Proceedings of the Land Reform and Biodiversity Stewardship
Learning Exchange: Nature-based Tourism
Pretoria 17 and 18 November 2009
DAY 1 Tuesday 17 November 2009

1. Introductions and objective of workshop: Kristal Maze, SANBI

The chairperson, Ms Kristal Maze, welcomed all and reminder those present of the objectives of the learning exchange, namely:

- To learn about nature based tourism on community/land reform land which involve private/community partnerships, as a rural development opportunity, through presentation by experts in this field, by the private sector and by land reform beneficiaries
- To discuss the themes of private sector investment models; development benefits and how these are distributed; and institutional arrangements
- To consider how these experiences should inform the development of Land Reform Stewardship Projects which seek to deliver rural development benefits from conservation based land use

Participants introduced themselves – see Annexure A for list and contact details.

A summary of the presentation is provided below. All speakers made PowerPoint presentations and these are available on request from Tebogo Mashua at t.mashua@sanbi.org.za as the PowerPoint is more comprehensive than the summary provided here people are encouraged to access them.

2. Opening and welcome: Fundisile Mketeni, DEA

Mr Fundisile Mketeni, DDG: DEA welcomed all and said that it was fantastic to have such a diverse group present – community representatives, NGOs, private sector, and government.

He said that local action has local benefits and global benefits. “Whilst our colleagues are talking climate change in Copenhagen we here are talking about local issues regarding livelihoods, nature-based tourism, biodiversity and ecosystems. Biodiversity is about our future life.”

Mr Mketeni indicated that land reform makes him excited as government needs to redress the injustices of the past. Those who are new owners of land and whose lives depend on the land want to benefit from the land and this must be addressed. New landowners need to use biodiversity as an asset. He indicated that there are many tools that can be used to strengthen stewardship – e.g. nature based tourism. Sustainable nature-based tourism is the key, and this requires a holistic approach to landscape management. This is not just about DEA and SANBI – the DRDLR, the private sector, NGOs and communities are all needed. Thus he emphasised the importance of learning.

He identified the following issues/opportunities that need to be explored:

1. Institutional arrangements with clear roles and responsibilities – constructive jealousy, no unhealthy competition
2. Funding mechanisms need to be explored – government is slow but there are things it can accelerate. Programmes can be used to provide infrastructure; and then say to private sector come and put your lodge here: this is about a partnership
3. Programme development and management - we don’t want white elephants and failures: we want sustainable projects with political support, community support and legal support.
4. Development guidelines – we mustn’t develop to destroy everything: we need to develop in terms of best practice guidelines
5. Case studies and pilot sites – lets choose sites and package them for success
6. Address socio-economic needs of the people while enhancing ecosystem services
3. Overview of Land Reform Biodiversity Stewardship Initiative and where the nature-based tourism focus fits into biodiversity stewardship: Lala Steyn, consultant to SANBI

Ms Lala Steyn provided an overview of the Land Reform Biodiversity Stewardship Initiative indicating that the concept has proved viable and there is good participation from government (DRDLR, Restitution Commission, conservation authorities, DEA, SANBI), civil society and owners/users. It is meeting its objectives, namely:

1) it has established a network of learning and community of practice regarding land reform/communal lands and biodiversity stewardship between the land and conservation sectors across the country; and
2) it is busy demonstrating the successful delivery of both socio-economic and conservation benefits at a project level.

She made the point that nature-based tourism is but one type of socio-economic benefit that can be achieved on land reform biodiversity stewardship projects, and that it is critical to identify the best socio-economic options to following according to each case. Benefit streams can only be achieved through nature based tourism in areas where there is an opportunity for tourism. It is important to note that not all cases will be suited to tourism as the benefits may not be sufficient. There are six broad categories of types of socio-economic benefits that can be pursued and the appropriate mix must be applied to the specific project. These six categories are:

- Nature based tourism - Continuum from large scale high end enterprises to small scale, simple enterprises (e.g. hiking trail). Benefits can be categorised as follows: a) Green jobs; b) Equity shareholding and BEE; c) Revenue streams; d) Associated enterprise development; and e) Skills development
- Payment for Ecosystem Services (PES) where payments are made directly to land owners/users in exchange for an environmental benefit which can be categorised as follows: a) Direct cash payment action or inaction; b) Social benefit e.g. social worker; c) Salary for part-time community monitoring and compliance officer
- Working for green job opportunities for local communities – for example Working for Water (alien invasion clearing); Working for Wetlands; Working on Fire; Working for Woodlands
- Community Works Programme (CWP) green job opportunities - the CWP, a new EPWP, aims to provide an employment safety net at scale to the economically marginalised. It provides access to a minimum level of regular work (at least 2 days a week = 100 days a year) over a lengthy period of time. Work includes environmental restoration and rehabilitation, and food security
- Better land management and livelihoods which can include a) Sustainable harvesting; b) Improved grazing regimes; c) Improved agricultural output; d) Infrastructure (e.g. water points, fencing); e) Training and knowledge development
- Facilitation services and institution building which involves a) Facilitation support; b) Building community institutions; c) Ongoing knowledge and capacity development; and d) Brokering relationships with partners

