**Tourism concession guidelines for transfrontier conservation areas in SADC**

Guideline plan post review: 24 July 2014

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**1. OVERVIEW**

* **Working title:** Tourism concession guidelines for transfrontier conservation areas (TFCAs) in SADC
* **Special / important features**:
	+ Guidance on how to develop tourism products in TFCAs, procurement processes for transboundary investment, examples from SADC.
	+ Concessions for country specific products in TFCAs within countries and transboundary products within TFCAs.
	+ Guidelines for how to develop transboundary products that are low-capital investment (e.g. hiking trails, cycle events), including pitfalls/things to avoid. This will include necessary related activities (e.g. policy/regulations; border control; revenue sharing).
	+ Guidance to align the goals and objectives of conservation agencies with the expectations of the private sector.
* **Main benefit of reading the guideline**: To obtain basic guidance on how to develop and manage transboundary tourism products and encourage investment in TFCAs.

**2. TABLE OF CONTENTS (WORKING)**

|  |  |  |
| --- | --- | --- |
| **Section** (indicative length) | **Sub-sections** | **Materials** |
| Table of contents (1 page) | * Contents
* Lists of figures, boxes, tables
* Acronyms (keep to a minimum)
* Acknowledgements
 |  |
| **Introduction** (2 pages) | * Aim and objectives of the guidelines, guiding principles
* Scope, structure and content of the guidelines - Important/special features.
* Target audience - benefits of reading the guidelines
* Background
 | Background: Include brief definition of guidelines; how topic relates to SADC protocols/strategies. |
| **Concessioning process** | Include diagram of the process and stakeholder roles / institutional framework |  |
| Step 1: Scoping(2 pages) | * Establish goals, motivations, objectives
* Concessions experience
* Potential barriers to concessioning
* When concessions to go ahead, and when not to
 | Include tips where applicable. |
| Step 2: Design and feasibility(4-5 pages) | * Policy harmonisation/legal elements - Due diligence – national & site level
* Land tenure types
* Spatial planning
* Product types (accom, event etc)
* Concession model selection (PPP, CPPP etc)
* Viability and market assessment
* Development impact: Community costs and benefits; local $ retention
* Risk
 | Examples: Tour de Tuli; Desert Knights ; Machampane |
| Step 3: Procurement strategy(4-5 pages) | * Investment strategy, including target tourism markets
* Transaction strategy: Private sector (tender or negotiated/unsolicited); PA authority
* Development of transaction materials (e.g. EoI, RfP, checklists, marketing collateral)
* Evaluation committee development
 |  |
| Step 4: Transaction management(3-4 pages) | * Procurement process
* Engagement with investors (promotion, negotiation, relationships)
* Win-win deals
* Contract content
 |  |
| Step 5: Contract management (4-5 pages) | * Capacity and skills
* Manuals (including M&E; service level agreements; standard operating procedures)
* End of concession & next steps
 | Example: Kgalagadi TP fee sharing; IFC training course |
| **Further reading** |  |  |
| References | Citations from the text |  |
| Links | Weblinks to more information |  |
| Templates | EoIs, RfPs, tender review checklist, Standard Operating Procedures (borders, revenue sharing),  |  |
| Specific country information | Legislation/policy in each countryLand tenure types in each countryInvestment processes/protocolsCase studies/transboundary product examples, Concessioning approach, institutional arrangements | Boundless investment guide |
| Guideline development process | Method / conceptual framework |  |

**3. DEVELOPMENT PROCESS AND TIMEFRAME**

|  |  |
| --- | --- |
| **Inception** meeting and report | Completed |
| **Scoping**– on format and style of guideline, and draft ToC | June/July |
| **Situational analysis** – information on concessions, processes and products in SADC currently | July |
| **Draft guideline development** – populating the ToC (version 1) | July/August |
| **Review period** for draft prior to conference (English version) | 1-2 weeks: August |
| **Conference** on concessions: review and improve the content of the guideline + annexes (Johannesburg) | 1-3 September |
| **Revision** of guideline (version 2) | September |
| Translation (French, Portuguese) | September: 2 weeks |
| **Review period** (English, French, Portuguese) | Oct (2 weeks) |
| Revision of guideline (version 3) | Oct |
| **Validation meeting** with SADC/GiZ (Gaborone) | Oct or Nov |
| Finalisation of guideline (version 4) | Oct or Nov |

**Note:** If an additional step of online review is recommended on version 3 (including time for translation of the materials), this would add about 1.5 months to the process.

**4. MARKET**

* **Primary market:** TFCA coordinators; protected area authorities/ministries
* **Secondary market:** private sector interested in transboundary concessions, NGOs working with communities / on tourism in TFCAs

**5. STYLE/FORMAT**

* **Format:** Electronic (pdf)
* **Length:** 20-30 pages + annexes
* **Content:** Text, colour photos, tables, line drawings
* **Style:** Generic guidelines (simple, clear, concise), brief case study examples, end of chapter references/links

**6. DISSEMINATION**

* Distribution to SADC member states, their protected area agencies, concession deparmtnet and units, and the SADC TFCA network via the portal and direct email
* SADC TFCA website
* Event at the World Parks Congress (Nov 2014)
* Via groups: WCPA Tourism and Protected Areas Specialist Group; WCPA Transboundary Specialist Group