



South African
NATIONAL PARKS

THE BEST PRACTICES WORKSHOP

WOMEN EMPOWERMENT AND COMMUNITY PARTICIPATION IN TOURISM.

CASE STUDIES IN SANPARKS

Ms Vuyiswa Radebe
8th March 2023



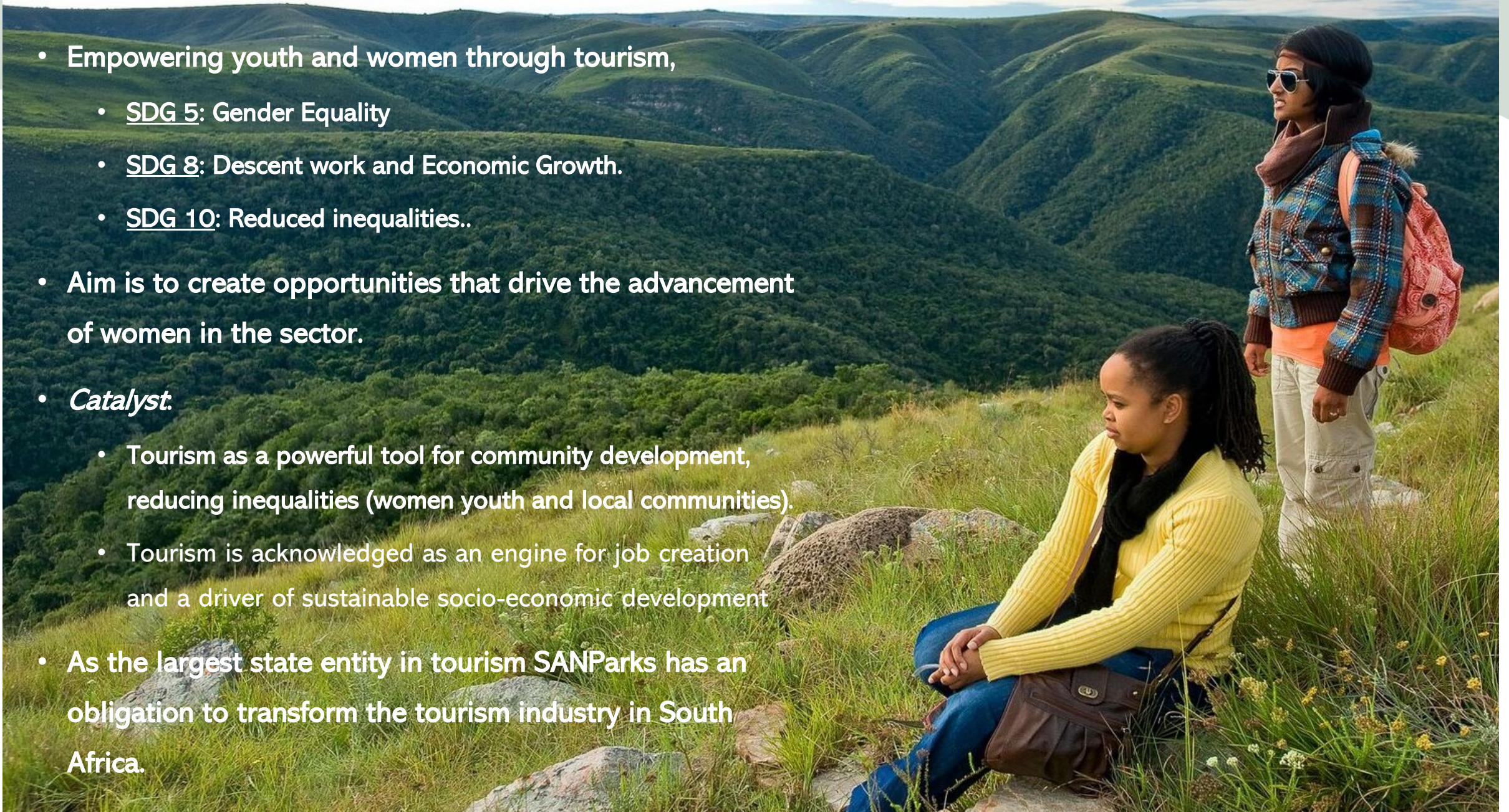
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6. Upcoming PPP projects.
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LINKING THE PROGRAMME TO SUSTAINABLE DEVELOPMENT GOALS

- Empowering youth and women through tourism,
 - SDG 5: Gender Equality
 - SDG 8: Decent work and Economic Growth.
 - SDG 10: Reduced inequalities..
- Aim is to create opportunities that drive the advancement of women in the sector.
- *Catalyst*.
 - Tourism as a powerful tool for community development, reducing inequalities (women youth and local communities).
 - Tourism is acknowledged as an engine for job creation and a driver of sustainable socio-economic development
- As the largest state entity in tourism SANParks has an obligation to transform the tourism industry in South Africa.



MISSION

Develop, protect, expand, manage and promote a system of sustainable national parks that represents biodiversity and heritage assets, through innovation and best practice for the just and equitable benefit of current and future generations.

