lesotho side. This includes staff housing for Lesotho Border Agencies		
Expected Results	<ul style="list-style-type: none"> • 114.5 km Tarred road • One-stop border post facility • Increased tourist arrivals into Lesotho 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Financiers		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$42 million	This is an estimated capital investment for this project

TITLE OF PROJECT	7: UPGRADE OF HA MPITI TO SEHLABATHEBE NATIONAL PARK VIA RAMATSELISO'S BORDER GATE		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho & South Africa		
Objectives	To upgrade the road to a tar road between Mpiti and Sehlabathebe National Park		
Project Description	The project node links the Lesotho eastern highlands and KZN. This initiative will support the extension of the world heritage status of Ukahlamba Drakensberg Park to include Sehlabathebe National Park. The existing road which is partly poor gravel road restricts access of tourists into the Sehlabathebe National Park that offer wide range of tourism activities. Currently the concessioning of an accommodation facility within the park is under way though the challenge of access has made it less attractive to potential investors		
Expected Results	<ul style="list-style-type: none"> • 90 km tarred road • Increased visitors to the park • Employment opportunities for local communities • Revenue generating for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Financiers		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$112.5 million	This is an estimated capital investment for this project

TITLE OF PROJECT	8: UPGRADING OF ONGELUKSNEK PASS & ESTABLISHMENT OF ONE-STOP BORDER POST		
Project Sponsors	TBD		
Corridor	Maluti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho & South Africa		
Objectives	To upgrade the road to a tar road and establish of one-stop border post facility on the existing Ongeluksnek Border Post on the South African side.		
Project Description	The project node is situated in the southern parts of the Maluti Drakensberg Transfrontier Conservation Area and consists of Ongeluksnek Nature Reserve and Letseng-la-Letsie in Lesotho. Efforts are under way to link the two conservation areas into one Transfrontier Park. However due to road condition which is partly poor on the Lesotho side then fair to the RSA Border, the access into Lesotho to Letseng-la-Letsie remains a challenge. Furthermore absence of the immigration facility on the Lesotho side hinders future tourism development in the region. Therefore there is a need to upgrade the 13.6 km road from Ongeluksnek border to Letseng-la-Letsie as well as establish a one-stop border post at the existing Ongeluksnek Border post on the South African side. This includes staff housing for Lesotho Border Agencies		
Expected Results	<ul style="list-style-type: none"> • 13.6 km tarred road • Increased visitors to the park • Employment opportunities for local communities • Revenue generating for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Financiers		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$36 million	This is an estimated capital investment for this project

Title of Project	9: Upgrade of Aliwalskop to Telebridge Road		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho & South Africa		
Objectives	To upgrade the road to a tar road between Aliwalskop and Telebridge Road		
Project Description	The project node is linking the southern Lesotho with Eastern Free State and North Eastern Cape. The road links the tourist traffic from the provinces to the Quthing district which is known for blueprints of rock art, especially in the valley of Letseng-la-Letsie (a RAMSAR site). The upgrading of the existing 09.5 km gravel road from fair to tarred road between Telebridge and Aliwalskop will ease access into southern Lesotho		
Expected Results	<ul style="list-style-type: none"> • 09.5 km tarred road • Increased visitors into a proposed Transfrontier park • Employment opportunities for local communities • Revenue generating for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Financiers		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$7.2 million	This is an estimated capital investment for this project

TITLE OF PROJECT	10: USUTHU GORGE (MAMBANE) COMMUNITY CONSERVATION AREA FENCING		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Establishing of community conservation area on the Swaziland part of the UTF TFCA		
Project Description	Fencing a 9000 ha CCA and constructing a gate house		
Expected Results	<ul style="list-style-type: none"> • Fencing the area with prime game fence • Construction of gate house • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project	<i>UUTU-TEMBE-FUTI</i> Draft Integrated Management Plan		
Status	Investor being sought		
Next steps	Community Trust Capacity Building		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Project Concept document		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$7million	This is an estimated capital investment for this project

TITLE OF PROJECT	11: CONSTRUCTION OF ACCESS BRIDGE BETWEEN MOOIPLAAS AND DOORHOEK GATE, SONGIMVELO NATURE RESERVE
Project Sponsors	None
Corridor	Songimvelo Malolotjha Transfrontier Conservation Area
Participating Countries	Republic of South Africa
Objectives	Construct access bridge to Songimvelo
Project Description	Construction of external access bridge between Mooiplaas and Doornhoek Gate for management and tourist attractions and access on Songimvelo
Expected Results	Provide access to tourism attractions, products and for bio-diversity conservation and infrastructure management purposes Employment opportunities
On-going Related activities in SADC/ Tripartite Region	<ul style="list-style-type: none"> • Management is on-going in Songimvelo • Very challenging access by the public, private business etc
Description of National plan to the project	Joint Management Plan and Integrated Tourism Master Plan
Status	Funding is still being sought
Next steps	
Business Model	Partnerships with private business, CPA and MTPA
Main parties in place	Republic of South Africa
Main parties to be procured	
Technical/Operational Notes	
Project documentation available	Joint Management Plan and Integrated Tourism Master Plan
Intervention for which Financing is required	Currently there is no funding for this project US\$ 3 Million

Title of Project	12: Development of an internal tourist link road between Songimvelo and Malolothja Nature Reserve
Project Sponsors	None
Corridor	Songimvelo Malolotjha Transfrontier Conservation Area
Participating Countries	Republic of South Africa and Kingdom of Swaziland
Objectives	Access internal tourist link road between Songimvelo (South Africa) and Malolothja (Swaziland)
Project Description	A link road alongside the Komati River between Songimvelo and Malolotjha Nature Reserve - a remote mountainous area used for hiking and 4x4 excursions
Expected Results	Provide seamless cross-border tourist access between the two reserves Access to accommodation for tourists Potential for employment opportunities Revenue generating scheme Practical translation of SMTFCA vision into implementable action in the region
On-going Related activities in SADC/ Tripartite Region	Currently seldom used as a 4x4 Trail
Description of National plan to the project	Joint Management Plan, Integrated Tourism Master Plan and Zoning Plan concluded and being implemented
Status	Investor being sought
Next steps	
Business Model	Partnership between MTPA, CPA and private business
Main parties in place	Republic of South Africa and Kingdom of Swaziland
Main parties to be procured	South Africa (MTPA) and Swaziland (SNTC)
Technical/Operational Notes	
Project documentation available	Joint Management Plan and Integrated Tourism Master Plan
Intervention for which Financing is required	US\$1.5 million

