



**the dti**

Department:  
Trade and Industry  
REPUBLIC OF SOUTH AFRICA

**SEDA** (Small Enterprise Development Agency)

**Community Public Private Partnerships Programme**

a member of **the dti** Group

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## The Use of African Natural Resources in the Promotion of a 21<sup>st</sup> Century Vision for African Tourism

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2004 marked the celebration of ten years of democracy in South Africa – the year included taking stock of the developments. Having won the 2010 World Cup Soccer bid in itself, presents us with achievable challenges that will have great impact on the tourism sector of our economy.

*“There is no doubt that the World Cup will offer massive prospects for international investment and partnership with South Africa. It will be the first time the event has been staged on African soil and will bring with it key exposure to more than 400 000 visitors and more than 40 billion viewers in 204 countries.”*

Marthinus van Schalkwyk, Minister of Environmental Affairs & Tourism

One of the role's of our national government in creating conditions for responsible tourism growth and development, is the facilitation of job creation through entrepreneurial opportunities – opportunities that provide meaningful participation by previously disadvantaged and disenfranchised individuals and Communities. A key inspiration in creating such conditions, is Nelson Mandela – a 2001 recipient of USA's Atlanta Morehouse College Millennium Inaugural Gandhi, King, Ikeda Community Builder's Prize –for his role of promoting peace and positive social transformation.

The Community Public Private Partnerships Programme was launched in 1999, by the Department of Trade and Industry, to facilitate an environment for marginalised Communities to enter the mainstream economy and in turn to contribute to positive social transformation. The Programme – that now forms part of the Small Enterprise Development Agency launched by the dti in December 2004 – realises its mandate by facilitating mutually beneficial, sustainable Community Public Private Partnerships that result in ownership by marginalised Communities. The services bridge South Africa's nine provinces in the economic sectors of Agri-business & Forestry, Agro-biodiversity & Environment, Cultural & Heritage, Tourism, Arts & Crafts, Fishing & Aquaculture, and Small-scale Mining & Beneficiation.

As home to 43 million people as diverse in culture as the country's geography and natural resources, South Africa is ideal for creating sustainable tourism enterprises. Our work in this sector has contributed to the establishment of Community-owned enterprises such as the amaNdebele Komjekejeke Heritage Site, the Lilani Hot Springs Resort, the Makuleke Outpost Lodge that include products such as heritage experiences, African cuisine, arts,curios, and bottled spring water.

### **Community Enterprise Development Model**

The success rate of our services – from inception to ownership – is mainly due to the development and implementation of our Community Enterprise Development Model. Our best practice experience and learning over the last five years, coupled with the passion of our sector facilitators, has led to that Model.



**Community Public Private Partnerships Programme**

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### **Key Success Factors**

Critical and key success factors in facilitating the development of economically viable Community-owned enterprises include:

- Establishing credibility with the Community, raising awareness of enterprise opportunities, and ensuring active Community participation in planning and decision-making
- Determining and negotiating resource ownerships
- Agreeing short-term benefits and incentives for Community participation, and ultimate transfer of responsibilities and power
- Ongoing mentorship and leadership development training.

The Model's three phases of **Mobilisation, Enterprise Development, and Transfer & Transformation** embrace these factors in the development of Community-owned Enterprises.

### **Overcoming Obstacles through the Application of Best Practice Learning**

We established that identifying entry and exit criteria for public and private partners, and ourselves, is a critical factor in the Community interaction process – this appropriately positions the **ultimate goal of Community-owned enterprises**.

Our experience has revealed that most of the Communities need knowledge of, and assistance with, legislation and regulatory aspects such as permit or licence applications that relate to the use of natural resources, and land rights. South Africa's history pre 1994 has also left a legacy of marginalised Communities having little or no experience in business and social planning. Knowledge of the governance of entities such as co-operatives, trusts, and companies are another need factor. These primary obstacles are overcome by addressing them in Mobilising phase of our Model.

The Enterprise Development phase is based on a establishing the entrepreneurial resources. This phase includes securing finance, addressing any skills gaps, identifying and sourcing appropriate technologies, implementing primary production, securing markets, and finalising partnerships agreements. Once these factors are in place, we overcome the obstacles of Transfer & Transformation by facilitating capacity building, and monitoring the transfer of equity to the Community partner and the distribution of benefits.

### **Insights for the 21<sup>st</sup> Century African Agenda on Peace through Tourism**

South Africa's remarkable ability to put centuries of discrimination behind it in favour of peaceful reconciliation, is widely considered a social 'miracle' and inspired other countries. Generally tourists visiting Africa want a 'real African experience'. To provide that we have to ensure that sustainable tourism enterprises are developed in areas where natural resources and indigenous knowledge are used to create such experiences. The CPPP Programme's Community Enterprise Development Model was developed with the rest of Africa in mind – so we look forward to sharing our best practice learning with our African counterparts.

*"I dream of an Africa which is in peace with itself."*

*"Education is the most powerful weapon which you can use to change the world."*

Nelson Rolihlahla Mandela



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