

ANDRE GELDENHUYS

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WORK EXPERIENCE & SKILLS

- Business Owner / Management
- Project Financials
- Marketing
- Public Private Partnership
- Community Land Tenure Rights Upgrade
- Community Based Natural Resource Management / Development
- Rural Economic Development
- Monitoring and Evaluation
- Presentation and Communication
- Game Ranger
- Project Management
- Legal & Compliance
- Ecotourism Project Development
- Community Public Private Partnership
- Pro Poor Tourism
- Stakeholder Facilitation and Conflict Resolution
- Strategic Planning
- Environmental Management
- Lodge Management
- Professional Hunting & Outfitting

EXPERIENCE

MAY 2014 – TO CURRENT

SHEZHU HOLDINGS / SHEZHU PROJECTS / MHINGA VALLEY PRESERVE

MAJORITY SHAREHOLDER / MANAGING DIRECTOR

Shezhu Projects the majority shareholder in the Mhinga Mhinga Leisure Development (*refer to Shezhu Projects / Mhinga Valley Preserve below*) entered into a joint venture with a Private Equity funder. To provide resources for an expanded from the original development model based on the realisation and approach of maximum utilisation of development rights and informed by my consultation with Hotel Groups, Developers, Real Estate Marketers, Hotel and Tourism Consultants and in line with Governments National Development Plan to create jobs. Address poverty and grow the local economy, the net result being pursuance of an Integrated Mixed Use Leisure Development Resort on the Mhinga land, comprising a 5 Star Hotel (200 rooms), Mid-Scale Resort Hotel (200 rooms) and 30 Villas, Private Ownership Game Lodges (50), driven via the new shareholding entity Shezhu Holdings:

- Negotiated and implemented legal frame work and agreements for the joint venture;
- Compiled investment funding business plan and schedules;
- Ensured institutional and statutory compliance for Shezhu Holdings;
- Attended to and chaired board meetings;
- Oversight of monthly management accounts;
- Updated Business Plan and other related studies to include the expanded development model;
- Further roles and responsibilities as per *Shezhu Projects / Mhinga Valley Preserve below*.

JANUARY 2004 – APRIL 2014

SHEZHU PROJECTS / MHINGA VALLEY PRESERVE

OWNER / MANAGING DIRECTOR

Shezhu Projects has 20 years' experience in facilitated project development with a specific comparative advantage in community based eco-tourism development initiatives. The company is well placed to clearly define opportunities for community based eco-tourism developments and to facilitate the process to the point of optimal interest from promoters and investors alike. Shezhu Projects has walked projects from conception to delivery and implementation. In so doing we have developed a base line methodology unique to Shezhu Projects and one which ensures successful engagement of the investor community in eco-tourism projects.

MHINGA MHINGA LEISURE DEVELOPMENT

The Mhinga Trust approached Shezhu Projects to partner with and assemble a proposal for the creation of wealth and employment for the Mhinga community.

The Mhinga Mhinga Leisure Development is an initiative to develop 2000 hectares of land bordering the Kruger National Park, near the Punda Maria gate. Within the 2000 hectares of privately owned land a development consisting of 20 Private Ownership Game Lodges and a 50 room Hotel.

As Owner and Managing Director of Shezhu Holdings I am tasked with steering the detailed and complex planning process from "zero" point and thereafter to provide all the developmental finance, human and technical resources to drive the initiative through to conclusion.

- Conducted a full desktop analysis of the proposed development, the approach being to review the potential taking into consideration all possible opposition to the development as well as the benefits that can accrue as a result of the development;
- Attended to site visits to assess the attractiveness of the Punda Maria area;
- Reviewed all agreements, legislation, legal frame works, statutory approvals and support mechanisms related to the development;
- Identified the existing tourism products in the Punda Maria area and their potential for competition and growth;
- Conducted an assessment of new or potential products / developments that could be accommodated in the area and measuring these against real market potential / constraints in the area;
- Conducted a study on the current land use of the Farm and ownership;
- Appointed environmental consultant to perform the Environmental scoping to determine impacts and guide the full Environmental Impact Assessment (EIA) process;
- Assessment of the social and cultural impact of the project with regard to the community;
- Estimation of the socio-economic costs and benefits to the community;
- Clarifying the nature and extent of local community / business involvement and participation including the potential socio-economic benefits to them;
- Specify the linkages to local economic development planning initiatives and the mutual benefits that could be derived;
- Detailing the policy implications for the project and vice versa;
- Detailing infrastructural investment requirements – fences, roads, water, electricity, sewerage, communication, access;