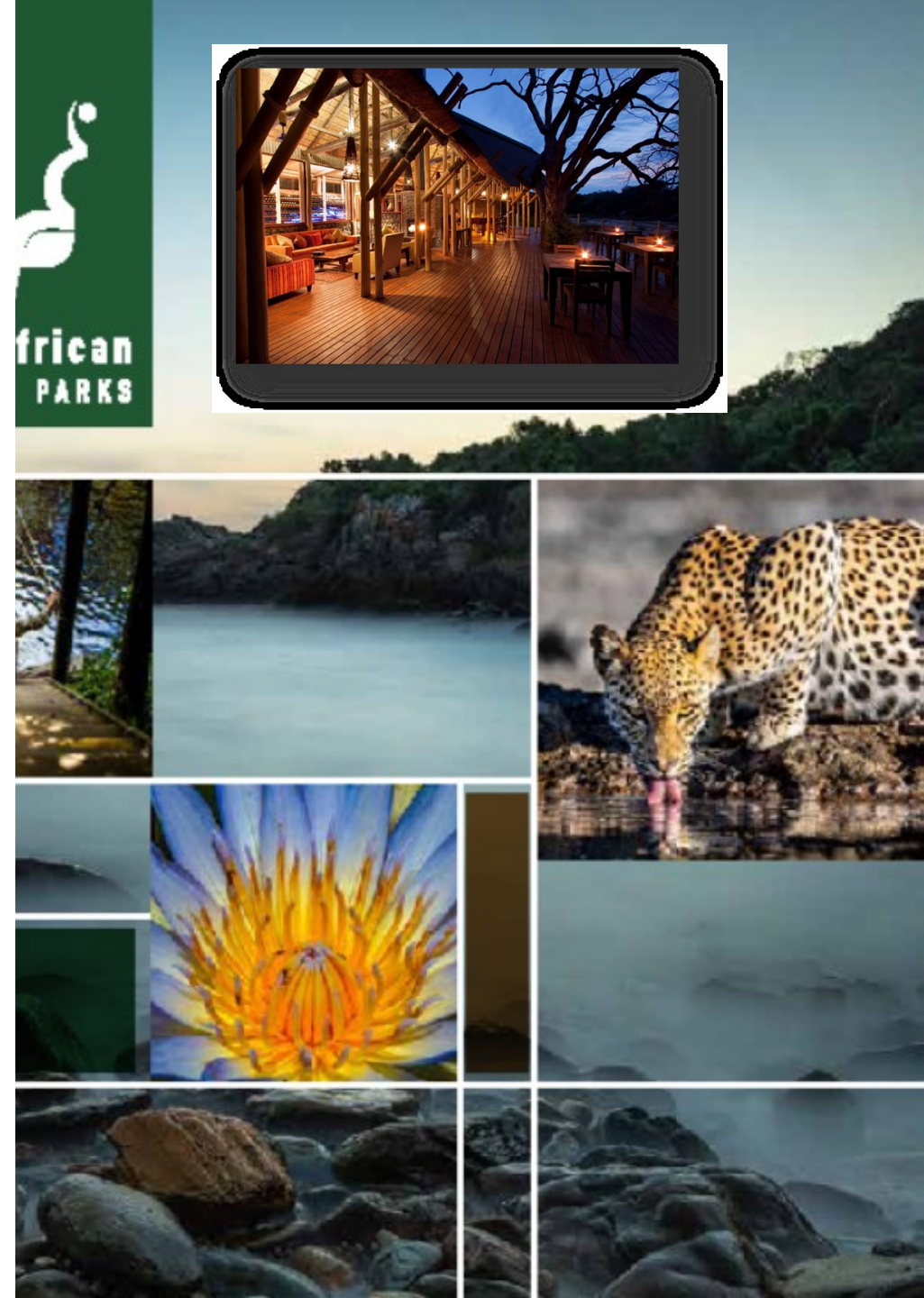
VISION

A world class system of sustainable national parks reconnecting and inspiring society



SANPARKS VISION 2040

- A long-term vision (forecast), new strategic direction SANParks.
- Anchors on four main themes:
 - Conservation,
 - **Tourism,**
 - Socio-economic transformation,
 - A world class sustainable, responsive and prosperous organisation.
- Tourism – long-term goal is to significantly enhance our value proposition, improve our product offerings and position our national parks to appropriately respond to the needs of the 21st century customer.
- Immediate priority is to initiate an organisational re-engineering, ensuring that all our systems, processes, human resources and technology are supportive and aligned to Vision 2040.