Annexure 2: Tourism Product Projects

Project Description

TITLE OF PROJECT	1. ORANGE RIVER CANOEING CONCESSIONS		
Project Sponsors	TBD		
Corridor	/Ai/Ais-Richtersveld Transfrontier Park (ARTP)		
Participating Countries	Namibia and South Africa		
Objectives	To create a functional tourist hub in the Northern bank of the Orange River in /Ai-/Ais Hot Springs Game Park in Namibia		
Project Description	<p>A river-based concession and is situated on the northern bank of Orange River in /Ai-/Ais Hot Springs Game Park. It consists of three components namely a luxury river safari, a river adventure trail and fishing charters.</p> <p>Provision is made for the following accommodation projects: two luxury safari camps for top-end tourists, two basic river camp sites for adventure tourists, a fishing safari camp and an adventure hub at the Gamkab river confluence. An investor is required to establish these facilities.</p>		
Expected Results	<p>Accommodation for both top-end and adventure tourists</p> <p>A fishing camp and an adventure hub</p> <p>Employment opportunities for local communities</p> <p>Revenue generating scheme for the park</p>		
On-going Related activities in SADC/ Tripartite Region	<p>Treaty establishing the ARTP signed in 2003 by respective Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	ARTP Integrated Regional Tourism Plan and Lower Orange River TFCA Integrated Development Plan developed and under implementation		
Status	Negotiations under way between the Government and private investor		
Next steps	Negotiations to be concluded		
Business Model	This is a partnership between the Government of Namibia and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment and Tourism, Namibia		
Main parties to be procured	Private investor		
Technical/Operational Notes			
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2.9 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	2. ROOIPUTS LODGE		
Project Sponsors	TBD		
Corridor	Kgalagadi Transfrontier Park		
Participating Countries	Botswana and South Africa		
Objectives	Development of accommodation facilities in the Botswana section of the Kgalagadi Transfrontier Park		
Project Description	<ul style="list-style-type: none"> • Rooiputs Lodge is located in the south of the Kgalagadi Transfrontier Park, along the life-giving Nossob River. The lodge is located 22 km north of Twee Rivieren entrance gate, making it easily accessible to 4x4 travellers looking for a more exclusive experience as they enter the park. The Twee Rivieren airstrip provides reliable air access. • The proposed product is a fully-catered 24 bed, 5 star lodge within the majestic dunes to the east of the Nossob River featuring 12 rustic chalets with views down into the river bed, with a well frequented drinking trough as the centre piece 		
Expected Results	<ul style="list-style-type: none"> • Accommodation for mid to top-end tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Agreement establishing the Transfrontier Park signed in 2000</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p> <p>Mata Mata and Twee Rivieren Tourist access facilities operational</p>		
Description of National plan to the project	<p>KTP management plan in place and under implementation</p> <p>Revenue generated through park entrance fees shared on 50-50 basis between the two countries</p>		
Status	Investor still being sought		
Next steps	Continue investment promotion for this site		
Business Model	This is a partnership between the Government of Botswana and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment, Wildlife and Tourism, Botswana		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$3.16 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	3. POLENTSWA LODGE		
Project Sponsors	TBD		
Corridor	Kgalagadi Transfrontier Park		
Participating Countries	Botswana and South Africa		
Objectives	Development of accommodation facilities in the Botswana section of the Kgalagadi Transfrontier Park		
Project Description	Polentswa Lodge is located on the edge of an extensive floodplain, created by the Polentswa River at its junction with the Nossob River 70 km north of Nossob Camp in the majestic Kgalagadi Transfrontier Park. The existing Polentswa waterhole, with its sweet water, ensures a congregation of game that can be enjoyed from the comfort of the lodge which is set under tall Camel thorn trees (<i>Acacia erioloba</i>), along the slope of a sand dune with panoramic views of the Polentswa floodplain. Access to the lodge is by 4x4 vehicle or by charter aircraft to a bush airstrip.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for mid to top-end tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Agreement establishing the Transfrontier Park signed in 2000</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p> <p>Mata Mata and Twee Rivieren Tourist access facilities operational</p>		
Description of National plan to the project	<p>KTP management plan in place and under implementation</p> <p>Revenue generated through park entrance fees shared on 50-50 basis between the two countries</p>		
Status	Investor still being sought		
Next steps	Continue investment promotion for this site		
Business Model	This is a partnership between the Government of Botswana and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment, Wildlife and Tourism, Botswana		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$3,22 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	4. UNIONS END LODGE		
Project Sponsors	TBD		
Corridor	Kgalagadi Transfrontier Park		
Participating Countries	Botswana and South Africa		
Objectives	Development of accommodation facilities in the Botswana section of the Kgalagadi Transfrontier Park		
Project Description	Unions End lodge is a 24 bed luxury lodge situated in an exclusive use area on the northern bank of the Noosob river, at the western boundary of the Kgalagadi Transfrontier Park where Noosob river enters the park at Unions end. It offers a view onto a well frequented water hole. Access to the lodge is by 4x4 vehicle or by charter aircraft to the existing bush airstrip.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for mid to top-end tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Agreement establishing the Transfrontier Park signed in 2000</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p> <p>Mata Mata and Twee Rivieren Tourist access facilities operational</p>		
Description of National plan to the project	<p>KTP management plan in place and under implementation</p> <p>Revenue generated through park entrance fees shared on 50-50 basis between the two countries</p>		
Status	Investor still being sought.		
Next steps	Continue investment promotion for this site.		
Business Model	This is a partnership between the Government of Botswana and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment, Wildlife and Tourism, Botswana		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$3,1 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	5. TSOE LODGE		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Botswana section of the Kavango Zambezi TFCA		
Project Description	<ul style="list-style-type: none"> The site is on the western, sandy sloping bank of Boteti River, overlooking the dry river bed and the rocky eastern bank of the Boteti River. It is positioned to look east across the river to take advantage of the eastern bank and into Makgadikgadi Pans National Park (MPNP). It offers a magnificent view over the dry riverbed. The design concept of guest accommodation borrows from the local design and materials used by the Boteti communities. The lodge is accessible by tarred road Motopi-Rakops on an approximately 2 km sandy track. The site is accessible to 4x4 vehicles only. The majority of tourists to the lodge are expected to fly in to Rakops airstrip (approximately 50 km to the south). 		
Expected Results	<ul style="list-style-type: none"> Accommodation for both top-end and adventure tourists Employment opportunities for local communities Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA was signed in 2011 by the Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Botswana and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment, Wildlife and Tourism, Botswana		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$3 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	6. NOGATSHAA LODGE		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Botswana section of the Kavango Zambezi TFCA		