- Detailing superstructure requirements – lodges, hotels, private homes, tourist facilities and amenities
- Specifying the support requirements – training, skills development, capacity building; transport, access; institutional design; marketing;
- Development, and implementation of the Business, Environmental, Development and Marketing Plan;
- Mobilisation and management of multi-disciplinary teams including: financiers, tourism planners; land-use planners; environmental experts; ecologists; architects and marketers.
- Participation and Interaction with the Interested and Affected Parties;
- Negotiations with local and International Hotel operators and developers;
- Due diligence and integrity audit of the airstrip;
- Formulation of Master Plan.

Wisani Lodge and Cultural Village

Mhinga Valley Preserve held a 30 year management contract over Wisani Lodge and Cultural Village - a 60-bed establishment bordering the abovementioned 2000 hectares of land. As Owner and Managing director of Mhinga Valley Preserve, I provided and oversight, support and strategic directions to the Lodge Manager.

LAND CLAIM - MALA MALA / MAHLANGANISWENI COMMUNITY AND OTHERS

Shezhu Projects was appointed by the Mhlanganisweni Community and Others as the *Transactional Facilitator* working with the said community and their Legal Representatives, said appointment was informed by the pre-trial conference, Judge Gildenhuys as the presiding judge directed that the claimants be assisted with funding by the Regional Land Claims Commissioner for Mpumalanga in order for the claimants legal representatives to argue feasibility of restoration of the claimed land in terms of the Restitution of Land Claims Act 22 of 1994. In order to argue feasibility Judge Gildenhuys directed that the claimants set out a business and management plan, to set out how the claimants will manage and use the claimed land in order to gain maximum benefit for the claimants upon restoration in order for the court to make an informed decision as to whether or not the land should be restored:

- My role was to facilitate and negotiate with the private and public sector and further to design investment, operational and business management plans on behalf on the Community so as to show post settlement support, feasibility and sustainability of the environmental assets, the associated business and the planned business.

EMSAMO COMMUNAL PROPERTY – LAND CLAIM

Shezhu Projects was appointed by the Shongwe family to investigate the Emsamo Communal Property land claim.

I divided the project into two phases:

- Phase One: aimed at the investigation of the Emsamo Communal Property land claim and the associated benefit flow to the current occupiers of the land. Based on the outcome of the investigation and informed by a Dossier, negotiations took place with the current land occupiers towards a settlement for the Emsamo Communal Property Claimants and/or
- Phase Two: the design of a sustainable community based natural resource socio-economic business model or legal action and Media exposure.

- The above took cognizance of land laws, property rights, criminal laws, commercial laws, government legislation, fiscal requirements, media exposure, poverty alleviation and the support of Emsamo Communal Property as the land owners to meet their socio-economic demand, create work opportunities and address poverty by utilizing the land they have claimed.
- Investigation of the Emsamo Communal Property land claim;
- Investigation in terms of the land occupiers legal rights of the developed and undeveloped land;
- Valuation of current developed and undeveloped land and assets on a fair and equitable market related basis;
- Negotiated settlement with current land occupiers;
- Meeting with Emsamo Communal Property to introduce and approve the proposal for an Investigation with regard to the Emsamo Communal Property land claim;
- Desk-top audit of all documentation related to the claim including current and existing land use including economic capital flows from the land;
- Site visit-audit all current developed land assets and existing undeveloped land assets;
- Interaction with Interested and Affected Parties;
- Compilation of Investigation Dossier;
- Presentation and Workshop of the Investigation Dossier to the Emsamo Communal Property committee;
- Negotiations to settlement with current land occupiers.