4. Lessons from People and Parks re nature-based tourism on claimed conservation land: Kallie Naude, DEA

Mr Kallie Naude provided an overview of the People and Parks experience which covered the history: examples of settled land claims on protected areas; benefits, co-management; challenges and lessons learnt.

1. History – Protected Areas throughout the world have often resulted in dispossession of indigenous people but various international treaties (e.g. CBD) and the 4th World parks Congress have stated the international community’s intent to change this; the People and Parks initiative started in 2003 and
released the Cape Vidal memorandum; Restitution of land claims on Protected Areas is governed by the Cabinet Memo (2002), the MoA (May – 2007) and the Kruger National Park special case (Dec 2008)

2. Various benefits such as land ownership (in most cases); joint management; eco tourism; revenue sharing agreement; gate fees; game sale agreements; use of biological resources; infrastructure projects; alien plant clearing

3. Co-management benefits –
   - Revenue sharing; rental income; capacity building; development rights; equity partnership; access rights; natural recourse management

4. Challenges – lengthy transfer of land; length of financial compensation; lack of delivery on settlement agreement; factionalism within the communities; slow delivery of REAL benefits on investments (no immediate benefits); long process for co-management agreement

5. Lessons learned
   - Expectations on value of the land (not as high as envisaged), opportunities of development, return on investment (Lengthy), total benefits available (difference between expectations and what is actually available)
   - Ensure defined community partners
   - Broader community impacts – must not marginalise any community members
   - Slow government processes
   - Benefits on govt owned (biodiversity management) vs Private owned (creating revenue) with different goals creates different benefits
   - Disputed boundaries can create issues around benefits
   - Trust issues within communities once tangible benefits are flowing.

6. Discussion – a range of issues and questions were raised including:
   - Instead of transferring the land an alternative approach is to give a servitude right to the commercial opportunities and productive natural resource harvesting vests in a community structure
   - Issue of transition between pre- and post-settlement - lots of the difficulties are because of pre-settlement issues not being properly addressed
   - De-politicisation of land reform into a practical working programme where you deal with what can practically happen as opposed to what can theoretically happen. Huge promises are made to communities but these can’t be translated into real opportunities and this creates conflict between the leaders of the Community Trust and Conservation Agency who have to work to deliver these benefits.
   - What can practically happen as opposed to what can theoretically happen when it comes to land claims needs to be understood.
   - Awareness programmes are important
   - Balancing conservation ethic with commercial ethic
   - Delivery of promises: a feasibility study should be conducted first.
   - Communities are not homogenous: settlement of claims may need to take into account the role of individuals within the communities.

5. Overview of issues and lessons from nature-based tourism developments on community/land reform land: private sector investment models; development benefits and how distributed; and institutional arrangements: Steve Collins, African Safari Lodge Foundation