Project Description	The site is located to the north of Mapororo Pan. The site is positioned to look southwards across the pan to take advantage of the open vistas. The site is accessible from the Sedudu entrance gate near Kasane, the Phoha entrance gate via Pandamatenga and from Savuti via Zweizwei pan following the Ngwezumba River. The site is accessible to 4x4 vehicles only. The majority of tourists to the lodge are expected to fly in. The high game concentrations provide a strong attraction upon which the tourism product can be developed. The site is about 11 km from Nogatshaa Pan and 27 km from Phoha entrance gate.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA was signed in 2011 by the Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Botswana and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment, Wildlife and Tourism, Botswana		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$3 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	7. GHOHA HILLS LODGE		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Botswana section of the Kavango Zambezi TFCA		
Project Description	<p>The site lies approximately 1 km to the south west of Ghoha Hills on a sandy slope covered with mature teak trees and overlooking a pan. There is a band of natural vegetation between the site and the flat expanse of the pan. Vegetation is described as mainly Mopani woodland, a few open Wild Teak stands, scattered Baobabs, False thorn, White Seringas etc.</p> <p>The chosen site offers a magnificent view over the open pan in a southerly direction. The site is about 1 hour's drive from Savuti airstrip (about 30 km southwest of the site). Current access to the site is from Ghoha entrance gate and Savuti</p>		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA was signed in 2011 by the Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Botswana and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment, Wildlife and Tourism, Botswana		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$3.5 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	8. COUTADA'S LODGE		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Angola section of the Kavango Zambezi TFCA		
Project Description	4 hunting lodge concessions have been awarded to a local investor who seeks to partner with private investors in the development of each concession consisting of two-bed facilities.		
Expected Results	Accommodation for both top-end and adventure tourists Employment opportunities for local communities Revenue generating scheme for the park		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed by respective Ministers in 2006 Treaty establishing the TFCA was signed in 2011 by the Heads of State Project profiled in the Boundless Southern Africa Investment portfolio		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Angola and a private investor (Public-Private Partnership).		
Main parties in place	Ministry of Tourism and Hotels, Angola		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		TBD	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	9. LUIANA GAME LODGE IN JAMBA		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Angola section of the Kavango Zambezi TFCA		
Project Description	Concessionaire seeks to invite investment for the development of a game lodge consisting of 16 two-bed facilities. Jamba ranks among the most popular tourist destinations of Angola with its diverse natural surrounding and rich cultural traditions. Access is through the Jamba Airport, which handles domestic flights.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA was signed in 2011 by the Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Angola and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Hotels, Angola		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		TBD	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	10. CONCESSIONS IN SIOMA NGWEZI		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Zambia section of the Kavango Zambezi TFCA		
Project Description	<ul style="list-style-type: none"> • Zambia Wildlife Authority (ZAWA) has identified six block concessions in Sioma Ngwezi National Park. The blocks are primarily earmarked for wildlife based activities. They include Mufulani, Katuli, Kwando, Ibaale, Ngwezi and Kalolo. • Mufulani, Katuli, and Kwando concession blocks are 50 000 hectares each in extent. • Ibaale, Ngwezi and Kalolo concession blocks are approximately 40 000 hectares in size each. The park can be accessed by road from Livingstone and Mongu. From Livingstone there is a brand new road all the way to Sesheke and Katima Mulilo whereas from Mongu there is a good tar road to Senanga. 		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA was signed in 2011 by the Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Zambia and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Natural Resources, Zambia, through the Zambia Wildlife Authority		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		TBD	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	11. TSOWA ISLAND ZAMBEZI RIVER LODGE		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Zimbabwe section of the Kavango Zambezi TFCA		
Project Description	The concession seeks to establish 10 up-market tented enclosures on Tsowa Island on the Zambezi River near Victoria Falls. The facility is envisaged to provide an exhilarating, authentic African experience. The Island will be accessed by boats and/or chartered flights flying from Harare and Victoria Falls. Tsowa Island will also provide sight-seeing opportunities, sport fishing and game viewing activities to tourists.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists; • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA was signed in 2011 by the Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Zimbabwe and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment and Natural Resources, Zimbabwe		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$1,5 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	12. NAM 10 AT THE CAPRIVI		
Project Sponsors	TBD		
Corridor	Kavango Zambezi Transfrontier Conservation Area		
Participating Countries	Angola, Botswana, Namibia, Zambia and Zimbabwe		
Objectives	Development of accommodation facilities in the Namibia section of the Kavango Zambezi TFCA.		
Project Description	Waterfront Development in Katima Mulilo 80 roomed 4/5 star hotel, 60 roomed 3 star hotel, self catering resort and conference facilities for 500 people		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA was signed in 2011 by the Heads of State</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p>		
Description of National plan to the project	Integrated Development Plans (IDPs) are being developed for each of the 5 components of the TFCA. These 5 plans will be used as a basis for developing the Master KAZA Integrated Development Plan		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Namibia and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment and Tourism, Namibia		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		TBD	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	13. MARAMANI LODGE		
Project Sponsors	TBD		
Corridor	Mapungubwe Transfrontier Conservation Area		
Participating Countries	Botswana, South Africa and Zimbabwe		
Objectives	Development of accommodation facilities in the Zimbabwe section of the Mapungubwe TFCA.		
Project Description	The Maramani lodge is situated in the Zimbabwean component of the Limpopo/Shashe TFCA. The site could be either on the eastern bank of the Shashe river or the northern bank of the Limpopo river. From here, visitors can experience the cultural heritage site at Mapungubwe as well as enjoy game drives and hiking trails.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA is 98% complete.</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p> <p>Establishment of 4x4 Crossing Links</p>		
Description of National plan to the project	Draft GMTFCA Integrated Tourism Master Plan in place		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Zimbabwe and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment and Natural Resources, Zimbabwe		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2.34 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	14. TULI SAFARI LODGE		
Project Sponsors	TBD		
Corridor	Mapungubwe Transfrontier Conservation Area		
Participating Countries	Botswana, South Africa and Zimbabwe		