JULY 2002 – JANUARY 2004

HLALALA CONSULTANTS / EARTH CONSERVANCY USA

OWNER / MANAGING MEMBER

Hlalala Consultants and Earth Conservancy USA entered into a joint venture so as to provide strategic planning, facilitation and capacity to public and private sector with regard to Public Private Partnerships (PPP) and Community Public Private Partnerships (CPPP) with a specific focus on sustainable Pro- Poor eco-tourism development. My principal tasks were to co-ordinate and focus the collaborative experience, alliances and efforts of the joint venture:

- Interaction with US Congressman via Earth Conservancy USA regarding the MODEL and the re-engineering of aid responsibilities underpinned by the MODEL (refer to section below dealing with Hlalala Consultants for background to MODEL):
- Accompanied a high profile fact finding team from Regent University on a tour of projects and communities in South Africa, to explore, the possibility of introducing a bursary system for community members to enter into studies in the social sciences developmental field at Regent University in the United States, as is the case with Regent University and the Masai tribe in Kenya;
- Explored an initiative with Regent University regarding the roll-out in South Africa of Regent Universities World famous HIV/AIDS education program based on audio visual platforms, for which Regent University had won numerous prestigious International documentary awards;
- Procured interest in the form of a site visit by the vice president and the senior development director of Akridge Construction a leading construction company based in Washington DC, site visit focused on new investment opportunities in the construction sector related to the Eco-tourism product and associated businesses;
- Interacted with the US Ambassador in South Africa with regards to the Mhinga Mhinga Project;

- Interacted with USAID, Ilene Oldwine and Connie Newman to explore ways in which USAID could be of assistance and to co-ordinate the proposed involvement of the American Peace Corp at project site specific level where capacity issues exist;
- In conjunction with Regent University Adjunct Professor, Lecturer on Non-Profit Organizations, Charitable Trusts, Mergers and Acquisitions designed a Tax / Non-Profit investment model that provided symbiotic relations between big-businesses tax liabilities, non-profit organisations and socio-economic projects;
- Research and analysis of a model that would bring South African non-profit organisations more in-line with the changing face of non-profit organisations in American, by becoming more businesslike and thus having greater influence on the world around them;
- Research and analysis regarding a model to leverage government employees pension fund contributions into projects that would deliver socio-economic benefits at point of crisis-informal rural and urban depressed economies (work in progress);
- Research and analysis into a Socio-Economic Investment Fund, underpinned by the MODEL and associated Projects (work in progress);
- Research and analysis for the design of Tax-Free Zones in South Africa, that will ensure environmental sustainability and socio-economic benefits to the poor and attractive investments and tax moratoriums for big business (work in progress);
- Research and analysis for the design of Community Owned Co-Operative Bank (work in progress);
- Interacted with QES Farming regarding the implementation of a co-operative community farming model that would enable rural communities to compete on an equal footing in the Global Village farming sector and further support the food security goals of South Africa;
- Together with the Winners Renaissance Group, researched the following opportunities – commercialisation of De Hoop Nature Reserve with strategic linkage to Bredasdorp Air Force Base for inbound tourist, investment program for Pungwe Concession in Manyaleti Game Reserve, Letaba Ranch Concession in Limpopo Province;
- Interacted on a one-on-one basis with Kerzner International with regard to the procurement of a suitable property for the planned One & Only Game Reserve / Game Lodge Development;
- Interacted on a one-on-one basis with Pam Golding International regarding a strategic alliance with Hlalala Consultants and Earth Conservancy USA for the marketing of projects, using the MODEL;
- Worked with the United Nations Rural Development Programs key manager and liaised with the MEC for Economic Affairs and Tourism in the Eastern Cape in exploring spatial development opportunities in the form of Mkambati Game Reserve on the Wild Coast in the Eastern Cape.

MARCH 2000 – JUNE 2002

HLALALA CONSULTANTS

OWNER / MANAGING MEMBER

My role as Managing Director was to undertake an analysis and develop a base line methodology and comprehensive MODEL unique to the company, one which would ensure successful engagement of the investor community in community based eco-tourism projects, to further clearly define opportunities for community based eco-tourism developments and to facilitate the process to the point of optimal interest from promoters and investors alike:

- Entered into extensive analysis and interaction with *inter alia* government, trade unions, organised business (SACOB / NAFSOC), banks, academics, civics, organised tourism, NGOs and the Development Bank of South Africa in pursuance of the development of the MODEL;
- Produced a Paper dealing with the above parties concerns emanating from a definite market failure in South Africa in terms of new investment for eco-tourism and more especially in the community-based market;
- Developed a base-line philosophy and MODEL in which ownership of land by Previously Disadvantaged Communities (PDCs) and Individuals (PDIs) is used to leverage investment in eco-tourism within an approach that provides both immediate and long-term financial benefits to all parties;
- The MODEL when measured against traditional convention the MODEL approach is to bring PDCs and PDIs into the mainstream of the eco-tourism economy as private sector players in their own right rather than the poor relations of others;
- MODEL stands supportive of government attempts to implement a Rural Development Strategy and seeks to build empowerment, employment and self-sustainability;
- MODEL ensures back up from a capacity building point of view which can be provided through alliance partners;
- Worked on the Madikwe project with the subject specialist for the Centre for Law and Reconstruction in Southern Africa, a specialist entity to support the development process in Africa, based at Monash University South Africa;
- Facilitation and co-ordination between North West Parks Board and Wild World, a leading private sector tourism organisation with regards to a CPPP unsolicited bid proposal for the development of Borakalalo Game Reserve tourism product including the North West Province game reserves;
- Co-ordinated, mobilised and workshopped communities bordering Kruger National Park to explore the idea of consolidating their land into a Community Reserve based on the same concept of the world famous Sabi Sand Game Reserve;
- Provided technical input and advice to the M'Baula Community with regard to their representation in the planning process of the Great Limpopo Transfrontier Conservation Area;
- Held workshop with the Makuleke Community regarding the non-delivery of their current tourism models on their land (22 000 ha) within the Kruger National Park;
- Designed a tourism model for the Amashangane Project (10 000 ha community land) bordering the Sabi Sand Game Reserve;
- Formed part of a team (Bigen Africa, COSATU) that designed and presented an initiative "The Land Transformation Unit" to address the delay with regard to land transformation to Land Affairs Director General;
- Formed part of the technical team for the preparation of the tender documents for the consortium Natures Group with regards to the outsourcing of the Restaurant and Retail facilities of South African National Parks to be adjudicated by the World Bank, International Finance Corporation; I was tasked with preparation of the Empowerment Proposal for the said tender.

AUGUST 1997 – FEBRUARY 2000

HILLCREST SECURITIES / MARIYETA BUFFER ZONE PROJECT

PROJECT MANAGER

Appointed by Hillcrest Securities as their consultant Project Manager, responsible for the joint venture partnership, development and incorporation into Kruger National Park of 11 000 hectares

of community land. The development consisted of a 60 bed lodge, a 40 bed lodge, a 16 bed safari camp and 8 bed trails camp, 4 x 4 routes, hiking trails and trading outlets. The Project aimed to capitalise on the growing demand for community based eco-tourism as a means of providing socio-economic benefit to all parties more specifically the rural poor, my duties entailed:

- Restructure the local and village economy and resources to reduce dependency via ecotourism to interdependency;
- Ensure sustainability of Project and supporting activities with regard to macro and micro socio-economic factors;
- Reviewed all legislation, legal frame works, statutory approvals and support mechanisms related to the Project;
- Ensure the sustainability of the environment and bio-diversity;
- Perform project specific monitoring and evaluation - financial, cash-flow, performance, operations, legal;
- Integrate project with Local Economic Development initiatives;
- Implement, revise and amend Business Plan and develop a Marketing Plan;
- Compliance and skills audits on all sectors and role players in the Project;
- Compile progress reports for the stakeholders;
- In conjunction with Dept. Land Affairs spearheaded the land tenure upgrade process for the disposal of state land to the community land holding entity - Land Rights Holders Resolution, Provincial State Land Disposal Committee and National Dept. of Land Affairs (Planners, Legal, Director General & Minister);
- Setting-up of Community Tourism Associations - workshops, election of members, formulation of constitution, identification of village sector investment, design of framework for democratic decision making processes;
- Registration of a land holding entity – Non Profit Company comprising members from each of the Community Tourism Associations;
- Workshops for the members of the land holding entity and Community Tourism Associations re: fiduciary duties, tourism sector, land legislation and legislation relevant to the project, environmental management, conservation, business procedures, conflict resolution, project strategy, information gathering, poverty alleviation initiatives / programs, NGO interaction, Small, Medium and Micro Enterprise development;
- Administered conflict resolution between the Interested and Affected Parties;
- Negotiations with South African National Parks and Kruger National Park with regards to the partnership between the community, Hillcrest Securities and SANParks for implementation of the Project - concession area, environmental management, benefit flow, term of contract, type of contract, responsibilities, accountability, work creation, monitoring, security, construction, SMMEs;
- Identification and surveying of concession area within Kruger National Park, adjoining the community land;
- Environmental Management Plan for the concession area (roads and water point placements, construction specifications, game drives regulations, fire control, emergency procedures);
- Co-ordination and strategic planning with Director of Tourism of the Northern Province, with regard to the integration of the Project into the greater Golden Horse Shoe Tourism initiative and within the Tourism Plans for the Province;