Mr Steve Collins from the African Safari Lodge Foundation (www.asl-foudntion.org) shared his experiences of dealing with nature-based tourism on community/land reform land providing guidance on how issues should be tackled.
1. CPPPS – community public, private partnerships
2. Challenges to rural development - 4 key questions
   o What is the economic and financial viability of enterprises, livelihoods, sectors and strategies?
   o Are local and community govt structures, CBO and community owned enterprises institutionally stable enough and well resources enough to operate reliably into the foreseeable future?
   o What is the sustainability of the human resource base in rural southern Africa?
   o Can nature based support development requirements?
3. CBNRM Principles
   o Must maintain natural resources base and even improve so that people can continue to make livelihoods now and in the future
   o Different ways of earning a living maintained, minimize risk of natural disasters
   o Local institutions must ensure effective management through partnerships
   o Real benefits for the people (economic, social, cultural)
   o Effective policies and laws
   o Outside assistance to facilitate local projects
   o Local peoples knowledge and experiences
4. General lessons
   o Land ownership rights model still confused (infringing on people wanting to invest in land that they cant get long term leases on – land affairs holding back)
   o Developing trust and partnerships takes long time
   o Realistic expectations (feasibility studies)
   o Must have diverse livelihood streams (not all eggs in one basket) e.g. economic recession people n out going to 5 star
   o Rural community institutions lack capacity to interact with state and private sector – still need advice and support
5. Co-management
   o Must be shown to benefit the community
   o responsibility must be supported by the capacity and understand on part of community
   o Joint management board need accessible management plan and implementation capacity
   o JMB needs clear mandate on land control and responsibility (police the harvesting right what traditional) Must have power but must be clearly defined.
6. CPP Partnerships
   o Community institutions may be weak- when constant changing of leadership, trustees etc
   o Income bring more conflict and can tear communities apart.
   o Traditional authority vs CPA/Trusts VS local municipality roles and rights confused with regard to land control
   o C Public P Partnerships
     ▪ Lack of state capacity and flexibility
     ▪ Changing of staff
     ▪ Must take on traditional leadership in some cases
     ▪ Corruption
     ▪ A good policy but what about implementation
     ▪ Agreements are the start, lack of post settlement capacity or will
     ▪ Multi-state body responsibility for community development – integrated approach is needed. Not solely the responsibility of conservation
   o C P Private partnerships
     ▪ Make promised
     ▪ Do not support varied livelihoods that impact on core of tourism business (e.g. hunting)
     ▪ Private sectorsee communities as week and dependant on them. (communities can use www.probono.org to get legal support)
7. Sharing development benefits
   - Who should be doing infrastructure development? Should community revenue stream be used to put in electricity or something else?
   - Infrastructure development does not always alleviate poverty (can exacerbate when access is increase)
   - Wages, access to loans and increased education show best long term return for communities.
   - To run CPA/Trust costs money. All money may go to running the organisation which can cause internal contention within communities.

8. Benefit sharing model of Makuleke
   - CPA EXCO with sub-committees

9. Small business linkages
   - Various attempts to use tourism industry to support small community businesses (community level tourism/B& Bs needs to be supported to ensure it works
   - Most don’t work
     - Emphasis should be on community entrepreneurs not community owned businesses (committees running business doesn’t work)

10. Key lessons for success –
    - Rights based approach, recognising the community and individual residents rights is critical
    - Hard structures – legal structures capable of engaging with the commercial world, state and conservation agencies
    - Partnerships with private sector
    - Open and transparent
    - Technical support – for long enough
    - Skills development – long term by giving people training
    - Conflict mediation – leadership must manage
    - Adaptability – no clear model!!! Must be able to assess the situation and change accordingly.

11. Discussion - a range of issues and questions were raised including:
    - Independent auditor’s role? Been weak – don’t have the broader picture. Having independent people on the trust/board does make a big difference as corruption is reduced and conflicts dealt with better
    - Settlement grants used as equity in businesses? May be too much risk
    - Strong communities will use private sector well, while weak communities will be used by private sector – will not likely be equal.

6. Private sector investment models with land reform beneficiaries: Somkhanda and Blythedale case studies: Mark Taylor, CEO and others, eLan

A high powered delegation from eLan presented an overview of eLan; their critical mass development nature-based tourism model; the Blythedale coastal resort; the Somkhanda nature reserve; the company’s approach to nature conservation and an overview of the eLan Foundation. Somkhanda is one of the land reform biodiversity stewardship projects, and Blythdale is a resolved restitution claim. eLan was represented by Mark Taylor- CEO; Thami Kamanga – Director; Trenley Tilbrook - Project Manager Somkhanda; Peter Coulon - Land & Conservation; and Melanie Clarkson- Manager eLan Foundation. Community leaders from Somkhanda were also present and able to add to the discussion.

1. eLan are developers of lifestyle estates with R14 billion worth of developments
2. eLan Foundation based on providing benefits as spin offs of the developments.
   - Seeing the community benefits from Simbithi (B&Bs and orphans no longer queuing for food) using same sort of model in future developments
3. Mass Tourism Development
   - Catalyst for economic development – complementary investments
   - Only possible through govt and private sector partnership
   - Incentives to developers
   - Long term
   - KZN Identified as a the blueprint for mass tourism

4. Blythedale
   - Not to change the landscape but change the economic landscape
   - Inclusionary housing development, 1300 houses set aside for the Dube community – will own title deeds
   - 80% eLan group and 20% Dube
   - Benefits for local municipality
   - 80k jobs over 10 years
   - 1000 learnership
   - Tourism (domestic and international)
   - Challenges – level of expertise from community, expectations, dispute, social challenges associated with new found financial freedom.
   - Lessons – Location of resort is vital; government assistance necessary; local authority cooperation important; other assistance must be harnessed
   - Identify large tracts of strategically located land with high tourism
   - Obtain government endorsement and backing for the projects from relevant departments
   - Develop management plan for community participation