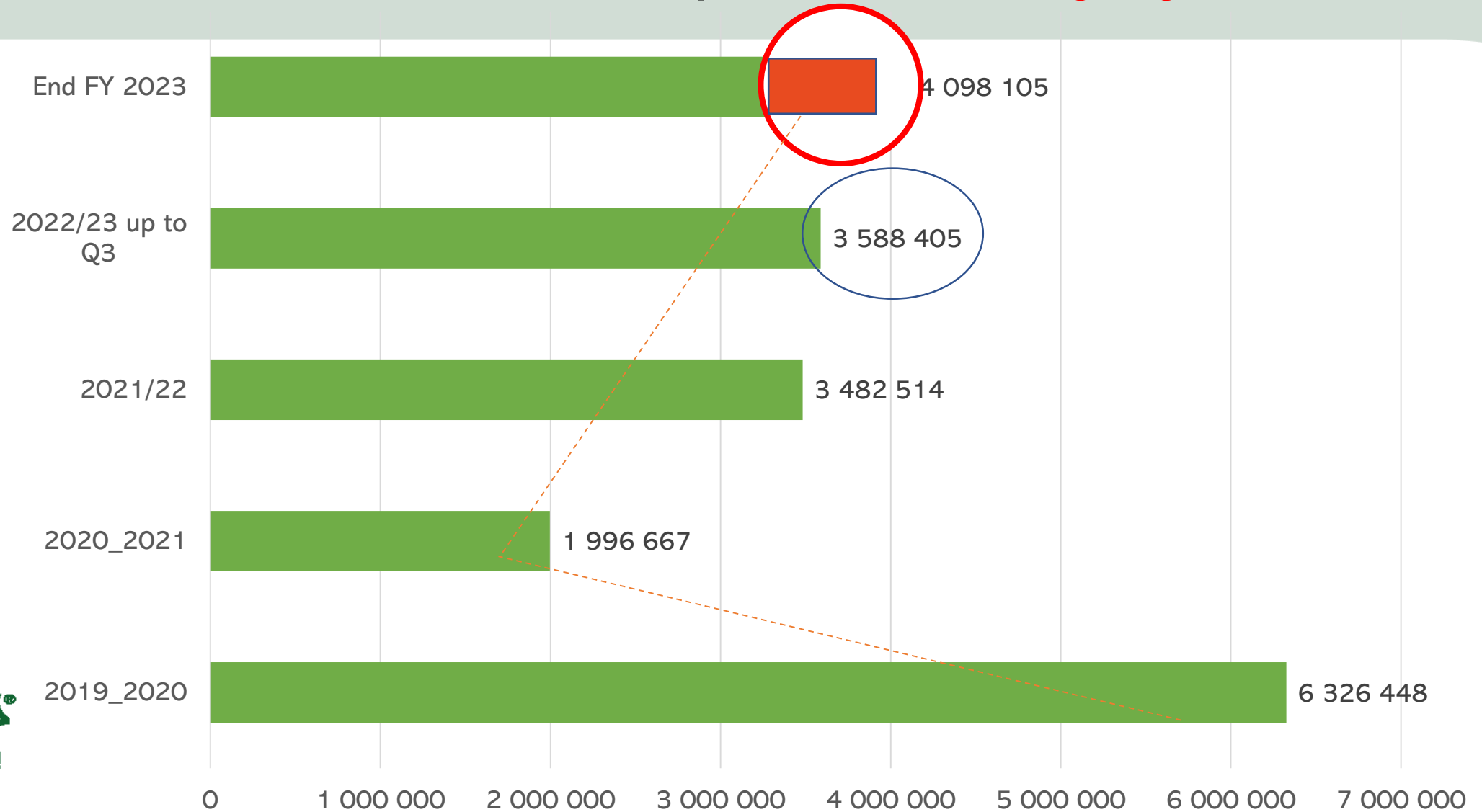


VISITOR STATISTICS



Total visitors 2019/2020 to Q3 of 2022/2023

700million international tourists, Jan-Sept 2022, **Numbers going to SANParks**



**South African
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TOP 5 HIGH REVENUE GENERATING PARKS

R1 200 000 000,00

R1 000 000 000,00

R800 000 000,00

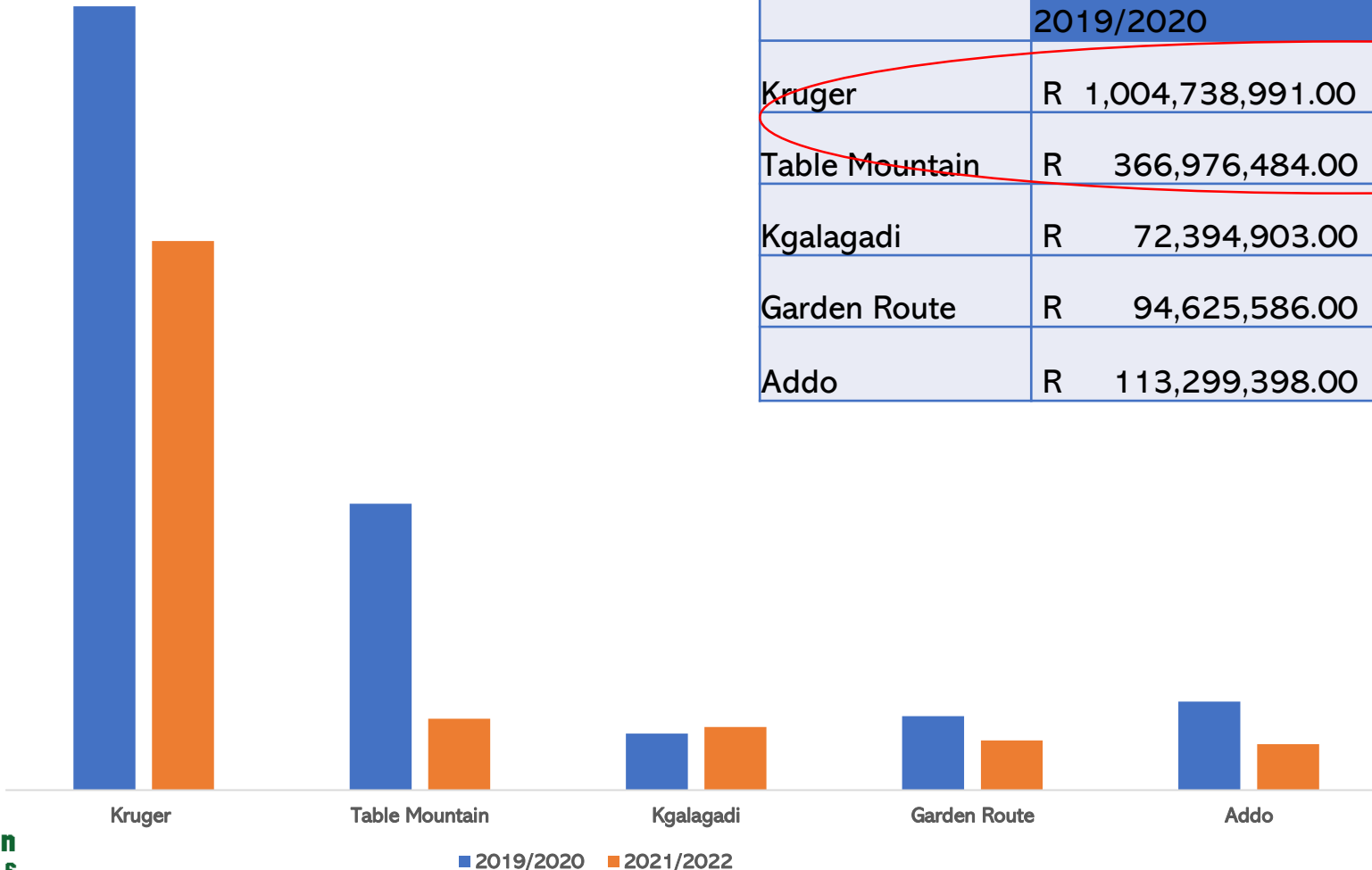
R600 000 000,00

R400 000 000,00

R200 000 000,00



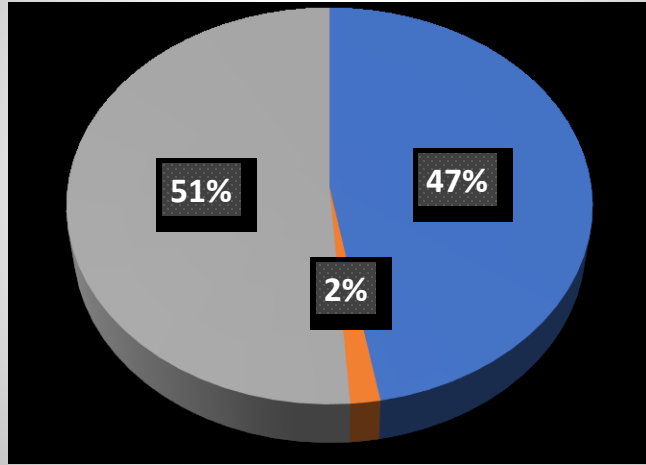
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REVENUE FIGURES			
	2019/2020		2021/2022
Kruger	R 1,004,738,991.00	(1)	R 703,877,028.00 (1)
Table Mountain	R 366,976,484.00	(2)	R 91,209,790.00 (2)
Kgalagadi	R 72,394,903.00	(5)	R 80,736,950.00 (3)
Garden Route	R 94,625,586.00	(4)	R 63,483,600.00 (4)
Addo	R 113,299,398.00	(3)	R 58,771,263.00 (5)

