



11th AHEAD-GLTFCA Working Group Meeting

Challenges of working as a private sector broker in community/private sector joint-ventures

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Development

Organisation

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Connecting People's Capacities



- **This presentation details the experience of SNV as private sector broker in developing community/private sector partnerships in Banhine and Zinave national parks, Mozambique.**
 - **As this is work in progress, we will concentrate on describing and analyzing the ongoing process and highlight the breakthroughs so far.**



Title 2

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Structure of the Presentation

1. Introduction to SNV, Sustainable Pro-Poor Tourism Programme
2. Background
3. Our concept
4. Our approach
5. The Main Challenges
6. Some Breakthroughs



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SNV Netherlands Development Organisation

SNV AFRICA
TOURISM EXPERIENCE

GOALS

- Support delivery of tourism and tourism-related goods
- Support local business development through market integration, capacity building and innovation
- Support local business development
- Support local business development

CONCEPT

- Support local business development

STRATEGIES

- Support local business development

TUNISIA

- Support local business development
- Support local business development
- Support local business development

MOROCCO

- Support local business development
- Support local business development
- Support local business development

MALI

- Support local business development
- Support local business development
- Support local business development

BURKINA FASO

- Support local business development
- Support local business development
- Support local business development

GHANA

- Support local business development
- Support local business development
- Support local business development

KENYA

- Support local business development
- Support local business development
- Support local business development

TANZANIA

- Support local business development
- Support local business development
- Support local business development

MOZAMBIQUE

- Support local business development
- Support local business development
- Support local business development

— SNV Tourism is active in African countries working in 22 destinations.

— to be defined and implemented within working on the ground.

— to be defined and implemented within working on the ground.

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"If you want to go fast, go alone...
...if you want to go far, go together..."



2. Background

- Both Banhine and Zinave are parks with a history of war destruction and with difficult access and limited wildlife.
- SNV entered the TFCATDP project 7 months ago, other stakeholders already working for 2-4 years.
- Community brokers in early years of the project also had private sector brokering tasks (no great success)
- Time pressure of project ending makes it difficult to effectively influence a necessary multi actor process.



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3. Our Concept

- Sell Banhine and Zinave national parks as stand alone destinations not commercially viable.
- Viability and sustainability only possible with creating a route of bush camps ("discover the Mozambique wilderness").



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4. Our Approach

- Equitable, long-term commercial principles must be the basis of the community/private sector partnerships.
- Multi actor process approach the basis for success

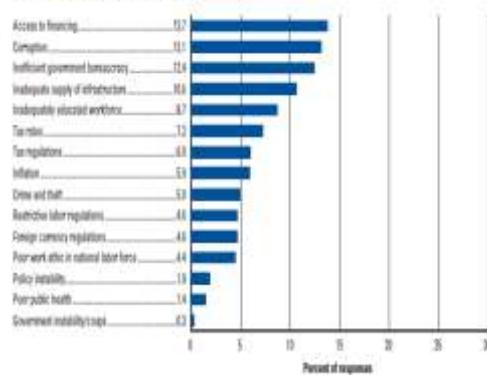
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5. The Main Challenges

- Although improving, doing business in Mozambique is complicated.
- Lack of basic infrastructure
- Bureaucracy/corruption still very prevalent.
- Lack of educated workforce

The most problematic factors for doing business



SNV

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5.1 The Main Challenges (Continued)

- Difficult to raise the interest of private sector to invest in remote, undeveloped parks (limited infrastructure and wildlife).
- Even with equity funding (CEF), some private sector investors show interest but do not persist.
- Communities' preparation for employment, income generation activities and participation in management of joint ventures extremely low

SNV

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5.2 The Main Challenges (Continued)

- Community expectations raised, but results not forthcoming.
- A common strong interest among key actors not always evident.
- Some actors not business oriented, which makes it difficult to reach understanding on partnership structure and viability.
- Insufficient communication and knowledge of who is who in the zoo.



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6. Some Breakthroughs

- SNV identified a committed and interested private sector partner.
- Managed to convince TFCA and other actors of the route model.
- Increased communication and growing relationship between SNV and TFCA/MITUR.
- Three Business Plans in final stage of approval in 7 seven months.
- First serious attempt to create tourism in the interior of Mozambique.



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Thanks for Listening

OBRIGADO