5. Somkhanda
   - High management costs for the reserve
   - Challenges of sustainability
   - No expertise of how to deal with mass tourism
   - Due diligence was conducted to determine feasibility between private sector, community and tourism.
   - DEVCO (Development Company) 50/50 shareholding and decision making with 3 directors from Somkhanda and 3 from eLan.
   - Use joint profits of DEVCO to build hotel, using a section21 company to manage the land. With board including, Community, eLan, WCT, EKZNW, EWT, WWF.
   - Signature Life used to do business plan
   - Finance structure – Wildlands standing surety while providing institutional support
   - Business model needs to work for biodiversity to be conserved.
   - Empower individuals, Imparting skills, community learning processes.

6. Land and Wildlife services
   - Needs to be well managed to ensure sustainability of both biodiversity and community
   - Partnerships with govt and NGOs essential, and good communication with partners.
   - Natural assets are limited we need to use them wisely
   - Green architectural guidelines for developments
   - Developments within natural areas should be examples of green building and using the nature efficiently

7. eLan Foundation
   - How to bring communities along to uplift all
   - Aim to mobilise private sector to help government to achieve objectives
   - Meeting basic needs and be sustainable (to be a project in this foundation)
   - Should not benefit individuals (rather group), relative, ??
   - Try to “cross pollinate” projects, e.g. planting vegetable gardens next to school for school feeding, or to supply a small B&B or something
   - Trying to achieve more than one object through each pillar
8. Discussion - a range of issues and questions were raised including:
   o Each community is different – leading to the differences in models, based on what value each
can bring to the agreement. Being adaptive to the situational context. Often must be thought of as
a very small portion of the land that is actually developed and used in the agreement.
   o Process takes a long time
   o How shareholding percentage is determined
   o How risk gets dealt with

The slides below show Institutional Arrangements at Somkhanda – an overview with shareholder, and how
development is structured in the various business activities: the hotel, the existing lodges, and other
developments.
 Hotel

Manage Authority
S21

Incomes
Traverse Rights

Expenses
Reserve
Management
Salaries
Security
Etc

DEVCO 50/50

Build Hotel

Income
-Tourism
- Accommodation
- F&B
- Etc

Cost of Sales
- Operational Costs
- Traversing Rights

ECT

Profit

50%

50%
eLan

Existing Lodges - Finance Structure, Wildlands standing surety

Millimani (16)  Rolling Valley (16)

ECT (51% ownership)  WILDLANDS (49% Ownership)

ECT (50% decision making)  WILDLANDS (50% decision making)

Institutional support

Signature Life Manage upgrade
Financial institution provides finance
Wildlands stand surety till transfer into NEWCO

Somkhanda
Lodge & Residential Estate
Once NEWCO has separate Title

Millimani (16)  Rolling Valley (16)  Institutional support

ECT (85%)  WILDLANDS (15%)

Signature Life

• 4% of Turnover
• 3% of Operating profit
• R 8 000 per month sales fee
• R 10 000 per marketing fee
• 5 years + 5 years
• Performance > 60% of projections

Once bond repaid, NEWCO sells shares to DEVCO

Millimani (16)  Rolling Valley (16)  New Partner

ECT (%)  DEVCO (%)

Signature Life

4% of Turnover
• 3% of Operating profit
• R 8 000 per month sales fee
• R 10 000 per marketing fee
• 5 years + 5 years
• Performance > 60% of projections
7. Private sector/community joint ventures: Mazengwena case study and associated examples: Clive Poultney, Wilderness Safaris

Mr Clive Poultney presented the Mazengwena case study. He was support by community members – Nathi Tembe & Zipho Nyathi

