



Guidelines and situational analysis on cross-border tourism products in SADC TFCAs

{ Dr Anna Spenceley
30-31 January 2018



SADC TFCAs

Treaty Signed TFCAs

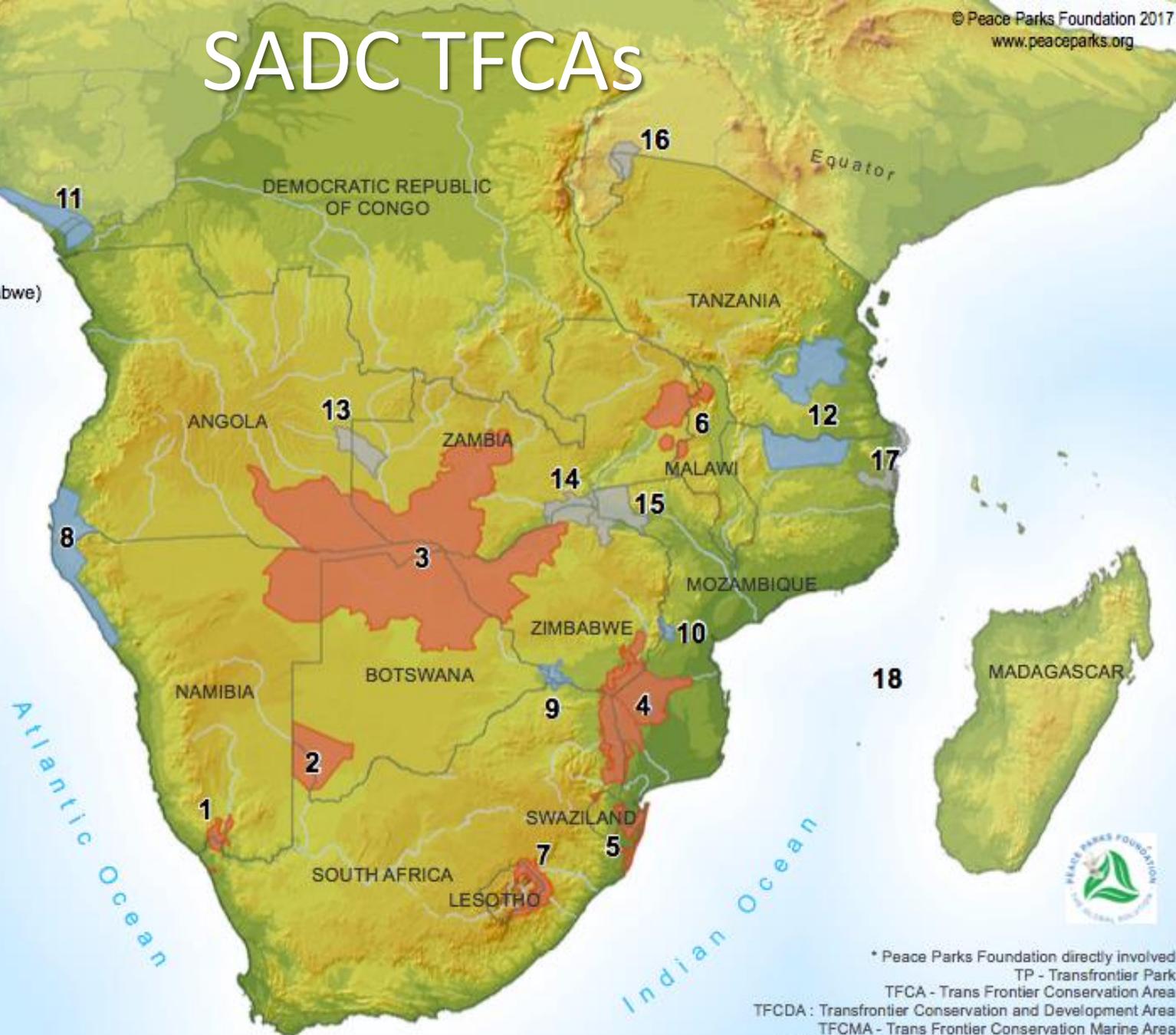
- 1) Ai/Ais – Richtersveld TP*
(Namibia/South Africa)
- 2) Kgalagadi TP*
(Botswana/South Africa)
- 3) Kavango Zambezi TFCAs*
(Angola/Botswana/Namibia/Zambia/Zimbabwe)
- 4) Great Limpopo TP and TFCAs*
(Mozambique/South Africa/Zimbabwe)
- 5) Lubombo TFCRA*
(Mozambique/South Africa/Swaziland)
- 6) Malawi-Zambia TFCAs*
(Malawi/Zambia)
- 7) Maloti-Drakensberg TFCDA*
(Lesotho/South Africa)

MoU Signed TFCAs

- 8) Iona-Skeleton Coast TFCAs
(Angola/Namibia)
- 9) Greater Mapungubwe TFCAs*
(Botswana/South Africa/Zimbabwe)
- 10) Chimanimani TFCAs
(Mozambique / Zimbabwe)
- 11) Mayombe Forest TFPA
(Angola/Congo/Gabon/DRC)
- 12) Niassa-Selous TFCAs
(Mozambique/Tanzania)

Conceptual TFCAs

- 13) Liwa Plains-Mussuma TFCAs*
(Angola/Zambia)
- 14) Lower Zambezi-Mana Pools TFCAs*
(Zambia/Zimbabwe)
- 15) ZIMOZA TFCAs
(Mozambique/Zambia/Zimbabwe)
- 16) Kagera TFCAs
(Rwanda/Tanzania)
- 17) Mnazi Bay-Quirimbas TFCMA
(Tanzania/Mozambique)
- 18) Western Indian Ocean TFMP
(Comoros/Kenya/Reunion(France)/Madagascar/Mauritius/Mozambique/Seychelles/Somalia/South Africa/Tanzania)



* Peace Parks Foundation directly involved
TP - Transfrontier Park
TFCAs - Trans Frontier Conservation Area
TFCDA: Transfrontier Conservation and Development Area
TFCMA - Trans Frontier Conservation Marine Area
TFCRA: Transfrontier Conservation and Resource Area
TFMP: Transfrontier Marine Park
TFPA: Transfrontier Protected Area

Process



Preparation

- TFCA Network Community of Practice
- Draft Table of Contents for Situational Analysis & Guideline

Literature review

- Policies and plans
- Cross border product information – inventory
- Tour operators: current and potential

Stakeholder consultation

- Consultation workshop (this meeting)
- Questionnaires/ interviews: Strategic & Detailed
- Market research with potential tour operators