Objectives	Development of accommodation facilities in the Zimbabwe section of the Mapungubwe TFCA		
Project Description	<ul style="list-style-type: none"> • This is a historical site that needs rehabilitation and a new lodge constructed. • A concession has been awarded and the concessionaire is looking for investment partners. 		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>MoU on the establishment of this TFCA signed by respective Ministers in 2006</p> <p>Treaty establishing the TFCA is 98% complete</p> <p>Project profiled in the Boundless Southern Africa Investment portfolio</p> <p>Establishment of 4x4 Crossing Links</p>		
Description of National plan to the project	Draft GMTFCA Integrated Tourism Master Plan in place		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Zimbabwe and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Environment and Natural Resources, Zimbabwe		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		TBD	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	15. HOUSE BOATS ON MASSINGIR DAM		
Project Sponsors	TBD		
Corridor	Great Limpopo Transfrontier Park		
Participating Countries	Mozambique, South Africa and Zimbabwe		
Objectives	Development of accommodation facilities in the Mozambique section of the Great Limpopo Transfrontier Park		
Project Description	The Massingir Dam House Boat Concessions 1/2 will operate from a base on the eastern shores of the Massingir Dam. This node will be adjacent to the Massingir resort which will act as a staging post for clients undertaking a houseboat safari. This spectacular dam on the Olifants River just east of the Lebombo mountain range, offers unique water-based game, birdlife and scenic viewing. Each concession will consist of two self contained house boats with access to the dam and various bays for overnight mooring. Tender boats will allow guests to undertake game viewing and fishing outings.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed by respective Ministers in 2000 Treaty establishing the Transfrontier Park signed in 2002 by the Heads of State Giriyondo Tourist Access facility operational Pilot Project for Cross Border Law Enforcement in TFCAs in SADC region Establishment of 4x4 Crossing Links		
Description of National plan to the project	GLTP Integrated Tourism Development Plan in place and being implemented Draft GLTP Integrated Development & Business Plan in place		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$4.8 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	16. MAPAI COMMUNITY LODGE		
Project Sponsors	TBD		
Corridor	Great Limpopo Transfrontier Park		
Participating Countries	Mozambique, South Africa and Zimbabwe		
Objectives	Development of accommodation facilities in the Mozambique section of the Great Limpopo Transfrontier Park		
Project Description	The Mapai community lodge is situated on the Limpopo River at the village of Mapai. Mapai is a well used river crossing on the route between Pafuri border post, Giriyondo border post and the Mozambican seaboard at Xai Xai and northwards. The site is situated on a high plateau with the most incredible view of the Limpopo river valley below. This lodge can serve as an overnight facility on the abovementioned route or as a base for 4x4 expeditions along the Limpopo river and west into the sandveld region of the Parque Nacional Do Limpopo.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed by respective Ministers in 2000 Treaty establishing the Transfrontier Park signed in 2002 by the Heads of State Giriyondo Tourist Access facility operational Pilot Project for Cross Border Law Enforcement in TFCAs in SADC region Establishment of 4x4 Crossing Links		
Description of National plan to the project	GLTP Integrated Tourism Development Plan in place and being implemented Draft GLTP Integrated Development & Business Plan in place		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	17. CHIBUTANE COMMUNITY LODGE		
Project Sponsors	TBD		
Corridor	Great Limpopo Transfrontier Park		
Participating Countries	Mozambique, South Africa and Zimbabwe		
Objectives	Development of accommodation facilities in the Mozambique section of the Great Limpopo Transfrontier Park		
Project Description	The Chibutane community lodge is situated on the Olifants River just below the Massingir Dam and the southern entrance to the park at Massingir town. This lodge will offer water-based opportunities on Massingir Dam, game viewing safaris into the park and access to 4x4 and canoeing safaris along the Olifants River. It can also serve as an overnight base on the well used route between Giriondo border post and the Mozambican seaboard.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed by respective Ministers in 2000 Treaty establishing the Transfrontier Park signed in 2002 by the Heads of State Giriyondo Tourist Access facility operational Pilot Project for Cross Border Law Enforcement in TFCAs in SADC region Establishment of 4x4 Crossing Links		
Description of National plan to the project	GLTP Integrated Tourism Development Plan in place and being implemented Draft GLTP Integrated Development & Business Plan in place		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	18. PONTA MUCOMBAOU MAJUMBO LODGE		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Mozambique section of the Lubombo Transfrontier Conservation Area		
Project Description	Ponta Mucombaou Majumbo Lodge Development lies approximately 50 km directly southeast of Maputo within the community wildlife reserve of the Usuthu-Tembe-Futi TFCA. The lodge is accessible by road through the Maputo Elephant Reserve, chartered flights to the nearby landing strip (preferred method), and by boat across the expansive Maputo bay. The proposed product is a fully catered, 4 star luxury lodge comprising 15 exclusive units (30 beds) nestled in coastal dune forest, each enjoying spectacular views of an unspoilt beach of the warm Indian Ocean.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Protocol establishing the TFCA signed in 2000</p> <p>Development of the Muzi-Futi Game Sanctuary</p> <p>Upgrading of Ponta-do-Ouro road creating a link to Maputo</p>		
Description of National plan to the project	<p>USUTHU-TEMBE-FUTI TFCA</p> <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$4.2 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	19. PONTA MEMBENE LODGE		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Mozambique section of the Lubombo Transfrontier Conservation Area		
Project Description	Ponta Membene Lodge Development lies approximately 60km directly southeast of Maputo within the Usuthu-Tembe-Futi TFCA. The lodge is accessible by road through the Maputo Elephant Reserve and chartered flights to the nearby landing strip (preferred method). The proposed product is an intimate fully catered, 4 star luxury lodge comprising 15 units (30 beds) set in coastal dune forest, each enjoying spectacular views to the east of an unspoilt beach, washed by the warm Indian ocean.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary Upgrading of Ponta-do-Ouro road creating a link to Maputo		
Description of National plan to the project	USUTHU-TEMBE-FUTI TFCA <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$3.2 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	20. CAMANDJUBA PENINSULA CAMP		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Mozambique section of the Lubombo Transfrontier Conservation Area		
Project Description	Camandjuba Peninsula Camp is located within the Usuthu-Tembe-Futi TFCA. The camp is positioned on vegetated dune on the eastern bank of the Rio Maputo River just before it enters the Maputo bay delta. Approximately 50 km directly south of Maputo, the lodge is accessible by boat from the colonial Portuguese town of Bela Vista. Bela Vista has a landing strip which will facilitate ease of access by air. 4x4 vehicle access is also possible through Maputo Elephant Reserve. The proposed product is a fully catered, 4 star lodge, offering guests the opportunity to explore the coastal floodplains of the Futi and Maputo Rivers.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Protocol establishing the TFCA signed in 2000</p> <p>Development of the Muzi-Futi Game Sanctuary</p> <p>Upgrading of Ponta-do-Ouro road creating a link to Maputo??</p>		
Description of National plan to the project	<p>USUTHU-TEMBE-FUTI TFCA</p> <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$4 million	This is an estimated capital investment for this project