1. Luxury lodge in a claimed protected area
2. Development approval constraints (7 years to get approval but did 5 in Zambia and Namibia)
3. Rocktail Beach (easier to market)
4. Operated by wilderness, owned by joint venture with community and BEE company
5. Tourism activities are carried out outside of the protected area.
6. Basic, 40 beds, cost about R12 mil to build
   - Team of local carpenters trained and did most of the development
7. 72.5% Wilderness safaris, 17.5% Community, 10% BEE company
8. Money goes to conservation authority and a percentage then goes to community
9. 41 permanent jobs
   - during construction phase I - 29
   - during construction phase II –
10. Small tourism related services around the area up and running by the community.
11. Complementary activities that enhance the partnership have brought critical benefits. Businesses involve include: Rtb Lodge; IguguLesizwe; Maputaland Horse safaris; Sakhe sizwe Youth Centre; Mokarran Dive Centre; Manguze Trade Centre vehicle maintenance; Sparks CC - Groceries SUPPLY; Gugs Security Scouts; Alpha Security; Elton’s Plumbing Services
12. Skills development and business support
   - Loan support programme for small business
   - Target groups such as marginalised women and youth need to be considered in introducing the programme, to enable sustainable community based enterprises
   - Learnerships and apprenticeships
9. Discussion - a range of issues and questions were raised including:
- The KEY issue is skills development and business support
- Innovative ways of using stewardship in buffer zones should be considered

The two slides below show the Lodge Model and Land Tenure; and Institutional Arrangements at Mazengwena.

### Planning & Development:
Rocktail Beach Lodge model & land tenure

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<th>Ownership &amp; Development</th>
<th>Conservation Authority</th>
<th>Commercial Infrastructure</th>
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<td>IsiMangalsio WPA</td>
<td>WS 72.5%</td>
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<td>Kwa Mpuke 17.5%</td>
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<td>S’Cuks 10%</td>
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| Management              | WPA (and contract activities to EKZN Wildlife the provincial conservation authority) | Wilderness Safaris (but recruitment jointly with Trust & independent consultancy company) |
8. The Makuleke experience of how to distribute nature-based tourism benefits to the broader community: Lamson Maluleke, JMB Makuleke/KNP

Mr Lamson Maluleke, from the Makuleke/KNP JMB, presented the Makuleke experience. He was supported by Makuleke CPA members MC Mathe, and Mavis Hatlane.

1. First Ramsar site to be owned by the community in the world.
2. 10 years as being Makuleke CPA in December
3. Pafuri Triangle – moved 1959
4. Agreement:
   o Land belongs to the Makuleke CPA, remains part of the KNP for a period of 50 years (to be reviewed after 25 years)
   o Managed by joint management board (JMB)
   o All commercial benefits to go to the communities while conservation matters fall under SANParks, subject to directive of the JMB
5. Strategic partners
   o Conservation management and commercial development
   o SANParks – conservation activities, equally represented on the JMB
   o CPA is allowed to pick whoever they want for the commercial side without influence from SANParks
   o Sub-committee in the CPA is the BID which makes guidance for commercial aspects
   o Uses a law firm as legal advisors.
   o Four main capitalization activities:
     ▪ Matswani Safaris awarded tender for Outpost lodge 2001
     ▪ Wilderness – concession in 2003 to construct luxury lodges
     ▪ Eco-training camp – with wilderness safaris
6. Benefits distribution –
   o 15 000 beneficiaries (3 villages)
Emphasis of distribution falls on communal projects rather than cash or individual dividends. Indirect benefits such as increased employment, development infrastructure and training bring longer term benefits to community than small cash payments.

7. Skills transfer
   - CPA has an employment sub-committee that deals with employment of staff arising from commercial activities – difficult when it is viewed as a benefit. Deciding from which of the 3 villages employees should come from.
   - Always look to community people, unless there is a specific skill is required that outside person may be sought.
   - When non-skilled use pick yes/no system to select.

8. Educational project
   - CPA made donations to schools to improve infrastructure and by equipment.

9. Electricity grid
   - Electrification funded by the Makuleke CPA equalling R3.8 m.
   - Waiting to be refunded by the local authority.

10. Community B&B facility
    - Community erected the B&B with huts lapa and breakaway areas.
    - Four people currently working there.

11. Lessons Learned
    - Still will get people with fraudulent behaviour, differences of thinking and approaches.
    - Need to move from soft structures to hard structures (more honesty).
    - Distribution of benefit is relatively very unequal. Esp. due to corruption and elites who get the most benefits.
    - Knowledge is an essential benefit.
    - Need to diversify project (not once off), eg. Franchising, investing in property, etc. Not only in tourism.
    - Limiting distribution pattern.
    - Possibly using 50% labour from the Makuleke community on these other imitative as part of negotiation.
    - Success can undermine you.
    - Expectations where very high vs. reality.
    - Need to manage success correctly!