Reporting

- Draft Situational Analysis & Guideline
- Review and validation
- Finalisation

Technical support



SADC TFCA Network Steering Committee, tasked the Tourism CoP to provide technical support to develop a guideline on cross-border tourism

Technical backstopping team: Roland Vorwerk (Boundless Southern Africa), Piet Theron (GLTFCA), Paul & Loraine Bewsher (PPF), Sue Snyman (Wilderness Safaris), Shareen Thude (Open Doorz cc), Lisa Blanken (GIZ) + SADC + SADC/GIZ TUPNR

Involved with so far:

- **Inception meeting**
- **Draft Table of Contents & review of documents**
- **Consultation process**
- **Questionnaire questions**

Process



Preparation

- TFCA Network Community of Practice
- Draft Table of Contents for Situational Analysis & Guideline

Literature review

- Policies and plans
- Cross border product information – inventory
- Tour operators: current and potential

Stakeholder consultation

- Consultation workshop (this meeting)
- Questionnaires/ interviews: Strategic & Detailed
- Market research with potential tour operators

Reporting

- Draft Situational Analysis & Guideline
- Review and validation
- Finalisation

Scope of cross-border tourism products

- Annual / bi-annual; regular departures



1. Annual / bi-annual
– e.g. MTB, canoe, or running events
2. Cross-border products, with more regular departure dates, that can only exist because of the presence of TFCAs
– e.g. cross-border 4x4 trails.

Guideline style

TOURISM CONCESSION GUIDELINES FOR TRANSFRONTIER CONSERVATION AREAS IN SADC



giz



Source: Nazo Palle, Foundation, 2014



Align tourism, conservation & development goals



Practical process for cross-border product development

Step 1

Step 2

Step 3



Target audience:
Government officials and
product developers

Examples of good practice & tips



Clear Simple Short



Situational analysis - Contents (1)

Suggested outline

Section	Content
Background	Purpose and background of the SAR; history of cross-border products, snapshot of cross-border events /products/itineraries
Approach	Scope of the research (definitions and examples of events) Overview of methodology
Enabling environment	Policy, plans at SADC and TFCA level Legislative issues (e.g. transboundary labour, equipment, tourists) Support utilities and infrastructure
Governance	Types of governance structures of cross border products relating to partnerships, business models, and ownership
Financial elements	Securing financial resources: capital investment, partnership mechanisms, outsourcing Revenues and costs & business plans & revenue sharing
Development process	Objectives of the initiative (e.g. for revenue, promotion, or jobs) Overview of step-by-step processes What worked well, and what might have been improved.
Quality	Quality of products/services provided, and how established

Situational analysis - Contents (2)

Suggested outline

Section	Content
Marketing	Activities, scale, channels, effectiveness and gaps. Level of awareness and demand for cross-border products.
Sustainability	Current status of integration of sustainability (i.e. environmental, social and economic sustainability) and certification. Development impacts (e.g. no. employees, local expenditure, etc)
Discussion	Lessons learned – challenges, potential solutions, gaps Opportunities for additional / scaled-up cross-border products Needs for specific guidance tools Options for dissemination of guidelines and training
Annex 1	Inventory of information from each cross-border event/product/itinerary
Annex 2	Contact details of international tour operators – existing and potential
Annex 3	How to establish undesignated border crossings

Guideline Table of Contents

Section	Content
Introduction	Executive summary Overview of
Part 1: Development of cross-border products	Flow diagram Scoping Design and feasibility Development
Part 2: Operation	Operational management
Support information	Further reading Country details Templates Approach Contributors

*Suggested
outline –
can be
adjusted*

Process



Preparation

- TFCA Network Community of Practice
- Draft Table of Contents for Situational Analysis & Guideline

Literature review

- Policies and plans
- Cross border product information – inventory
- Tour operators: current and potential

Ongoing

Stakeholder consultation

- Consultation workshop (this meeting)
- Questionnaires/ interviews: Strategic & Detailed
- Market research with potential tour operators

Reporting

- Draft Situational Analysis & Guideline
- Review and validation
- Finalisation

Policies and plans

SADC:

- SADC Protocol on the Development of Tourism, 1998
- SADC Protocol on Wildlife Conservation and Law Enforcement, 1999
- RETOSA Charter, 1997
- TFCA Development Strategy for 2010 and beyond, 2005
- SADC TFCA Programme, 2013

TFCA treaties/ MoUs

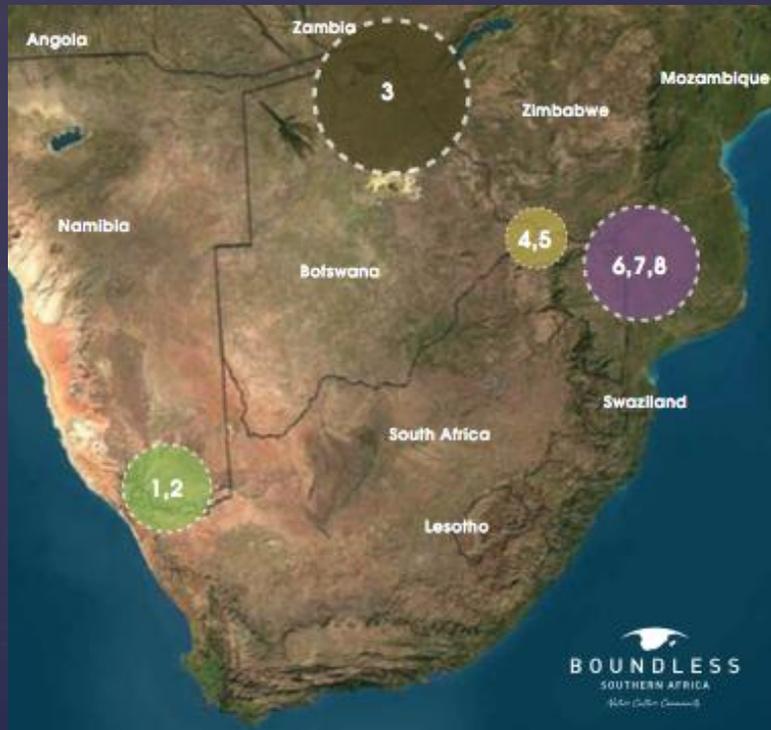
TFCA Tourism Plans / Integrated Plans (e.g. KAZA, GLTP)