TITLE OF PROJECT	21. WILDERNESS CAMPSITE ALONG FUTU RIVER		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Mozambique section of the Lubombo Transfrontier Conservation Area		
Project Description	The Wilderness Campsite along Futi River provides a true wilderness experience for the adventurer seeking to discover the hidden treasures of the area. The campsite is nestled in tall riverine vegetation along the banks of the Futi River, which wind its way through the broad lala palm zone of the Usuthu-Tembe-Futi TFCA. Accessibility to the campsite is by 4x4 vehicles only. The provision is made for two campsites and each site consists of two stands catering for a total of 12 people.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary Upgrading of Ponta-do-Ouro road creating a link to Maputo		
Description of National plan to the project	USUTHU-TEMBE-FUTI TFCA <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$0.3 million	This is an estimated capital investment for this project

TITLE OF PROJECT	22. TINTI GALA LODGE		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Mozambique section of the Lubombo Transfrontier Conservation Area		
Project Description	Tembe Gate Community Lodge (Gala Gate Community Lodge) is an existing lodge developed as part of community partnership and upliftment programme. The lodge is well-positioned to cater to 4x4 visitors travelling to/from the core of Usuthu-Tembe-Futi TFCA. It provides an ideal gateway and overnight destination for those arriving late or departing early, and approximately 45km north of Kosi Bay/Ponto do Ouro (2 hour drive).		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Protocol establishing the TFCA signed in 2000</p> <p>Development of the Muzi-Futi Game Sanctuary</p> <p>Upgrading of Ponta-do-Ouro road creating a link to Maputo</p>		
Description of National plan to the project	<p>USUTHU-TEMBE-FUTI TFCA</p> <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$1.3 million	This is an estimated capital investment for this project

TITLE OF PROJECT	23. TSAKANI COMMUNITY LODGE		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Mozambique section of the Lubombo Transfrontier Conservation Area		
Project Description	Futi Gate Community Lodge is an existing lodge developed as part of community partnership and upliftment programme. The lodge is well-positioned to cater to 4x4 visitors travelling to/from the Usuthu-Tembe-Futi TFCA. It provides an ideal gateway and overnight destination for those arriving late or departing early, approximately 55km from Maputo (an easy 1,5 hour drive).		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Protocol establishing the TFCA signed in 2000</p> <p>Development of the Muzi-Futi Game Sanctuary</p> <p>Upgrading of Ponta-do-Ouro road creating a link to Maputo</p>		
Description of National plan to the project	<p>USUTHU-TEMBE-FUTI TFCA</p> <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$1.3 million	This is an estimated capital investment for this project

TITLE OF PROJECT	24. USUTHU GORGE WILDERNESS CAMP		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	Two campsites, each accommodating a maximum of 20 people, are located within the only pristine gorge passing through the Lubombo Mountains. Access to the area is by 4x4 vehicles through Swaziland. The gorge offers spectacular scenery with mixed thornveld vegetation dropping 300m to the Usuthu River. The historic Abercorns Drift provides a link between Swaziland and South Africa. Usuthu Gorge is the South Western Gateway to the Usuthu-Tembe-Futi TFCA, from here visitors can experience Ndumo and Tembe game reserves before crossing the border into Mozambique.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	<p>Protocol establishing the TFCA signed in 2000</p> <p>Development of the Muzi-Futi Game Sanctuary</p> <p>Upgrading of Ponta-do-Ouro road creating a link to Maputo</p>		
Description of National plan to the project	<p>USUTHU-TEMBE-FUTI TFCA</p> <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$0.4 million	This is an estimated capital investment for this project.

TITLE OF PROJECT	25. PONTA MILIBANGALALA		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Mozambique section of the Lubombo Transfrontier Conservation Area		
Project Description	The Ponta Milibangalala concession lies approximately 50 kilometres directly southeast of Maputo. The 3000 ha concession is accessible by road through the Maputo Special Bay. The proposed product is a fully-catered 4 star luxury lodge comprising 35-40 exclusive units in coastal dune forest with spectacular views across an unspoilt beach.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure and up-market tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary Upgrading of Ponta-do-Ouro road creating a link to Maputo		
Description of National plan to the project	USUTHU-TEMBE-FUTI TFCA <ul style="list-style-type: none"> • Usuthu-Tembe-Futi TFCA Concept Development Plan • Usuthu-Tembe-Futi TFCA Implementation Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Mozambique and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Mozambique		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$0.4 million	This is an estimated capital investment for this project

TITLE OF PROJECT	26. MALOLOTJA FAMILY LODGE		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	This fully catered, 40 bed family lodge will be situated within the Malolotja Nature Reserve in north-western Swaziland. The 18 000 hectare Malolotja Nature Reserve is a core component of the Songimvelo-Malolotja Transfrontier Conservation Area which traverses the South African and Swazi border, covering a total of 90 000 malaria-free hectares. The lodge is accessible by tar road from Mbabane (40 km) and Gauteng (340 km). The Matsapa International Airport outside Manzini and the KMI Airport near Nelspruit are 1 and 2 hours away by road respectively. The Oshoek-Ngwenya border post is a mere 15 km away.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure and family tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project	SONGIMVELO-MALOLOTJA TFCA <ul style="list-style-type: none"> • Songimvelo-Malolotja TFCA Integrated Tourism Master Plan • Draft Songimvelo-Malolotja TFCA Joint Management Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,1 million	This is an estimated capital investment for this project