12. Discussion - a range of issues and questions were raised including:
    - Most successful skills training in conservation.
    - Improved education and knowledge learning, library started.
    - Sharing cost of managing the area a clever clause in the Agreement only requires that the community should share management costs if their net profit is significantly more than costs.
    - Conflict of interest between community, lodges and SANParks managed on a continual basis.
    - Should enable support for small business, e.g. tours to the community should not be done by Wilderness, but should be a local enterprise.
    - Traditional leadership – Land is given to the CPA, Chief is elected chairperson of CPA up until a certain time. S/he needs to deliver for this position otherwise s/he is not elected again. Need to clarify the roles. Will have a strategic session with all relevant stakeholders to determine the best way forward for the CPA. Currently money from CPA is being used to run the traditional administration as it is not yet recognised by government.
    - Challenge to maintain leadership with the changing of the CPA and with people who leave to work for other organisations. Takes time to invest in new leadership who doesn’t know the issues on the ground (maybe 3 years is too short).
    - Primary vs. secondary claimants can be an issue (secondary being where the people that were not physically removed are now part of the community) – In the case of Makuleke they took a resolution to make them one and the same.
Livelihood analysis to identify places where interventions may be required to enable all people to feel benefited by the programme.

The slide below shows the Makuleke benefit-sharing model.
9. Institutional arrangements for good governance, private sector partnerships and distribution of benefits: Thabi Shange, Strategic Advisor to Emvokweni Community Trust and former RLCC KZN

Ms Thabi Shange made a wide-ranging presentation on governance issue as they relate to land reform communities doing business.

1. How to enable communities to do business, as part of economic growth and contribute to nation building. Not necessarily a normal capitalistic way of doing things.

2. Community business does work. Need to focus on the aspects where communities do well. Need to guide them through learning business as communities that have been disadvantaged cannot be expected to move from crawling to running without learning to walk.

3. Community risks –
   - Many people from communities have only lived in that community their whole lives and therefore have not gained/been exposed to knowledge, information and skills. This limits their options.

4. Government Risks –
   - Assumptions that government knows and understands communities.
   - Policies been made by people who have not had the practical experience, often desktop and academic. It is therefore bound not to function properly.
   - Government inefficiency.

5. Business risks –
   - Communities may not understand the business mechanisms etc.
   - Investors want to make money, but need to work communities into their sustainable development plans

6. Social sector –
   - It is not possible to run a business as a group, there must be leadership.
   - Business acumen is lacking. Often pick the wrong person to run a business.
   - Definitions of roles – our role may be to better facilitate business in communities and policies in government.

7. Strategic objectives Government –
   - Broad objectives that need to be included in all planning and strategies etc. e.g. poverty eradication, economic development, human and economic infrastructure

8. Strategic objective Business –
   - Profits and personal wealth

9. Strategic objectives social sector
   - Justice, equity and inclusion

10. Strategic objectives for communities
    - Access to resources, wealth and better livelihoods. Aspire to have wealth which may not be attainable, but should focus on attaining the basics of life
    - Need knowledge and information
    - Need infrastructure for human health and mobility
    - Productivity, satisfy needs in a sustainable way

11. It’s important to note the differences in strategic objectives with the thought that these groups will need to become partners. How to achieve all objectives to make the partnerships successful.

12. Need to acknowledge the magnitude of the state of affairs, use expertise, efficiency, understanding, compassion, commitment and humility.
13. To empower the community will lead to sustainable development. For this resources need to be dedicated to these communities.

14. There are no short cuts!

15. Issues with human nature such as arrogance, dependency and entitlement.

16. Empowering communities
   - Must have good institutional arrangements, with the correct expertise for managing the organisation. Must keep the end goal in mind, e.g. we need to create wealth out of the business and therefore need the right people in place to do this. May include people such as accountants, web designers, managers etc.
   - Capacity development for the people in the community, especially with reference to calibre and capabilities, leadership, management, finance etc.

17. For empowerment, need to have 3 interlinked streams, namely mental, governance and technical capabilities.

18. Communities need to have three structures, namely governance (traditional structures, CPAs), asset holder (the trust or company) and wealth creators (business entities). Need extensive agreements in place between all these structures to ensure the system works properly and deal with any legal issues that may arise.

19. Mentorship and partnership – need to be wary of the investors. Need to listen closely and determine how the deal will benefit the whole community. Perhaps get legal advice before signing any deals. Partnership should be through appropriate entities (i.e. they do not partner with the whole community, but rather a company set up for this purpose).

20. It would be best to keep the business entity separate from the traditional and community councils and rather report back on a 1-3 monthly basis, as to have the councils involved in day to day business can be disastrous (they are not looking at it with a business mind).