National tourism masterplans / park management plans

Event protocols for cross-border tourism

Cross-border tourism products

– Events



TFCA	Events (Annual/bi-annual)
/Ai/Ais-Richtersveld TP	1. Desert Knights 2. The Namibia Crossing (Richtersveld transfrontier Wildrun)
Kavango Zambezi TFCA	3. Kavango Zambezi Golf Classic (<i>Proposed: KAZA Kruze</i>)
Greater Mapungubwe TFCA	4. Safari on the run (Mapungubwe Transfrontier Wildrun) 5. Nedbank Tour de Tuli
Great Limpopo TFCA	6. Great Limpopo Cross-border 4x4 7. Great Limpopo Transfrontier MTB 8. Pafuri Cross Border Trail and Shangaan Festival
Maloti-DB TFCA	<i>(Proposed: Wildrun)</i>

(Events in preparation - in italics)



- In the the /Ai/Ais-Richtersveld Transfrontier Park
- A unique environment for adventure activities,
- Beautiful mountainous scenery,
- A remote wilderness character
- In the presence of the major Orange River within a desert environment.
- 5 Days of cycling, some at night under the full moon, and
- 1 Day of canoeing on the Orange River



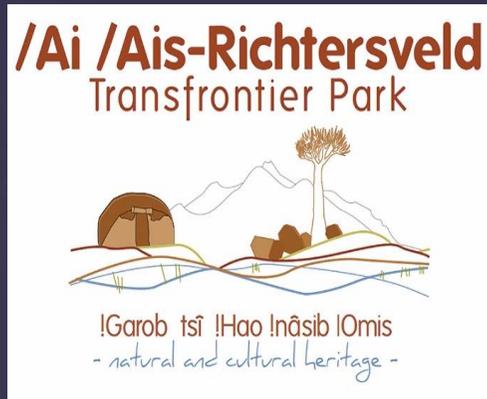
© www.jacquesmarais.co.za / SONY



© www.jacquesmarais.co.za / SONY







- A 200 km, five-day foot race from South Africa to Namibia
- Through the ancient arid landscape of the /Ai/Ais-Richtersveld Transfrontier Park.
- From the crystal fields of Sendelingsdrif in South Africa to the infamous giant boulders of Tatasberg deep in the /Ai/Ais-Richtersveld Transfrontier Park;
- This unparalleled journey then crosses the Orange River into Namibia and the wild lands of the Fish River Canyon.
- This is the running experience of a lifetime;



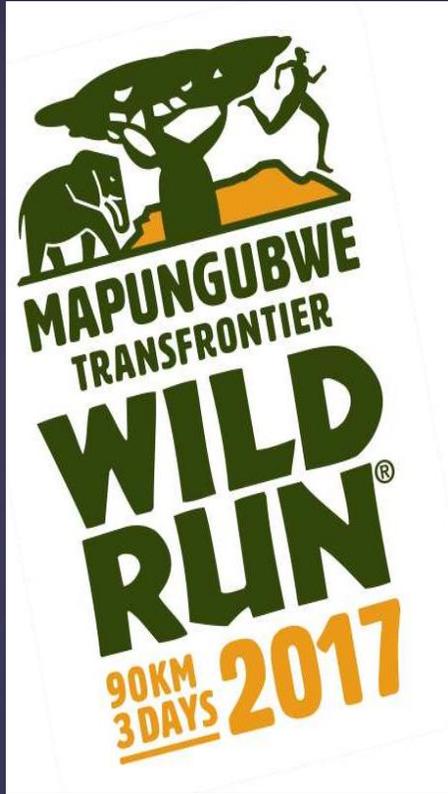




- The KAZA golf classic is a unique annual golf ensemble
- To celebrate, showcase and market the Kavango Zambezi (KAZA) Transfrontier Conservation Area,
- It presents an unparalleled sporting and networking opportunity
- To showcase leadership in conservation and regional tourism growth.
- A vehicle in building investment relationships, environmental education, and foster partnerships in the development of the KAZA TFCA







- A 92 km, 3 day trail running safari experience
- Through the culturally significant & wildlife rich bushveld of the Greater Mapungubwe Transfrontier Conservation area.
- From the ancient Mapungubwe citadel in South Africa, to the rolling savannah of Botswana's Tuli block;
- This journey takes us across the mighty Limpopo River to Shashe River,
- Through the rural villages of Maramani, past huge Baobabs
- Along ancient elephant trails etched into stone in Zimbabwe;
- This is the ultimate safari-on-the-run experience in one of Africa's most sought-after big-game areas.









- The most unique mountain bike event in the world, the Nedbank Tour de Tuli
- Life-changing opportunity of cycling along ancient elephant migration paths and unmanicured single track in some of the most beautiful wilderness areas in the Greater Mapungubwe Transfrontier Conservation Area,
- Over four days cyclists traverse terrain in three countries – Botswana, Zimbabwe and South Africa
- Heading across informal border crossings, through prime wildlife territory and deep into community lands

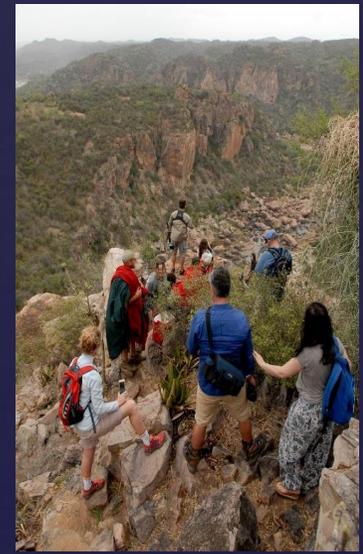






- Pafuri Cross-Border Trail and Shangane Festival as part of the Great Limpopo Transfrontier Conservation Area.
- The trail combines the best walking experience in Kruger National Park with a full day traditional cultural celebration
- Walk the floodplains of the Limpopo and Luvuvhu Rivers, experience wide vistas where acacia woodland and riverine forests provide shade and time to reflect.
- The Shangane cultural festival, in the Sengwe Communal Area, allows trailists to participate in a day filled with music, song and dance.