SANPARKS VISITOR DEMOGRAPHICS

2019/2020

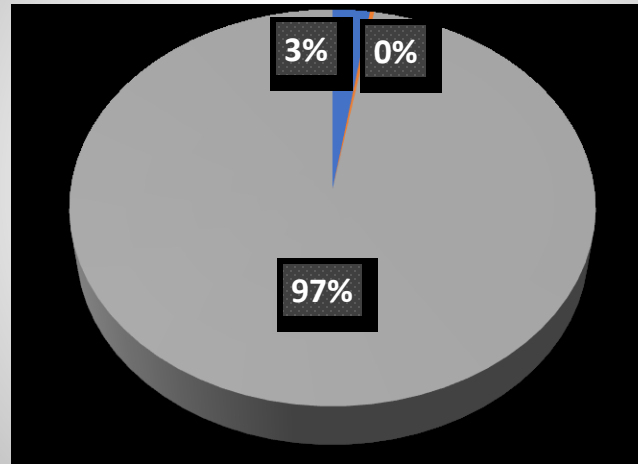


International Visitors

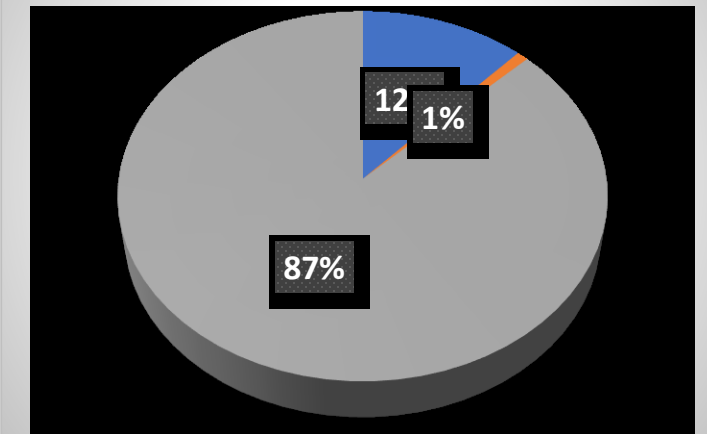
SADC Visitors

Domestic Visitors

2020/21



2021/2022



Predictions on international tourists NDT by end of 2022 :

65%

SANParks

12% Internationals

87% Domestic

INITIATIVES

A NEW ERA OF PPPs



There are several ways in which SANParks aims to promote Transformation and stimulate Community beneficiation:

B-BBEE Proposal:

For each PPP project, there is a B-BBEE scorecard (“the B-BBEE Proposal”) that sets out targets for the Private Party, to promote transformation and upliftment of local communities. This includes a requirement for 10% equity ownership by local communities.

Land Claimant Model:

As part of the KNP Land Claimant Beneficiation Programme, a Free Equity Share Model has been developed, which allows for Land Claimants / Land Owners to receive 10% free equity share of an identified project.

Ring-fencing:

PPP Projects under a specific capital investment are set aside for participation by SMME operators only.
A model has been developed whereby capital investment determines the qualifying maximum existing turnover of a bidder, thereby limiting tender participation to SMMEs for ring-fenced PPP projects.

Partnerships with Black Owned EMEs / QSEs:

To further promote skills development and skills transfer, for large PPPs, there is a requirement for a 30% partnership with 51% black owned EME or QSE.

WHAT CONSTITUTES A PPP?



Regulated by Regulation 16 of the PFMA
and
Guided by the National Treasury PPP
Toolkit

Contractual agreement awarding exclusive rights to a private party:

- to make use of state assets (i.e. land / buildings),
- for a commercial purpose for a specific period,
- in return for payment of PPP fees.

Private party is required to meet predetermined obligations regarding:

- Financial terms
- Environmental management
- Social and transformation objectives

Broad reasons for PPPs include access to:

- Specialised skills
- Capital, i.e. new infrastructure development
- Risk transfer → financial, technical & operational

Supporting and growing local business

Invitation to Information Session with SANParks



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TOURISM INVESTMENT SUMMIT

- Commercialization Strategy adopted in 2000. Board approved 60 projects set aside for this initiative.
- Projects encompasses a diversity of tourism offerings ranging from adventure activities, retail, restaurants to accommodation.
- Cumulatively these projects have contributed over R1 394 billion to SANParks in the last two decades while increasing infrastructure assets to the value of R955 million.
- Inauguration of Tourism Investment Opportunities in March 2017, witnessed entry of new players into its PPP programme, many with strong BBBEE credentials (huge driver of transformation and diversification).
- March 2022, successful Tourism Investment Summit with 100 new PPP opportunities.
- Acting CEO signed the MOU with Youth in Conservation of South Africa where they agreed to co-operate and collaborate as partners in youth development to improve the socio-economic well-being of the youth in South Africa.



NOTICE 655 OF 2020



PPP INVESTMENT OPPORTUNITIES ASTRONOMY AND SPA PRODUCTS IN THE KRUGER NATIONAL PARK

South African National Parks (SANParks) intends to form Public Private Partnerships (PPP's) in which it gives selected private parties the following rights:

To operate astronomy products in the KNP – three Bid Packages will be available:

Bid Package 1 (North): Punda Maria, Shingwedzi, Mopani and Letaba

Bid Package 2 (Central): Satara, Olifants and Lower Sabie

Bid Package 3 (South): Skukuza, Berg en Dal and Pretoriuskop

To build, operate and maintain spa products in the KNP – four Bid Packages will be available:

Bid Package 1: Berg en Dal and Pretoriuskop

Bid Package 2: Satara, Orpen, Tamboti and Talamati

Bid Package 3: Letaba, Olifants, Balule, Tsendze, Mopani and Shimuwini

Bid Package 4: Punda Maria, Pafuri Border, Shingwedzi, Bateleur and Sirheni

SANParks invites Private Parties who are experts in these businesses to submit detailed bids in line with SANParks' mandate and objectives for these PPP opportunities. Interested parties will be expected to meet certain criteria in order to qualify.