21. Discussion - a range of issues and questions were raised including:
   - Possibility of making templates available for all the RLCC offices to make things more standardised and official.
   - Need for guidelines

The slides below show the seven steps in the empowerment process, generic community institutional arrangements and mission possible.
Seven Steps of the Empowerment Process

1. Define
   - Empowerment rationale, strategic areas of empowerment
   - Engagement rationale, key areas of engagement
   - Synergies, obligations, business case
   - Values (listening, respect, caring, humility)

2. Design the programme
   - Content, Phases, Strategy, tactics, methodology
   - Exit time

3. Engage with the community approved structures e.g.
   Negotiation team, Trustees, Council (in planning) for ownership of process and decision-making

4. Provide balanced objective information to assist them to understand problems, challenges, possible solutions, alternatives, opportunities

5. Implementation steps institutional support Institutional partnerships


Community-set up

(Regulated by applying pieces of legislation and King II as Succeeded)

<table>
<thead>
<tr>
<th>Governance (Existing and formally regulated)</th>
<th>Assets Holder –The Trust (Set-up for Beneficiation)</th>
<th>Wealth Creators Business entities (Set-up for business)</th>
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<td>Traditional Council</td>
<td>Programmes</td>
<td>Community Investment Holdings</td>
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<td>Community Regulation</td>
<td>Asset Management</td>
<td>Resources (Pty)Ltd</td>
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<td>Resource Mobilisation. Private Public Partners-LEDP’s</td>
<td>Resources Mobilisation</td>
<td>Services (Pty) Ltd</td>
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<td>Community Needs Identification Verification &amp; Prioritisation</td>
<td>Enterprise Support</td>
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<td>Beneficiary categories projects</td>
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- Food security
- Infrastructure upkeep
- Local Business Support
- Service Bursaries
- Health & HIV/AIDS
- Hygiene 
- Early childhood
- Social security
- Orphans

Ubuqotho Integrity Institute
10. Madikwe lodge development with Balete and Batlokwa communities: community experience and business reality: Peter-John Massyn, ASLF and Moremi Keabetswe, Buffalo Ridge Lodge, Madikwe

The Madikwe community lodge experience was presented by Mr Peter-John Massyn and Mr Moremi Keabetswe. Detailed financial information, which is useful for those involved in lodge development, is available in the full presentation.

1. 2 Community owned 5 star lodges, operated by the Madikwe Collection
2. The whole of Madikwe is owned by the state, but concessions/leases have been given to communities and other private entities (45 years). Currently 33 Lodges. This means the land and conservation is managed by the state, but all the commercial aspects are run by the private sector (and the two communities), including development and management lodges.
3. The conservation agency gets some money from the community trust/private lessor. At the time, the community did not have the skills to run the lodges and as such they outsourced this factor. The community sub-leased for a 10 year period to a private operator (*The Madikwe Collection*). Fixed assets paid for by community, while movable assets funded by the private operator.
4. Offer a number of tourism activities from the lodges including a community tours. All the jobs in the lodges are held by community members.
5. Social Issues:
   - So far benefits are primarily employment, as to date profit has been used to repay loans.
   - Have to deal with conflicts of interest as well as suspicion within the village.
   - Trained staff get poached by other lodges – this is seen as positive as it provides opportunity for other community member to be trained in the positions.
6. Used loans to help fund the capital costs of the project – the community is still paying back the loans and all money made is used to pay the debts.
   - Delay in the delivery of funds from the SMBE
7. Employing 29 and 39 people in Buffalo and Thakadu respectively.
8. Need to have good marketing
9. Lessons learned:
   - Competitive natural assets (e.g. big 5 game viewing)
   - Supportive state agencies
   - Defining interests and roles of all parties.
   - Need properly structures agreements/contracts
   - Need to have a properly balance capital subsidy structure. Some debt is fine, but too much will see the project fail.
   - Training interventions to build skills and capacity building
10. Is it possible to replicate the process?
    - Need to have policy frameworks in place (Government to set this up?)
    - Risk tolerant loan financiers
    - Mixed response from operators.
    - Government is not unified – mixed support
    - Reliant on good technical skills/support
    - Perhaps look to the structures taking place in Namibia to get ideas on how to run this at scale.