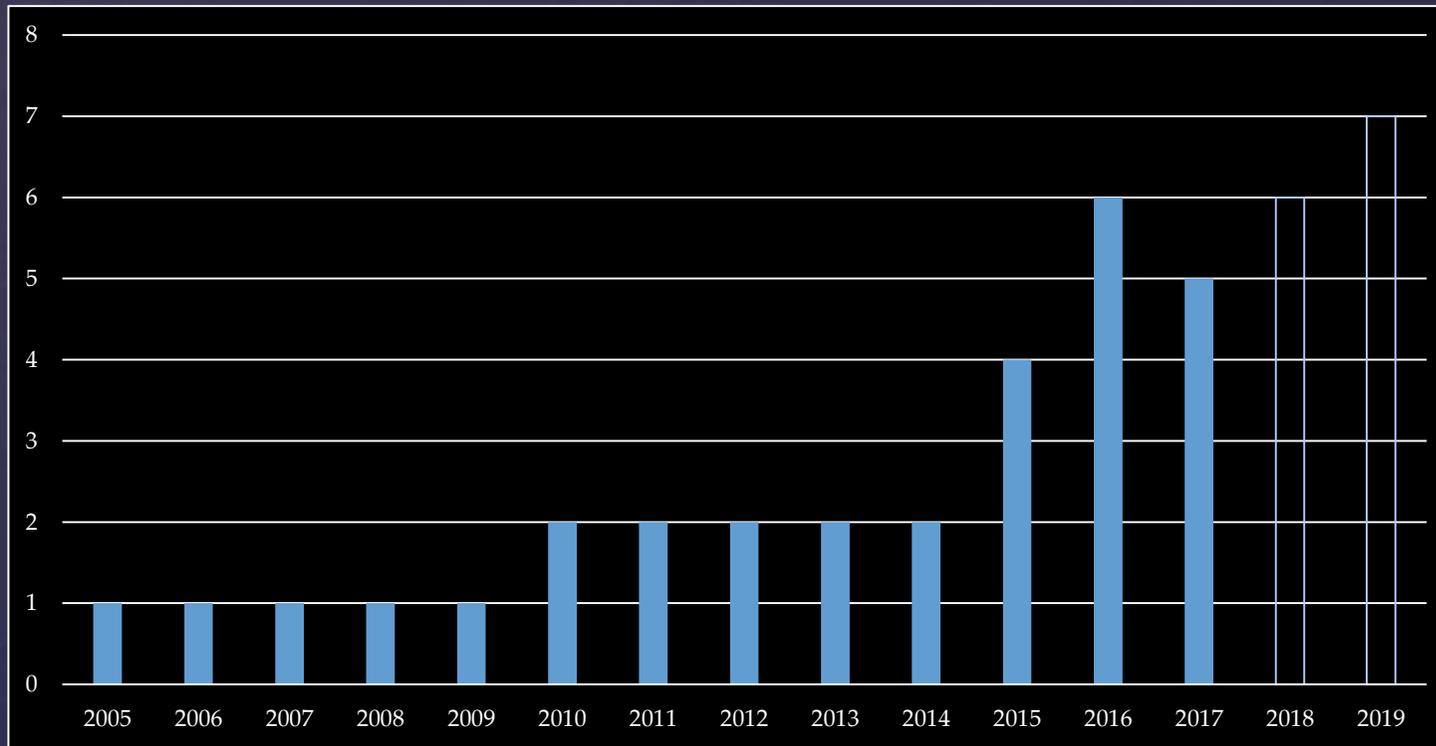


- **Great Limpopo Transfrontier MTB Trail is a cross-border mountain bike pilot-event.**
- **Riders will be accompanied by trained conservationists and field guides.**
- **The daily stages will explore the Makuleke Area, and venture across the Limpopo into Sengwe-Tshipise Corridor , if feasible, reach into southern Gonarezhou and neighbouring Mozambique.**
- **The main aim of the event will be to raise funds for social investment in the Sengwe-Tshipise Corridor in Zimbabwe.**
- **It will not be a race but an adventure trail.**



Cross-border tourism products

– Event frequency (2005-17) & proposed (2017-18)



1. Desert Knights (11)
2. Richtersveld transfrontier Wildrun (1)
3. Kavango Zambezi Golf Classic (?)
4. Mapungubwe Transfrontier Wildrun (2)
5. Nedbank Tour de Tuli (13)

6. Great Limpopo Cross-border 4x4 trail (?)
7. Great Limpopo Transfrontier mountain bike trail (§)
8. Pafuri Cross Border Trail and Shangaan Festival (2)

Cross-border tourism products

– Year-round products

TFCA	Year-round products in TFCA
/Ai/Ais-Richtersveld TP	Desert Kayak Trail <i>Fish River 'extension hiking trail</i>
Kavango Zambezi TFCA	<i>Kwando River – 3 country boat</i> <i>Birding routes (Birdlife)</i>
Greater Mapungubwe TFCA	<i>Botswana day visitors</i> <i>Adventure tours</i>
Great Limpopo TFCA	Great Limpopo Cross border 4x4 trail (self-guided) Shingwedzi Cliffs Wilderness Trail / adventure camp <i>Machampane Wilderness Trail</i> <i>Self guided 4x4 trails</i>
Lubombo	Lubombo Ecotrails <i>MSR-Tembe 4x4 trail network</i> <i>Usuthu Gorge Rafting</i>
Maloti-Drakensberg TFCA	<i>Hiking/pony trails Grande Traverse</i>

(Events in preparation by PPF- in italics)

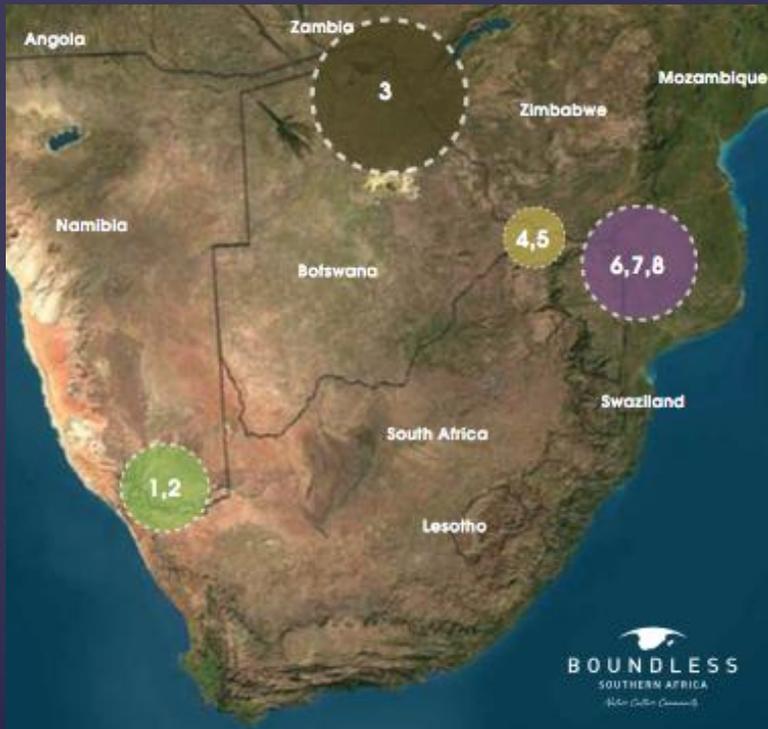


- An exciting way to experience the Great Limpopo Transfrontier Conservation Area is through its 4x4 network, which traverses all three parks of the conservation area.
- The trail is aimed at true bush lovers who enjoy the wilderness and is not designed as an obstacle course or endurance test.
- Guided or self-guided options.
- Offers unique insights for environmental, historical and cultural interpretation .