SANParks will enter into the PPP agreements with the preferred bidder for a period likely to provide a fair return on investment for the private parties. In return, the private parties will meet agreed operating, development, refurbishment, broad-based black economic empowerment (BBBEE) and environmental obligations, and pay a PPP fee to SANParks.

Interested parties are expected to obtain the **Information Memorandum** and **Request for Proposal (RFP)** documents, setting out further details of the criteria and process to be followed, from the designated SANParks representative: James Daniels, Project Manager: Business Development by sending an e-mail to james.daniels@sanparks.org

<http://www.sanparks.org>





SANPARKS

TOURISM BUSINESSES AWARDED TO WOMEN (& YOUTH)

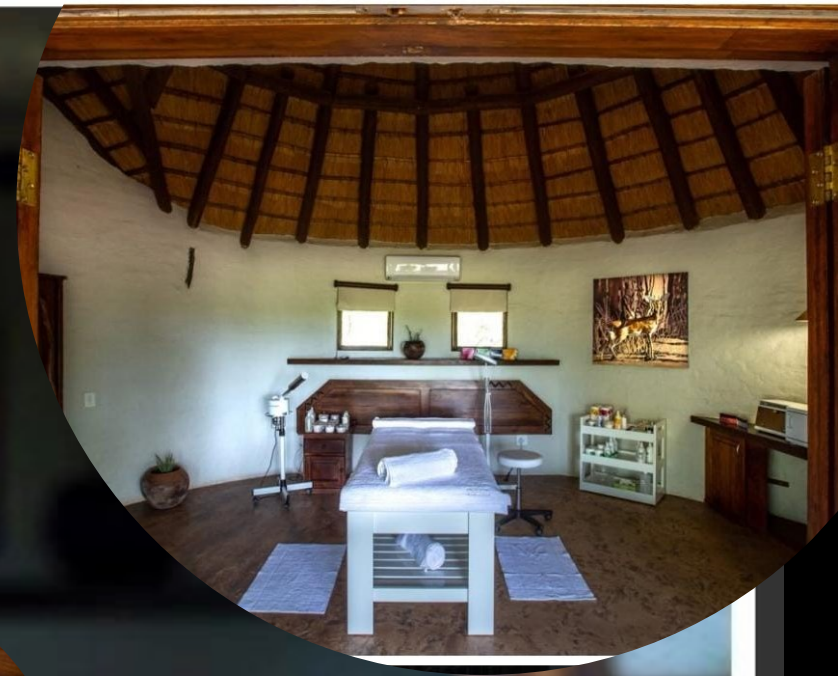
‘Reconnecting Society’



KRUGER NATIONAL PARK SKUKUZA SPA



Berg en Dal and Pretoriuskop Spa



Satara Spa



Olifants, Letaba and Mopani Spa





Augrabies Falls National Park

- **Namataradi project.**
- Initiated as part of the SANParks CSI from 5 local Riemvasmaak, Vredesvallei, Alheit, Marchand and Augrabies communities.
- **Nama kappies**
 - Training, Equipment, diversification to be sizeable, Curios, Nama culture.
 - Since then: Namaqua flowers season.
 - Showcased on variety of television programmes, SANParks TV Reality series, 'Away for Repair', National invites, private client's birthday (events).





LETABA LODGE (Concession)

Shareholding

1	Black male	30%
2	Black female	21%
3	White male	25%
4	White male	24%

SHOW CASE – SINGITA LEBOMBO



SHOW CASE – LION SANDS LODGE



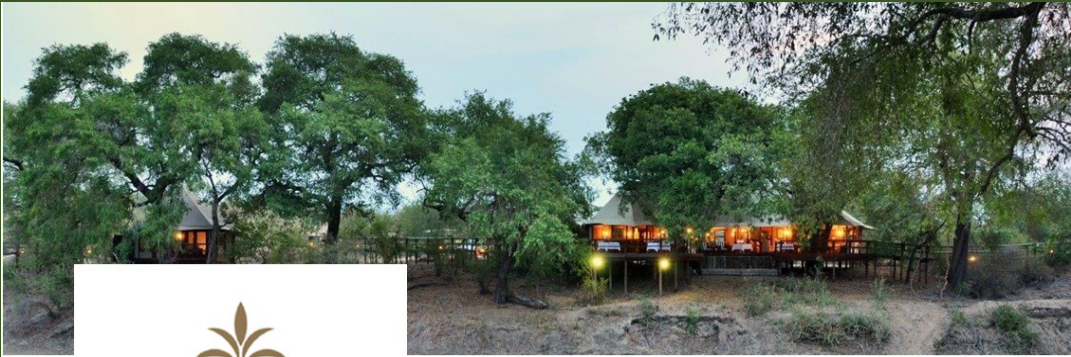
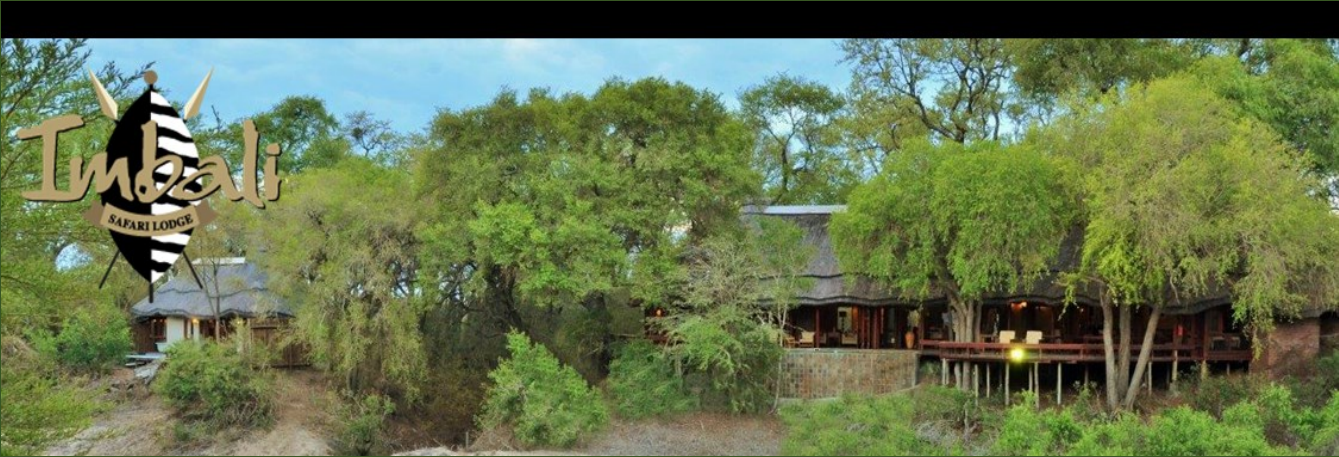
Lion Sands