The slides below show the institutional arrangements in the Madikwe community lodges
Institutional Arrangements

- **Communities:**
  - Legally constituted (as development trusts)
  - 45-year BOT leases
  - Appointed private operator via subleases ('rights-based tie-back of benefits')
  - Managed development of lodges
  - Manage subleases & distribute associated benefits
  - Participate in Joint Liaison Committees

- **Private partner (The Madikwe Collection):**
  - 10-year MOT subleases (+ conditional options to renew) with strong local empowerment clauses
  - Supplies FFEs & working capital
  - Hands back lodges to trusts when subleases terminate
  - Participates in Joint Liaison Committees
11. Application of lessons to land reform stewardship and summing up

The following summary of the key challenges facing rural development; key process issues and key lessons for success in delivering socio-economic benefits in the context of biodiversity stewardship from the workshop is provided:

4 key challenges to rural development

In developing the land reform biodiversity stewardship project 4 key questions relevant to rural development should be considered:
1. What is the economic and financial viability of the proposed enterprises, livelihoods, sectors and strategies?
2. Are local and community govt structures, CBO and community-owned enterprise stable enough and well resourced enough to operate reliably into the foreseeable future?
3. What is the sustainability of the human resource base in the project?
4. Can the natural resource base support the proposed development?

Key process points
1. Our work is mission possible
2. There has been much work to date on the links between communities, rural development, tourism and conservation. Many lessons have been learned. The Land Reform Biodiversity Stewardship initiative should learn from these experiences and not re-invent the wheel.
3. There are different economic/commercial, legal and biodiversity/land management models for different contexts. Find the best options that suit your project. But key principles remain the same.
4. Nature-based tourism can be successful, but is not a silver bullet. It has limited application, depending on context – such as location, scale, financial viability etc. At the same time, conservation (and land reform) sector must learn to think out of the box, to use tourism as a rural development to secure significant net gains for biodiversity.
5. In cases where nature based tourism is viable, it has a multiplier effect, which is critical for SMME development.
6. Linking back to the main theme of the Workshop: biodiversity benefits are not always explicit, and need to be so. For the amount of economic development effort, we should ensure that the profile of biodiversity to be raised.

Key lessons for success in delivering socio-economic benefits in the context of biodiversity stewardship
1. Institutional arrangements must be sorted out upfront:
   a. Different legal entities need to be set up that represent the traditional authority, to own the land, to distribute development benefits, and to run the various businesses. Traditional authorities are respected but do not dominate. Community is the asset holder/’Trust’. Benefits are distributed via the development trust. Entities that operate with the private sector are business orientated as ‘wealth creators’. Municipalities also need to be recognised.
   b. A rights based approach is important – recognise community and individual rights
   c. Hard structures are needed – need hard legal structures capable of engaging with the commercial partners, state and conservation agencies.
   d. Must merge traditional and new democratic organisations
   e. Financing structure must be carefully considered and the implications fully understood
   f. Clarify roles between structures within a community, and between the various community, public and private sector partners. This will assist in managing expectations.
2. Ensure real benefits: especially real short-term benefits, whilst the medium to long-term benefits are being worked out:
a. Benefits should be distributed through communal projects and employment rather than cash paid to individuals.

b. Strive for equitable distribution of benefits, but the reality is that this will not always be possible. Ensure people are given the opportunity to benefit (skills, knowledge, support), and then they can make a choice on whether they want to become wage earners or entrepreneurs, etc.

3. Ensure **investment in people** in terms of skills development, knowledge transfer and business support is critical and must be emphasised.
   a. Skills training and business support for enterprise development is critical
   b. Innovative loan funding mechanisms that advances sound local economic and ecological enterprises is needed

4. Don’t put all your eggs into one basket – **diverse livelihood strategies** are needed, especially during situations such as recession

5. **Manage expectations** very carefully being as realistic as possible – maybe even under-promise and over-deliver.

6. Success is good, but it can undermine the project if you fail to **manage success**

7. **Government** has an important role to unlock institutional, economic, infrastructure and other barriers to contribute to the viability of these partnerships.

8. **Partnerships with private sector** the way to go – communities can’t set up viable tourism ventures themselves. This is business. The transactions must be treated as strictly business, and the communities need to be made aware of this. But the private sector needs to realise that the level of investment in process must be much higher than other locations, due to the nature of working with communities.

9. Open and **transparent competitive bids** are important – helps with competition, value for money and protect against corruption

10. **Technical support**: outside facilitation over time is essential

11. **Conflict mediation**: acknowledge that community conflicts will arise and have an agreed process for mediation, using neutral outsiders can assist

12. **Adaptability**: you need to be flexible and adapt to the circumstances and needs

13. **Community-ownership** of high value tourism leases/ventures requires a very specific set of circumstances including competitive natural assets, strong government and civil society support and viable financing without too much debt
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