Cross-border tourism products

– no. tour operators offering cross-border itineraries



TFCA	No. tour operators (57 identified so far)
Kgalagadi	45
Kavango Zambezi TFCA	18
/Ai/Ais-Richtersveld TP	14
Great Limpopo TFCA	11
Maloti-Drakensberg TFCA	2
Lubombo	2
Greater Mapungubwe TFCA	0

Potential operators for market research on demand – review of Adventure Travel Trade Association members working in SADC - ongoing)

Process



Preparation

- TFCFA Network Community of Practice
- Draft Table of Contents for Situational Analysis & Guideline

Literature review

- Policies and plans
- Cross border product information – inventory
- Tour operators: current and potential

Stakeholder consultation

- Consultation workshop (this meeting)
- Questionnaires/ interviews: Strategic & Detailed
- Market research with potential tour operators

Ongoing

Reporting

- Draft Situational Analysis & Guideline
- Review and validation
- Finalisation

Stakeholder consultation

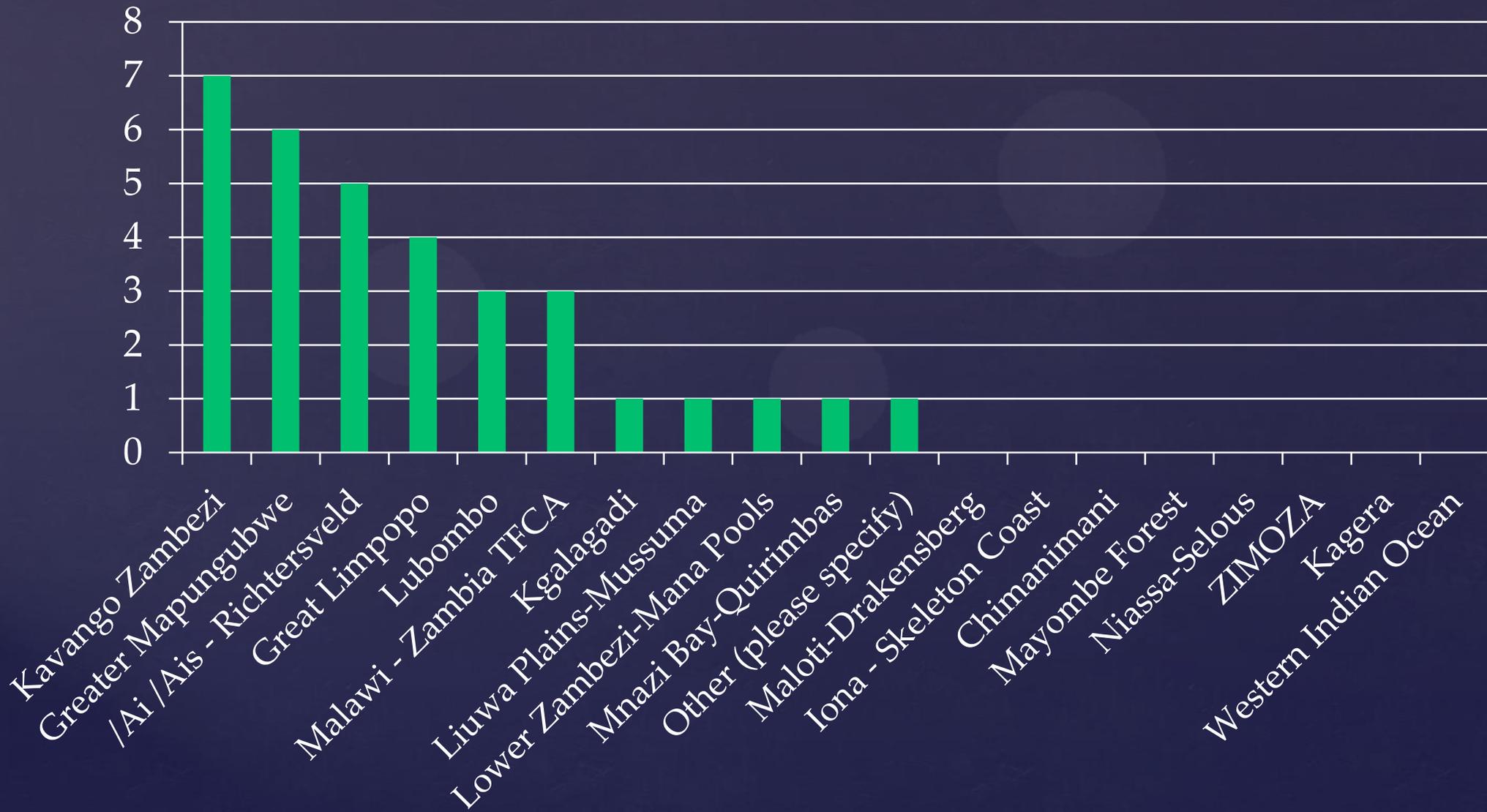
1. Consultation workshop - this meeting

2. Surveys with SADC stakeholders:

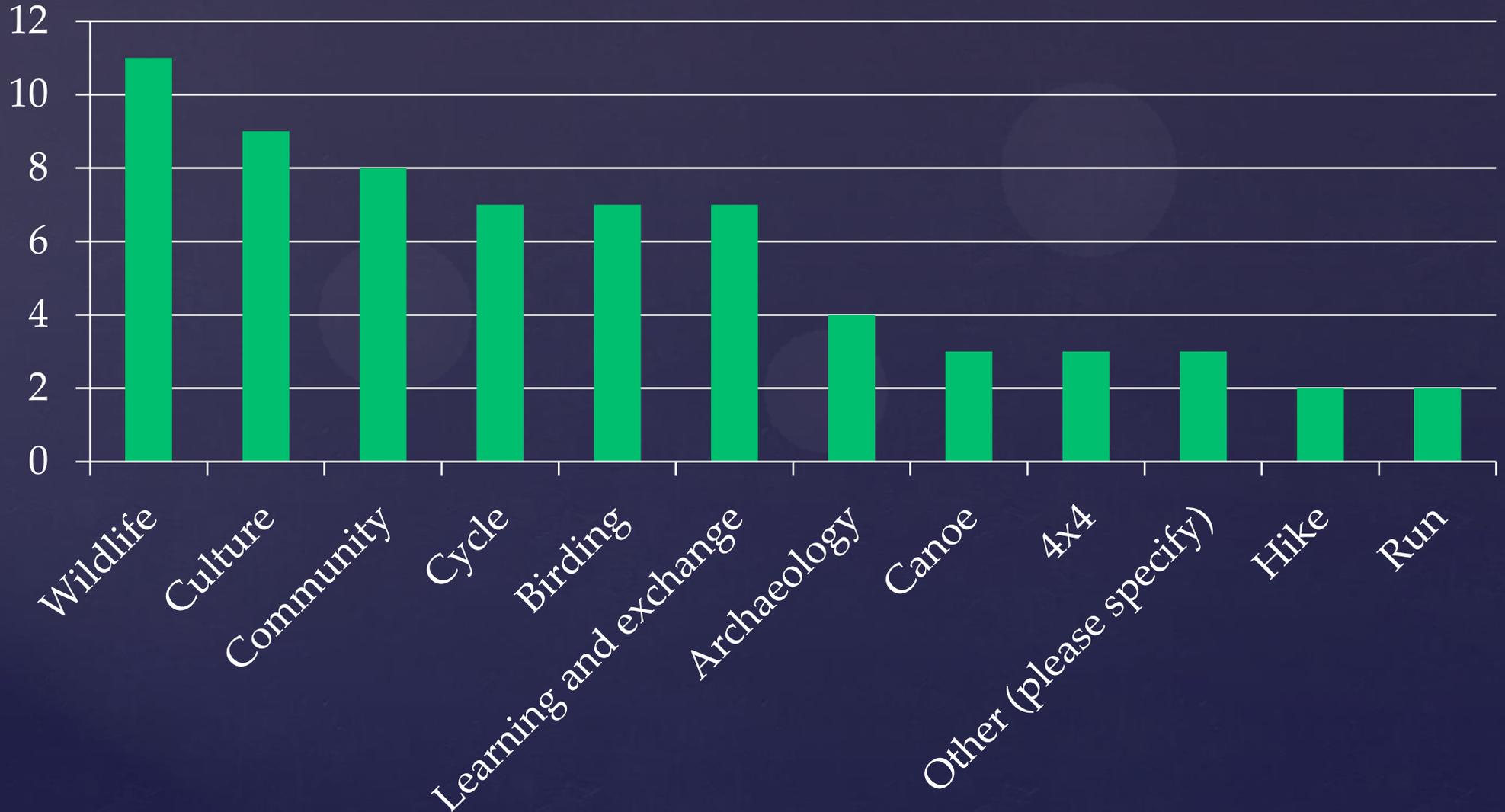
- Product developers/operators: 12 done by 29 Jan
 - www.surveymonkey.com/r/TFCATourismProducts
- Strategic level: 22 responses by 29 Jan
 - www.surveymonkey.com/r/StrategicTFCA

3. Market research with potential tour operators:
SADC and international – to be done

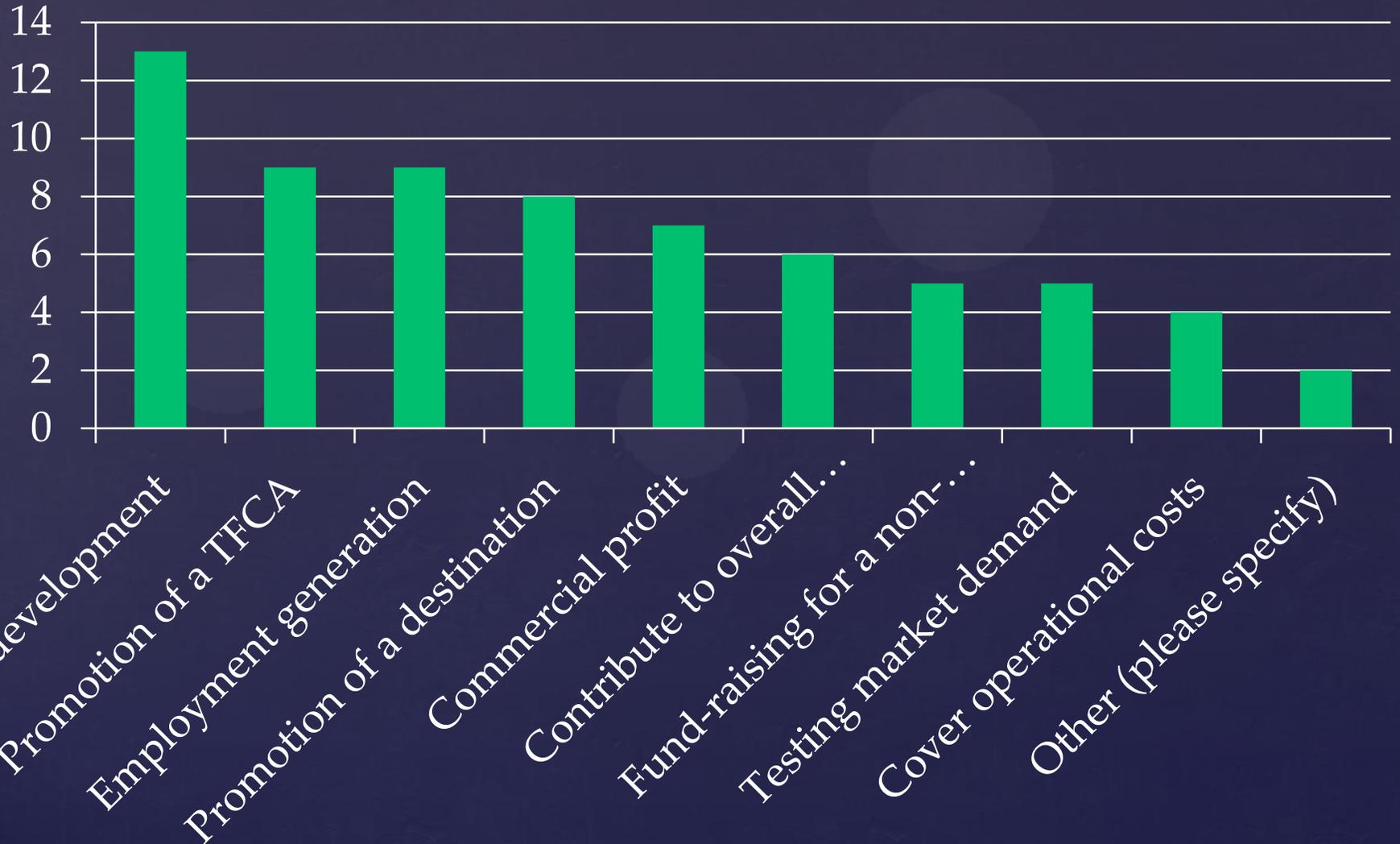
Which transfrontier conservation area is it in?