Value for money objectives:

- Revenue generation
- Optimal use of underperforming assets (small camp used basically for strategic sessions)
- Socio economic BBBEE/job creation together with poverty alleviation
- Infrastructure upgrades
- Tourism promotion – new 5-star market
- Biodiversity protection and conservation (quarterly environmental audits i.e. 5 star market but still limited to 350 lt of water per day per person)

SHOW CASE – IMBALI SAFARI LODGE



SHOW CASE – LUKIMBI SAFARI LODGE



SHOW CASE – SKUKUZA AIRPORT



SHOW CASE – TSHOKWANE PICNIC SITE

Awarded to a level 2 BBBEE company for a 10-year period.



Value for money objectives:

Optimal use of underperforming assets

SANParks turned substantial losses into substantial profits

Tshokwane turnover pa under SANParks management:

2011/2012: R 1,559,303

2012/2013: R 1,038,563

2013/2014: R 1,437,457

2014/2015: R 849,242

Annual turnover over R 10 million

SMME DEVELOPMENT IN SANPARKS

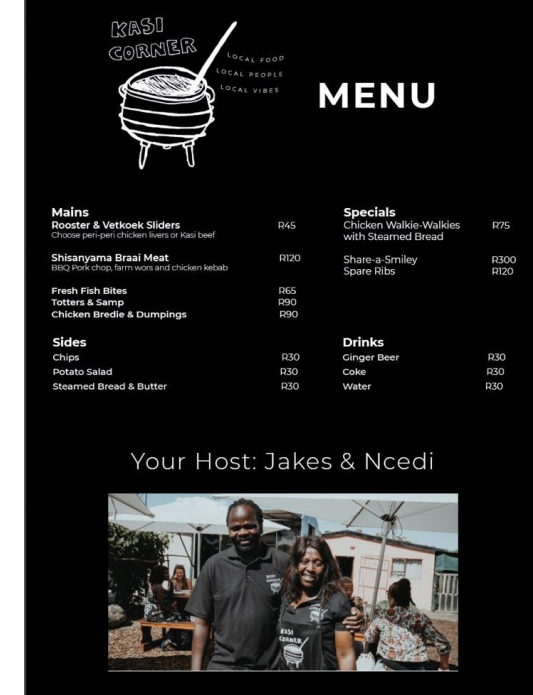
- KNP initiated model.
- Presented high-level investment opportunities reserved for Women and Youth in SANParks.
- Piloted in Garden Route National Park.
- Communicating SMME programmes.
- Address the SMME in promoting accessible economic opportunities.
- SANParks being responsive to barriers and needs focusing on Women and youth.



BE-KIND PROJECT

SMME OPPORTUNITIES

- Tour guiding.
- Slackpacking.
- Catering Service.
- Kiosk.
- Park Shop.
- Coopetition



NAMAQUA NATIONAL PARK

Laundry Contract

- Namaqua NP (4 Chalets with 8 beds and 1 Guesthouse with 5 beds) with % occupancy of between 50% and 100% especially during the flower season.
- The contract award went to 100% Women Owned Business (from Kamieskroon (21km from the Skilpad Parks office)).
- 24-month contract with cost of R 428 120.00.





- ANGLER SUPPORT PROGRAMME
- WC, GRNP (Wilderness, Smutsville) Angler Project.
- Extension entire WC and EC, Addo.
- Funding from Tourism Income (accommodation).





FNB INCUBATION PROGRAMME

BACKGROUND

- In 2016, SANParks advertised an opportunity for commercial banking services provider and the tender was awarded to FNB in January 2017
- Tender requirement – ESD – FNB as part of their proposal had committed to implementing an Incubation Programme
- Delays in the implementation, programme was eventually launched in October 2019.

WHAT THE PROGRAMME ACHIEVED

- Mission of the programme: Get entrepreneurs to learn and grow themselves and their businesses, and move from survivor income generators and wealth creators
- Barriers: no financial records or no understanding of their business performance.
- Today 100% in Phalaborwa and 70% in Hazyview comfortably submit monthly income statements and can confidently speak about their business performance.
- Majority entrepreneurs are excited to assume CEO responsibility and are either repositioning or pivoting their business.





Item	Value
Total number of entrepreneurs trained over 5 years	175
Number of entrepreneurs trained per year	35
Number of months mentorship	12
% of women entrepreneurs trained in 5 years	78%
Total cost per entrepreneur	R78,000
Total sponsorship value over 5 years (30 January 2017 to 31 December 2021)	R13,650,000

PRODUCT DEVELOPMENT INITIATIVES

**‘ONE CAN NOT BE SELLING ONE AND THE SAME
PRODUCT OVER YEARS AND EXPECT BETTER
RESULTS AND INCREASED REVENUE’.**

- World around us is changing, if we don't adapt, we will be extinct.
- How do we cater and appeal to Gen Z.
- Cater for young families making kid-friendly amenities and activities.
- Holidays are regarded as a 'treat' and therefore self-catering accommodation is not the first choice.
- Wi-Fi /connectivity across all Parks.

OTTER TRAIL OVERVIEW

Otter Trail overnight camps - Tsitsikamma section of the Garden Route National Park.
West of Storms River Mouth and East of Natures Valley.