TITLE OF PROJECT	27. MALOLOTJA TENTED CAMP		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	<ul style="list-style-type: none"> This development comprises 15x2 bed stilted safari tents situated within the Malolotja Nature Reserve, north-western Swaziland. The 18 000 hectare Malolotja Nature Reserve is a core component of the Songimvelo-Malolotja Transfrontier Conservation Area (S-M TFCA) which traverses the South African and Swazi border, covering a total of 90 000 hectares within a malaria free zone. The camp is accessible by tar road from Mbabane (40 km) and Gauteng (340 Km). The Matsapa International Airport outside Manzini and the KMI Airport near Nelspruit are 1 and 2 hours away by road respectively. The Oshoek-Ngwenya border post is a mere 15 km away 		
Expected Results	<ul style="list-style-type: none"> Accommodation for adventure and family tourists Employment opportunities for local communities Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project	SONGIMVELO-MALOLOTJA TFCA <ul style="list-style-type: none"> Songimvelo-Malolotja TFCA Integrated Tourism Master Plan Draft Songimvelo-Malolotja TFCA Joint Management Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$1,4 million	This is an estimated capital investment for this project

TITLE OF PROJECT	28. MALOLOTJA TFCA 4X4 TRAIL		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	<ul style="list-style-type: none"> The Malolotja 4x4 trail provides rustic self-catering accommodation at three separate camps for up to 12 guests each. These camps will be situated within the pristine Mhlamgamphepha valley, in western Malolotja Nature Reserve, north-western Swaziland. The Malolotja 4x4 trail forms a part of the greater 60km Songimvelo-Malolotja Transfrontier 4x4 trail – the first of its kind in southern Africa. 		
Expected Results	<ul style="list-style-type: none"> Accommodation for adventure and family tourists Employment opportunities for local communities Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project	SONGIMVELO-MALOLOTJA TFCA <ul style="list-style-type: none"> Songimvelo-Malolotja TFCA Integrated Tourism Master Plan Draft Songimvelo-Malolotja TFCA Joint Management Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,5 million	This is an estimated capital investment for this project

TITLE OF PROJECT	29. SONGIMVELO 4X4 TRAIL		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the South African section of the Lubombo Transfrontier Conservation Area		
Project Description	The Songimvelo 4x4 trail, 3hrs from Gauteng, provides rustic self-catering accommodation at two separate camps for up to 12 guests each. The first of these camps will be situated on the Mendon highlands of the Songimvelo Game Reserve at 1 600m above sea level, accessible off the famous Saddleback Pass that winds up the Barberton Mountain lands from the town of Barberton. The second will be located at in the remote Dunbar valley, some 800 meters below the first camp.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure and family tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project	SONGIMVELO-MALOLOTJA TFCA <ul style="list-style-type: none"> • Songimvelo-Malolotja TFCA Integrated Tourism Master Plan • Draft Songimvelo-Malolotja TFCA Joint Management Plan 		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of South Africa and a private investor (Public-Private Partnership)		
Main parties in place	Mpumalanga Tourism and Parks Agency		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,5 million	This is an estimated capital investment for this project

TITLE OF PROJECT	30. MAGADZAVANE CONFERENCE COMPLEX		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of conferencing facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	<ul style="list-style-type: none"> Magadzavane Complex lies approximately 75km directly northeast of Manzini within the Mlawula Nature Reserve of the Lubombo-Conservancy-Goba TFCA. The lodge is accessible by road from Maputo and Manzini/Mbabane. The product is an existing facility featuring a fully-catered 4 star luxury lodge comprising 20 exclusive units (40 beds) nestled in the Lubombo mountains, each enjoying spectacular views to the west of an unspoilt undulating Lowveld bush. The facility needs to add a 60 seater fully furnished conference room with four 15-20 seater break away rooms. 		
Expected Results	<ul style="list-style-type: none"> Accommodation for adventure, family tourists and corporate conferencing Employment opportunities for local communities Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project			
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,0 million	This is an estimated capital investment for this project

TITLE OF PROJECT	31. MLAWULA TENTED CAMP		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	<ul style="list-style-type: none"> • Mlawula Tented Camp lies approximately 75km directly northeast of Manzini within the Mlawula Nature Reserve of the Lubombo-Conservancy-Goba TFCA. The lodge is accessible by road from Maputo and Manzini/ Mbabane. • The product is an existing tented camp comprising 8 exclusive units (16 beds) nestled near the Mbuluzi River, each enjoying spectacular views to the river and the unspoilt Lowveld bush. • The facility needs to be re-furbished. 		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure and family tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project			
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,4 million	This is an estimated capital investment for this project

TITLE OF PROJECT	32. MAPELEPELE COTTAGE		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	<ul style="list-style-type: none"> • The Mapelepele cottage lies approximately 75km directly northeast of Manzini, also within the Mlawula Nature Reserve of the Lubombo-Conservancy-Goba TFCA. The lodge is accessible by road from Maputo and Manzini/ Mbabane. • The product features an existing cottage, a full house, comprising 20 bedrooms, bathrooms, a shower and a kitchen and dining area, nestled inside the unspoilt Lowveld bush. • The facility needs to be re-furbished. 		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure and family tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project			
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,5 million	This is an estimated capital investment for this project

TITLE OF PROJECT	33. MHLUMENI LODGE		
Project Sponsors	TBD		
Corridor	Lubombo Transfrontier Conservation Area		
Participating Countries	Mozambique, South Africa and Swaziland		
Objectives	Development of accommodation facilities in the Swaziland section of the Lubombo Transfrontier Conservation Area		
Project Description	<ul style="list-style-type: none"> • The Mhlumeni Lodge will be located at the Mhlumeni/Goba border with Mozambique. The complex lies approximately 75km directly northeast of Manzini and west of Maputo, within the Lubombo-Conservancy-Goba TFCA. The lodge is accessible by road from Maputo and Manzini/ Mbabane. • The proposed facility will comprise a fully-catered, 5 star luxury lodge, comprising 20 exclusive units (40 beds) nestled in the Lubombo mountains, each enjoying spectacular views. 		
Expected Results	<ul style="list-style-type: none"> • Accommodation for adventure and family tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	Protocol establishing the TFCA signed in 2000 Development of the Muzi-Futi Game Sanctuary		
Description of National plan to the project			
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Swaziland and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism and Environmental Affairs, Swaziland		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$4,0 million	This is an estimated capital investment for this project