What are the key characteristics of the cross border product?



What are the objectives of the product?



Agenda

Day 1

Time	Activity
8.00-10.00	Official opening, objectives and introductions Presentations: <ul style="list-style-type: none">• Situational analysis and guideline (Dr Anna Spenceley)• Overview & history of TFCA products Plenary Q&A
10.00-10.30	Break
10.30-12.30	Presentation case study/video: <ul style="list-style-type: none">• Transboundary products (Roland Vorwerk, Piet Theron)• Expectations, challenges and opportunities from an international tour operator perspective (Ulrich Klose, Wigwam) Working session 1: Getting the basics in place for cross-border products
12.30 – 1.30	Lunch
1.30 – 3.30	Presentation case study/ video: <ul style="list-style-type: none">• Cross-border events (Nicola Harris, Tour de Tuli)• Communities in cross border products (Beatrice Mudhau, Beitbridge RDC) Working session 2 : Marketing, quality and stakeholder processes for cross-border products
3.30- 4.00	Tea
4.00 – 5.00	Plenary brainstorming session: (1) Inventory of products & tour operators (2) Flow diagram Closure

Agenda

Day 2

Time	Activity
8.00-10.00	Presentation: Private sector perspectives on scoping, design and feasibility for cross-border products (Owen Middleton) Working session 3: Step-by Step: Planning cross-border products
10.00-10.30	Break
10.30-12.30	Presentation: Operating transboundary products (Brent Whittington: Desert Kayak Trails) Working session 4: Step-by Step: Developing and operating cross-border products
12.30 – 1.30	Lunch
1.30 – 3.30	Video: Desert Knights (Roland Vorwerk) Presentation: Sustainable tourism 101 (Dr Sue Snyman) Working session 5: Scaling up, and sustainability, and tools
3.30- 4.00	Break
4.00 – 5.00	Country groups (1) Country table on processes for legislation, policies and cross – border regulations (e.g. equipment, vehicles, labour) (2) Specific guidance needed in the guidelines Closure

Process



Preparation

- TFCA Network Community of Practice
- Draft Table of Contents for Situational Analysis & Guideline

Literature review

- Policies and plans
- Cross border product information – inventory
- Tour operators: current and potential

Stakeholder consultation

- Consultation workshop (this meeting)
- Questionnaires/ interviews: Strategic & Detailed
- Market research with potential tour operators

Reporting

- Draft Situational Analysis & Guideline
- Review and validation
- Finalisation



Thank you!

Dr Anna Spenceley

Email: annaspenceley@gmail.com

Presentations: www.slideshare.net/AnnaSpenceley

Website: www.anna.spenceley.co.uk

Agenda

Day 1

Time	Activity
8.00-10.00	Official opening, objectives and introductions Presentations: <ul style="list-style-type: none">• Situational analysis and guideline (Dr Anna Spenceley)• Overview & history of TFCA products Plenary Q&A
10.00-10.30	Break
10.30-12.30	Presentation case study/video: <ul style="list-style-type: none">• Transboundary products (Roland Vorwerk, Piet Theron)• Expectations, challenges and opportunities from an international tour operator perspective (Ulrich Klose, Wigwam) Working session 1: Getting the basics in place for cross-border products
12.30 – 1.30	Lunch
1.30 – 3.30	Presentation case study/ video: <ul style="list-style-type: none">• Cross-border events (Nicola Harris, Tour de Tuli)• Communities in cross border products (Beatrice Mudhau, Beitbridge RDC) Working session 2 : Marketing, quality and stakeholder processes for cross-border products
3.30- 4.00	Tea
4.00 – 5.00	Plenary brainstorming session: (1) Inventory of products & tour operators (2) Flow diagram Closure

Agenda

Day 2

Time	Activity
8.00-10.00	Presentation: Private sector perspectives on scoping, design and feasibility for cross-border products (Owen Middleton) Working session 3: Step-by Step: Planning cross-border products
10.00-10.30	Break
10.30-12.30	Presentation: Operating transboundary products (Brent Whittington: Desert Kayak Trails) Working session 4: Step-by Step: Developing and operating cross-border products
12.30 – 1.30	Lunch
1.30 – 3.30	Video: Desert Knights (Roland Vorwerk) Presentation: Sustainable tourism 101 (Dr Sue Snyman) Working session 5: Scaling up, and sustainability, and tools
3.30- 4.00	Break
4.00 – 5.00	Country groups (1) Country table on processes for legislation, policies and cross – border regulations (e.g. equipment, vehicles, labour) (2) Specific guidance needed in the guidelines Closure

Working sessions

Group	
Group 1	Main room, use main projector
Group 2	Main room, use TV screen
Group 3	Room 31, use TV (along corridor by gym)
Group 4	Room 32, use TV (along corridor by gym)

1. Facilitator – with volunteer to capture notes on electronic document & guideline and situational analysis
2. Take the opportunity to contribute & listen to others
3. Please focus on the specific topic – 45 m per session
4. Parking area for additional issues (including for controversial issues, please)
5. Plenary feedback session

Working session 1: Getting the basics in place for cross-border products

Group	Discussion topic
Group 1	Enabling environment: policies and regulations
Group 2	Governance structures: partnerships, outsourcing and ownership
Group 3	Financing: investment, revenues and costs
Group 4	Motivation for cross-border products: supporting TFCA treaties; development impact; awareness raising; conservation; benefits etc.

1. What are the key requirements?
2. What are the challenges?
3. What are the successes?
4. What gaps need to be filled?

- Which TFCA?
- Which cross-border product?