- A 45 kilometer (4 night and 5 day hike).
- In operation since 1968.
- Overnight hut capacity for 12 hikers with average annual occupancy of +90% (+-4000 hikers p/a).
- The Otter Trail product in its current form is at the peak of its revenue generating capability.

DIVERSIFYING THE PRODUCT

- Four (4) transparent self-catering domes, 1 dome per overnight area.
- Three (3) tented camping decks including tents per overnight area.



Spectacular views (elevated accommodation).

Privacy away from communal facilities.

Comfort whilst hiking a world renowned hiking trail.



RETURN ON INVESTMENT

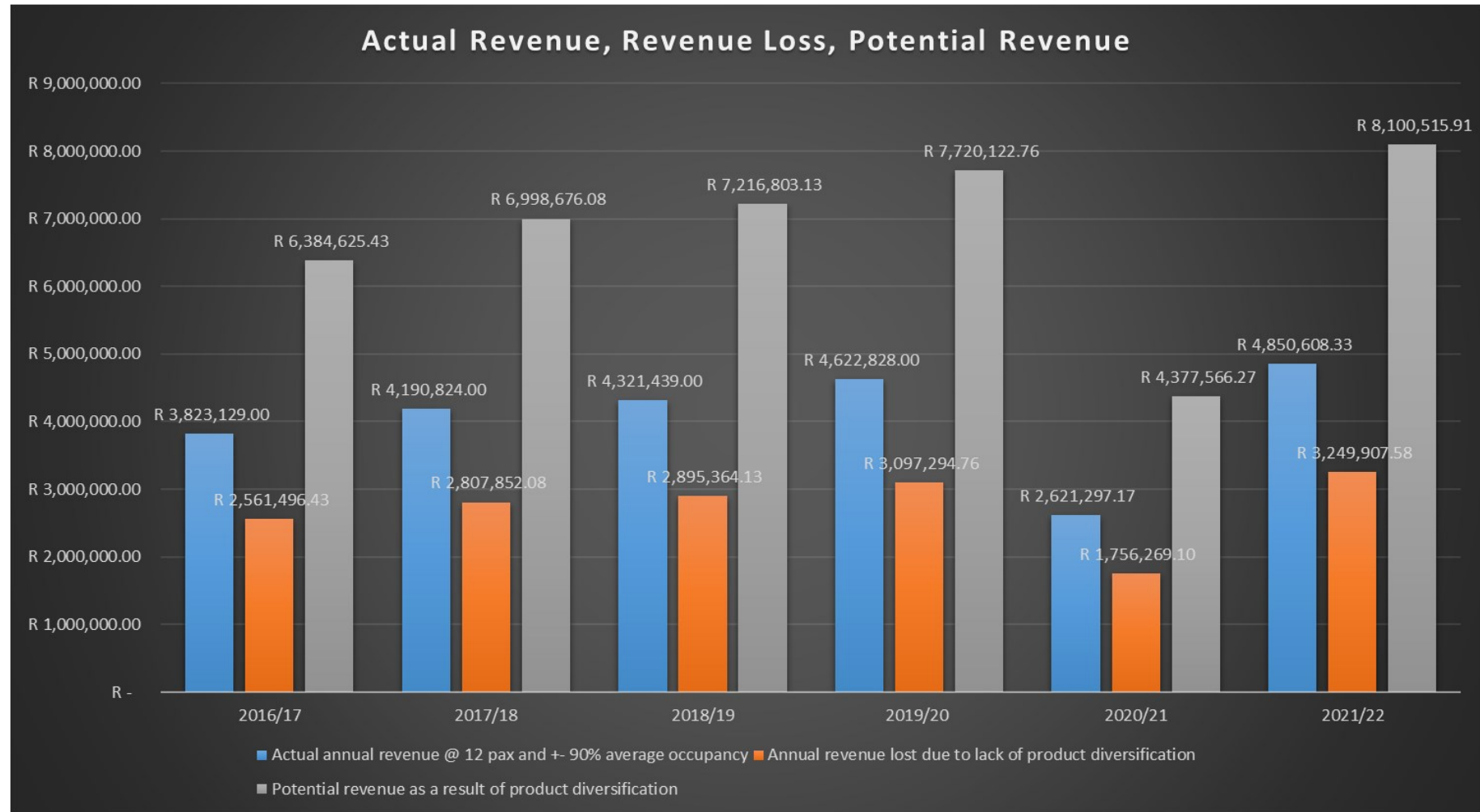
Return on investment break-even point within 2 months



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REVENUE YIELDING

- 12 pax at +/-90% occupancy generated +/-R4.85 million during financial year 2021/22.
- An increase from 12 to 20 pax would yield +/-R8.1 million (+/-67%) more.
- Visitor number would have increase from +/-4000 to +/-6600.





UPCOMING PPP PROJECTS



Pipeline April 2023 to March 2024



Planned projects

1. KNP Retail	Kruger National Park	Specifications on commercial opportunity developed and to inform the tender documents followed by National Treasury approval and tender process.
2. Addo and Tsitsikamma Retail	Kruger National Park	
3. Marakele Halal Lodge	Marakele National Park	
4. Addo Bush Braai	Addo Elephant National Park	Tender process underway
5. Golden Gate Zipline	Golden Gate	Tender process underway
6. Langebaan Lodge	West Coast National Park	Zonation dependent
7. Pafuri Rustic Camp	Kruger National Park	Opportunity to operate the Pafuri border camp and create a new rustic camp site in close proximity to the Pafuri area and could include the rights to operate the Nyala Wilderness camp with associated walking product.