TITLE OF PROJECT	34. SEHLABATHEBE NATIONAL PARK MOUNTAIN RESORT		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho and South Africa		
Objectives	Development of accommodation facilities in the Lesotho section of the Maloti-Drakensberg Transfrontier Conservation Area		
Project Description	Sehlabathebe Mountain Resort is situated in the north eastern part of the park on a high plateau with northern views of the higher Maloti mountain peaks. The resort is accessible by vehicle from Lesotho, and by pony trail from Bushman's neck. Activities include amongst other things, hiking and pony tracking along the escarpment with incredible views down onto the KwaZulu-Natal midlands.		
Expected Results	Accommodation for both top-end and adventure tourists Employment opportunities for local communities Revenue generating scheme for the park		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio Relocation of Sani Pass point of entry Upgrading of Sani Pass road 87 km from Himeville to Mokhotlong		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,2 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	35. SEHLABATHEBE NATIONAL PARK ENVIRONMENTAL EDUCATION CENTRE		
Project Sponsors	GOL		
Corridor	Maloti Drakensberg Transfrontier Conservation Area (within Sehlabathebe National Park)		
Participating Countries	Lesotho and South Africa		
Objectives	Development of accommodation facilities in the Lesotho section of the Maloti-Drakensberg Transfrontier Conservation Area		
Project Description	The project is one of the components of the second phase of implementation of Maloti Drakensberg Conservation and Development Programme. The project includes construction of staff housing and office at the existing Environmental Centre comprising of 72 beds accommodation at Sehlabathebe National Park (SNP) and entrance gate, upgrading of a 10 km road within the park, communication and power facilities. The Lesotho Government is in the process of soliciting an Operator to run the existing facilities over a period of 2 to 3 years contract renewable by 2 years.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 and revised MoU signed in 2008 Project profiled in the Boundless Southern Africa Investment portfolio Relocation of Sani Pass point of entry Upgrading of Sani Pass road 87 km from Himeville to Mokhotlong		
Description of National plan to the project	MDTP 20 year Conservation and Development Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy MDTP 5 year Security and Safety Strategy 2011 Tourism Marketing Strategy for MDR		
Status	Financier being sought		
Next steps	<ul style="list-style-type: none"> • Continued investment promotion • Construction of staff housing, office building and entrance gate, upgrading of a 10 km road within the park, communication and power facilities 		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue 2012 Edition – Lesotho Review (fill in where the project may form part of other investment portfolios)		
Intervention for which Financing is required	Construction of staff housing, office building and entrance gate, upgrading of a 10 km road within the park, communication and power facilities		
Revenues for Repayment of Financing	Gate takings and accommodation facilities		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
	<i>None</i>	US\$4,5 million	This is an estimated capital investment (CAPEX) for this project

TITLE OF PROJECT	36. BOKONG NATURE RESERVE		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho and South Africa		
Objectives	Development of accommodation facilities in the Lesotho section of the Maloti-Drakensberg Transfrontier Conservation Area		
Project Description	The Bokong Nature Reserve lies at the head of the Mafika Lisiu Pass and reaches an altitude of 3090 metres above sea level. Its key tourist attractions are the Lepaqa Waterfall, a number of hiking trails, horse riding and sightings of the rare and endangered bearded vulture. Current tourism infrastructure includes 5 five-bed chalets and a visitor centre with picnic facilities. A number of additional services are required to be built by the operator.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio Relocation of Sani Pass point of entry Upgrading of Sani Pass road 87 km from Himeville to Mokhotlong		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$2,14 million	This is an estimated capital investment for this project