Working session 1: Getting the basics in place for cross-border products

Group	Discussion topic
Group 1 - Roland	Enabling environment: policies and regulations: - Twanda, Ernest, Tinyiko, Cynthia, Alec, Notius, Morris, Moses, Matthias, Kenneth, Maria, Zelna, Reinhold, Ulrich
Group 2 - Lisa	Governance structures: partnerships, outsourcing and ownership : - Deborah, Kenny, Zethembiso, Seth, Sue, Raulin, Phumzile, Martin Taylor, Paul, Hugo, Zandry, Brent, Beatrice, Naambo
Group 3 - Shareen	Financing: investment, revenues and costs: - Thata, Elias, Piet, Reinhard, Martin L, Lily, Nicola, Owen, Johalize, Francois, Johan, Glynn, Darron, Richard, Leatile
Group 4 - Loraine	Motivation for cross-border products: supporting TFCA treaties; development impact; awareness raising; conservation; benefits etc. - Sehlabaka, Willeen, Kudakwashe, Andrew, Chilule, Zanomsa, Thembi, Nomsa, Lindy, Isaiah, Ana, Marion, Keotshepile

Working session 2: Marketing, quality and stakeholder processes

Group	Discussion topic
Group 1	Quality standards for cross-border products
Group 2	Marketing, branding, promotion and awareness of products; Sales and reservations: options and processes
Group 3	Tour operator market research: Questions to include; review of tour operator inventory (to date)
Group 4	Stakeholder: consultees and processes

1. What are the key requirements?
2. What are the challenges?
3. What are the successes?
4. What gaps need to be filled?

- Which TFCA?
- Which cross-border product?

Working session 2: Marketing, quality and stakeholder processes

Group	Discussion topic
Group 1 - Shareen	Quality standards for cross-border products - Tinyiko, Reinhold, Raulin, Martin T, Martin L, Zandry, Thata, Nicola, Richard, Sehlabaka, Willeen, Zanomsa, Marion, Loraine, Leatile
Group 2 - Roland	Marketing, branding, promotion and awareness of products; Sales and reservations: options and processes - Maria, Phumzilie, Elias, Piet, Owen, Johan, Glynn, Darron, Kudakwashe, Chilule, Thembi, Lindy, Ana, Keotshepile
Group 3 - Lisa	Tour operator market research: Questions to include; review of tour operator inventory (to date) - Notius, Morris, Matthias, Kenneth, Zelna, Ulrich, Deborah, Zethembiso, Seth, Hugo, Brent, Reinhard, Lily
Group 4 - Johalize	Stakeholder: consultees and processes - Tawanda, Ernest, Cynthia, Alec, Moses, Kenny, Sue, Paul, Beatrice, Francois, Andrew, Nomsa, Isaiah, Naambo

Rotating groups brainstorming:

Session	Discussion topic
1	<ul style="list-style-type: none">• Inventory cross-border products (Roland)
2	<ul style="list-style-type: none">• Inventory of regional / international tour operators (Matthias)
3	<ul style="list-style-type: none">• Table of Contents – Guideline (Lisa)
4	<ul style="list-style-type: none">• Table of Contents – Situational Analysis (Shareen)

Working session 3: Step-by-step planning cross-border products

Group	Discussion topic
Group 1 & 2	Scoping
Group 2 & 3	Design and feasibility

1. What are the key requirements?
2. What are the challenges?
3. What are the successes?
4. What gaps need to be filled?

Working session 3: Step-by-step planning cross-border products

Group	Discussion topic
Group 1 - Lisa	Scoping - Reinhold, Nicola, Willeen, Marion, Elias, Piet, Glynn, Thembi, Matthias, Deborah, Reinhard, Lily, Alec, Paul, Isaiah
Group 2 - Johalize	Scoping - Raulin, Martin T, Richard, Maria, Kudakwashe, Ana, Morris, Zelna, Brent, Tawanda, Ernest, Cynthia, Moses, Sue, Shareen
Group 3 - Roland	Design and feasibility - Tinyiko, Zandry, Thata, Martin L, Phumzile, Owen, Chilule, Notius, Ulrich, Zethembiso, Hugo, Beatrice, Leatile
Group 4 - Loraine	Design and feasibility - Sehlabaka, Zanomsa, Johan, Darron, Lindy, Kenneth, Seth, Kenny, Francois, Andrew, Nomsa, Naambo, Keotshepile

Working session 4: Developing and operating cross-border products

Group	Discussion topic
Group 1 & 2	Development
Group 2 & 3	Operation

1. What are the key requirements?
2. What are the challenges?
3. What are the successes?
4. What gaps need to be filled?

Working session 4: Developing and operating cross-border products

Group	Discussion topic
Group 1 - Loraine	Development - Glynn, Reinhard, Alec, Martin T, Zelna, Tawanda, Ernest, Owen, Chilule, Ulrich, Johan, Kenny, Andrew, Leatile
Group 2 - Johalize	Development - Piet, Matthias, Paul, Ana, Morris, Sue, Tinyiko, Zethembiso, Sehlabaka, Kenneth, Seth, Francois, Naambo, Keotshepile
Group 3 - Lisa	Operation - Nicola, Marion, Elias, Thembi, Deborah, Lily, Isaiah, Cynthia, Moses, Zandry, Phumzile, Notius, Hugo, Beatrice
Group 4 - Shareen	Operation - Reinhold, Willeen, Raulin, Richard, Maria, Kudakwashe, Brent, Thata, Martin L, Zanomsa, Darron, Lindy, Nomsa, Roland

Working session 5: Scaling up, sustainability and tools

Group	Discussion topic
Group 1	Scaling up cross-border products; quick wins
Group 2	Integrating sustainability
Group 3	Monitoring and tools
Group 4	Operational manuals and standard operating procedures

1. What are the key requirements?
2. What are the challenges?
3. What are the successes?
4. What gaps need to be filled?

Working session 5: Scaling up, sustainability and tools

Group	Discussion topic
Group 1 - Lisa	Scaling up cross-border products; quick wins - Martin T, Martin L, Ulrich, Johan, Andrew, Matthias, Paul, Sehlabaka, Seth, Francois, Elias, Hugo, Thata, Zanomsa, Leatile
Group 2 - Sue	Integrating sustainability - Glynn, Reinhard, Zelna, Tinyiko, Zethembiso, Thembi, Deborah, Lily, Kudakwashe, Lindy, Nomsa, Shareen
Group 3 - Loraine	Monitoring and tools - Alec, Tawanda, Ernest, Chilule, Ana, Marion, Cynthia, Moses, Phumzile, Beatrice, Richard, Maria, Darron
Group 4 - Roland	Operational manuals and standard operating procedures - Owen, Kenny, Piet, Morris, Kenneth, Nicola, Isaiah, Zandry, Notius, Reinhold, Willeen, Raulin, Brent, Johalize, Keotshepile

Country groups

Discussion topic

- Country tables on processes for legislation, policies and cross – border regulations (e.g. equipment, vehicles, labour)
- Specific guidance needed in guidelines