Pipeline April 2023 to March 2024



Planned projects

8.Punda Maria Treehouse Product	Kruger National Park	Treehouse product in the vicinity of the Punda Camp. Process well underway.
9. Thesen Island Hotel/Aparthotel	Knysna	Specifications finalised, National Treasury approval required
10. Thesen Island Restaurant/Paddle Concept	Knysna	Specifications finalised.
11. Tokai Precinct (retail, picnics, restaurant, conferencing, functions, and activities)	Table Mountain National Park	Specifications on commercial opportunity developed, waiting for National Treasury Exemption
12. Duinepos Chalets	West Coast National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.
13.Kysna Jetty	Knysna	
14. Agulhas Precinct Plan (retail, coffee shop, or interpretative museum)	Agulhas National Park	

Pipeline April 2024 to March 2025			
Planned projects			
1. TMACC (cableway, retail, restaurant and functions) Expire 25 November 2024	Table Mountain National Park	Specifications on commercial opportunity being developed and to inform the tender documents followed by National Treasury approval and tender process.	
2. TMNP Zipline Unsolicited bid	Table Mountain National Park		
3. Skukuza Restaurant	Kruger National Park		
4. Tsitsikamma Restaurant	Garden Route National Park		
5. Namaqua Beach Camp	Namaqua National Park		
6. Addo Restaurant	Addo Elephant National Park		
7. Pretoriuskop Restaurant	Kruger National Park		

Pipeline April 2024 to March 2025			
Planned projects			
8. Lower Sabie Restaurant	Kruger National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.	
9. Berg en Dal Restaurant	Kruger National Park		
10. Karoo Restaurant and Retail	Karoo National Park		
11. KNP Lodge Concessions	Kruger National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process. The external transaction advisors to drive the process.	
12. Skukuza Airport	Kruger National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.	
13. Geelbek (restaurant and related facilities)	West Coast National Park		

Pipeline April 2025 to March 2026					
Planned projects					
1.Knysna Lagoon Commercial Opportunities	Knysna	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.			
2. Hoerikwagga Washhouses	Table Mountain National Park				
3. Tankwa Guest Farm & Accommodation	Tankwa National Park				
4. Kloofnek Precinct Hotel & Eco tourism hub	Table Mountain National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process. The external transaction advisors to drive the process.			
5. De Gamma Hiking Peak	Table Mountain National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.			
6. Backpackers Lodge Phalaborwa Activity Hub	Kruger National Park				

Pipeline April 2025 to March 2026



Planned projects

7. Tented Camp Phalaborwa Activity Hub	Kruger National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.
8. Tsitsikamma Activities	Garden Route National Park	
9. Shangoni Cultural Camp	Kruger National Park	
10. Quarry Acrobranch	Table Mountain National Park	
11. Knysna Lagoon Commercial Opportunities	Knysna	
12. PPP Cycle Adventures	Table Mountain National Park	

Pipeline April 2026 to March 2027



Planned projects

1. Management Agreement Punda Restaurant	Kruger National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.
2. Management Agreement Shingwedzi Restaurant	Kruger National Park	
3. Management Agreement Mopani Restaurant	Kruger National Park	
4. Management Agreement Mountain Zebra	Mountain Zebra National Park	
5. Cape Point Various – Boating & Food trucks	Table Mountain National Park	
6. Malgas & Jutten Islands	West Coast National Park	

Pipeline April 2026 to March 2027



Planned projects

7. Ratelrivier	Agulhas National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.
8. Rietfontein	Agulhas National Park	
9. Skukuza Spa	Kruger National Park	
10. Maluti Camp Site	Golden Gate Highlands National Park	
11. Golden Gate Glamping Adventure	Golden Gate Highlands National Park	
12. Lakeview Tented Camp	Camdeboo	

Pipeline April 2027 to March 2028

Planned projects

1. Mountain Zebra Wilderness Camp	Mountain Zebra	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.
2. Augrabies outsourcing of 17 self catering units	Augrabies Falls National Park	
3. Darlington Lodge Facility	Addo Elephant National Park	
4. Treehouses in Goudveld Forest	Wilderness Section GRNP	
5. Mother Holly Guest House	Wilderness Section GRNP	
6. Luxury Houseboat Knysna Estuary	Knysna Section GRNP	

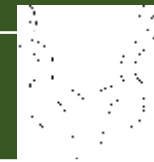
Pipeline April 2027 to March 2028



Planned projects

7. Mobile Tented Event Camps	Knysna Section GRNP	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process.
8. Luxury Guesthouse Brenton-on-Sea	Knysna Section GRNP	
9. Harkerville Treetop Chalets	Knysna Section GRNP	
10. Boat Cruise Pioneer Dam	Kruger National Park	
11. Underground Hides	Kruger National Park	
12. Wilderness Activities-Canoe, 4X4 trails, paragliding, Horse Trails	Wilderness Section GRNP	

Pipeline April 2027 to March 2028



Planned projects

13. Sabie River Guest Houses	Kruger National Park	Specifications on commercial opportunity to be developed and to inform the tender documents followed by National Treasury approval and tender process. The external transaction advisors to drive the process.
14.KNP Private Camping Facilities	Kruger National Park	
15. Marakele 10x Chalets	Marakele National Park	
16. Mapungubwe Accommodation Opportunities	Mapungubwe National Park	

LESSONS LEARNT


The tourism industry still suffers from structural economic imbalances;

- There is limited opening of the market for new entrants;
- There is limited representation of Black people in higher management structures;
- Transformation is taking place at a slow pace, particularly at an ownership level;
- Targets for SCM are not met and there is minimal support for black-owned businesses;
- The challenges faced include: Lack of skills and experience at an SMME level;
Limitations of access to finance;
Market access for SMMEs;
Red tape hindering SMMEs' ability to successfully operate;
Lack of marketing; and
Limited procurement opportunities for SMMEs due to lack of partnership and collaboration between stakeholders.
- Given the lessons learnt, SANParks is placing more emphasis on programmes that stimulate transformation of the tourism industry.

CONCLUSION

- PPPs have proved to be a useful funding and tourism development model, promoting transformation and socio-economic upliftment, however:
- Balanced and ongoing PPP management is critical, PPP are complex and requires skilled and effective management.
 - Institution must have long-term commercialisation strategy and vision that remains unaffected by short term dynamics.
 - Institution at all levels must embrace a culture of interaction with partners.
 - Enabler for responsible use of state assets to stimulate the tourism industry, generate revenues for the funding of conservation and bring meaningful transformation and socio-economic benefits to South Africa.





Nations that **invest in women's
employment, health, and education**
are just more likely to have better outcomes.
Their children will be healthier
and better educated... So this is
not just the right thing to do
for us to hold up these women, to support them,
to encourage their involvement;
this is a strategic imperative.

Hillary Clinton
Women in the World, 2012



CONTACT DETAILS

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