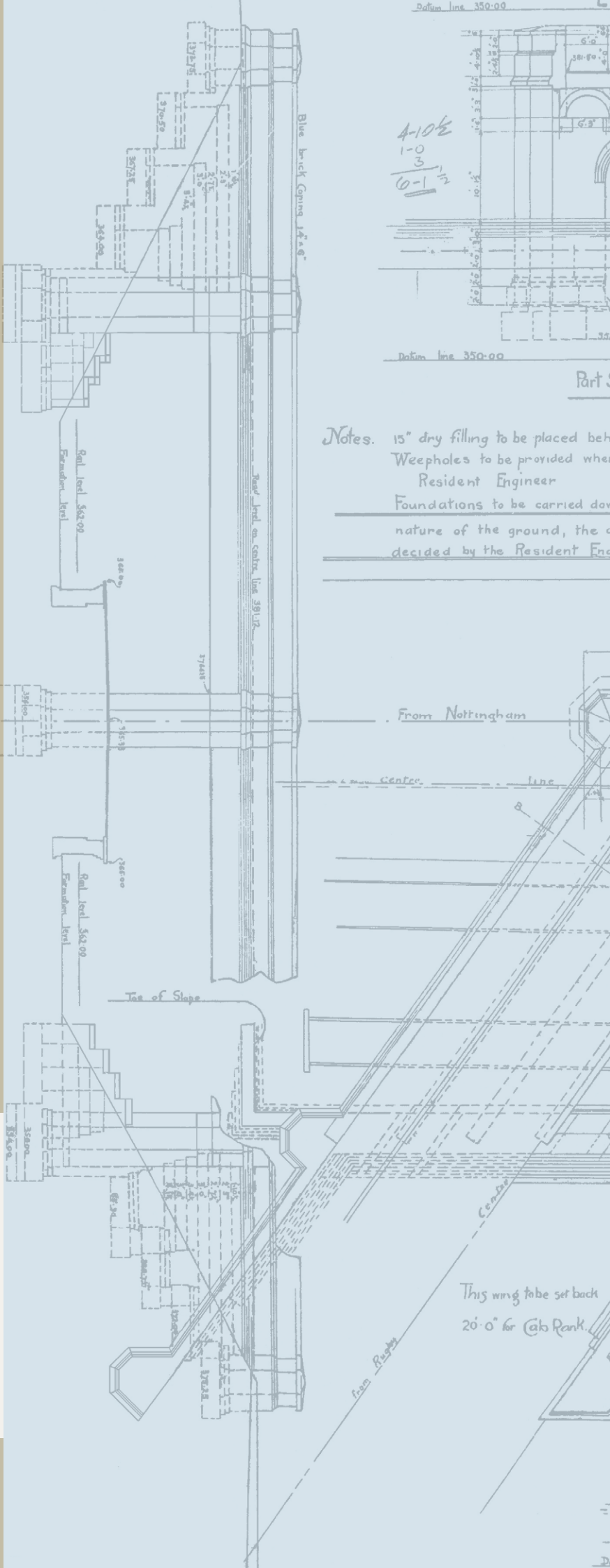
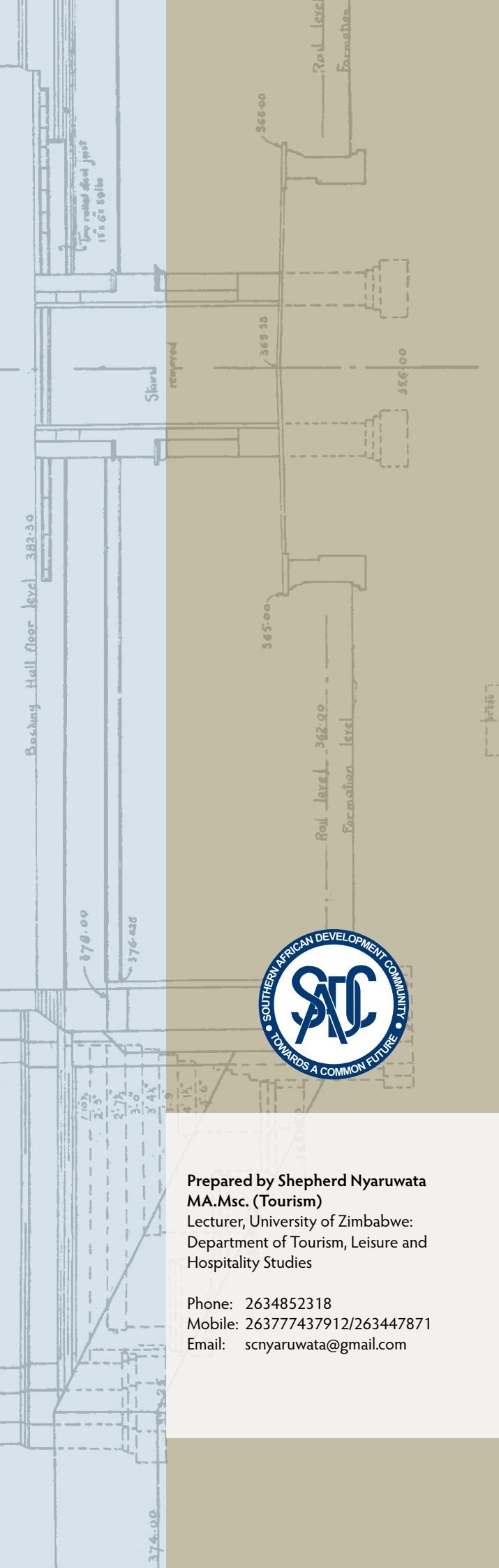
TITLE OF PROJECT	37. MOHALE VILLAGE		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho and South Africa		
Objectives	Development of accommodation facilities in the Lesotho section of the Maloti-Drakensberg Transfrontier Conservation Area		
Project Description	Mohale Village is situated near Mohale Dam, about 86 km from Maseru. The Mohale village served as accommodation during the construction of phase 1B of Lesotho Highlands Water Project, and this village has potential to attract a significant number of tourists. Accommodation includes 81 houses and 79 single quarters, fully equipped and furnished, which need to be refurbished and operationalised.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio Relocation of Sani Pass point of entry Upgrading of Sani Pass road 87 km from Himeville to Mokhotlong		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		TBD	This is an estimated capital investment for this project

TITLE OF PROJECT	38. AFRI-SKI LEISURE KINGDOM		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho and South Africa		
Objectives	Development of accommodation facilities in the Lesotho section of the Maloti-Drakensberg Transfrontier Conservation Area		
Project Description	The resort is located on the Mahlasela Pass in the Butha-Buthe District, northern Lesotho. The resort is accessible by tar road from the A1 National Road between Butha-Buthe and Mokhotlong and Sani Pass, a home to the highest pub in the world. Afri-Ski has launched a sales campaign of 100 ski chalets to be constructed on site. The opportunity therefore exists to have sectional or full ownership of ski chalets.		
Expected Results	Accommodation for both top-end and adventure tourists Employment opportunities for local communities Revenue generating scheme for the park		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio Relocation of Sani Pass point of entry Upgrading of Sani Pass road 87 km from Himeville to Mokhotlong		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		TBD	This is an estimated capital investment for this project

TITLE OF PROJECT	39. KATSE TOURIST VILLAGE		
Project Sponsors	TBD		
Corridor	Maloti Drakensberg Transfrontier Conservation Area		
Participating Countries	Lesotho and South Africa		
Objectives	Development of accommodation facilities in the Lesotho section of the Maloti-Drakensberg Transfrontier Conservation Area		
Project Description	The Katse Dam area is a primary tourist destination in Lesotho – the village was built to house staff during the construction phase of the dam and is currently underutilised. It is supported by a large, effective and functioning infrastructure that makes it ideal for conversion into a tourism village. This village is envisaged to include a hotel and conference facility, bed and breakfast accommodation, restaurants, retail outlets, art and craft outlets, bars and a museum.		
Expected Results	<ul style="list-style-type: none"> • Accommodation for both top-end and adventure tourists • Employment opportunities for local communities • Revenue generating scheme for the park 		
On-going Related activities in SADC/ Tripartite Region	MoU on the establishment of this TFCA signed in 2001 Project profiled in the Boundless Southern Africa Investment portfolio Relocation of Sani Pass point of entry Upgrading of Sani Pass road 87 km from Himeville to Mokhotlong		
Description of National plan to the project	MDTP 20 year Conservation Strategy MDTP 5 year Action Plan to facilitate the implementation of the strategy		
Status	Investor being sought		
Next steps	Continued investment promotion		
Business Model	This is a partnership between the Government of Lesotho and a private investor (Public-Private Partnership)		
Main parties in place	Ministry of Tourism, Environment and Culture, Lesotho		
Main parties to be procured	Private investor		
Technical/Operational Notes	None		
Project documentation available	Boundless Southern Africa Investment Catalogue		
Intervention for which Financing is required	TBD		
Revenues for Repayment of Financing	TBD		
Estimated Total Cost	Finance secured	Finance unsecured	Remark/Financier/
		US\$140 million	This is an estimated capital investment for this project

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4-10 1/2
1-0
3
6-1 1/2

Notes. 15" dry filling to be placed between foundations.
Weepholes to be provided where foundations are in contact with ground.
Resident Engineer to decide on the nature of the ground, the depth of foundations to be carried down.
Foundations to be carried down to a depth decided by the Resident Engineer.



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This wing to be set back
20'0" for Cab Rank.