- Co-ordination and information sharing with Provincial Dept. of Environment Affairs with regard to environmental requirements (EIA), Problem Animal Control, conservation initiatives;
- Lobbying for the inclusion of the project within all the Provincial Tourism initiatives and planning;
- Interacted with the Dept. of Public Works with specific regard to the Project operational area (road alignment, road upgrades, bridges, dams, water reticulation, electricity and work opportunities for community);
- Held meetings with the local Municipality Mayor, Municipal Manager, Councilors and Civics so as to ensure buy-in of the Project with regard to the incorporation of the Project into the Integrated Development Plan and the Local Economic Development Plan of the Regional Council ;
- Presentation to the Black Business Chamber vis-à-vis the Project and the business opportunities that can arise from the Project for local businessmen in the short medium and long term;
- Worked closely with the Development Bank of South Africa's principal specialist for the Maputo Sub-Corridor, as the project formed part of the Spatial Development Initiative Program for the Maputo Sub-Corridor.

MAY 1991 – JULY 1997

LAG CONSULTANTS

OWNER / MANAGER

Company focused on the opportunities offered in the eco-tourism and hunting sector.

- **Hillstone Game Reserve Development:**
Positioned on the Limpopo River in the Limpopo Province bordering Tuli Lodge in Botswana, was tasked with development of a Game Reserve from a zero base, which was to encompass game fencing, roads, waterholes, game stocking, lodge construction, hunting, game ranger and staff training, culling, marketing, booking agent petitioning, International and local client liaison, security, environmental management.
- **Cat-Pardo Safari's:**
Assisted with the development of the Lodge / Hunting Camp.
- **Kwena Gardens Crocodile Farm:**
Assisted with the planning, construction and marketing of the Kwena Gardens cultural village at Sun City.

MARCH 1986 – MARCH 1991

MABULA GAME LODGE

HEAD RANGER

Responsible for all activities related to Game Rangers and Guests:

- Managed and worked with a team of six Game Rangers;
- Interviewed, hired and trained new Game Rangers;
- Conducted game drives and walks;

- Co-ordinated and conducted specialist activities hosted by experts in their field *inter alia* photography courses, botanical tours, specialist birding activities, wildlife management, game capture, astronomy and cultural tourism;
- Monitored relationship between Game Rangers and Guests.

INTERIM LODGE MANAGER – 40 ROOMS

Due to the sudden departure of Protea Hotels as the management agent of Mabula Lodge, an vacuum existed at Lodge management level and I was promoted to the position:

- Liaised with department structures in the Lodge and Game Reserve in order to ensure a sustained level of quality, ethics and symbiosis between the two sectors. Provided oversight for Bookings, Food and Beverage, Reception, House Keeping and Security.

ENVIRONMENTAL MANAGER

Promoted to Environmental Manager, responsible for the ecological integrity of Mabula Game Reserve and land incorporated into the Mabula Game Reserve to accommodate the Eco Time-Share Project (40 units) and Eco Estate Project (20 units) underwritten by Rand Merchant Bank and marketed by Rand Consolidated Property Holdings. Implementation, monitoring and compliance of the Environmental Management Plan:

- Erection of 40 km game fence and electrification for the incorporation of the land parcels;
- Capture and relocation of Buffalo and Rhino to the new land parcels;
- Relocation via road of 2 adult Elephants from Zimbabwe to Mabula Game Reserve;
- Capture and relocation of a breeding herd of 5 elephants from Mabula Game Reserve to Thorny Bush Game Reserve;
- Construction of quarantine boma for Elephants;
- Construction of Lion enclosure of 100 ha according to Dept. Nature Conservation standards;
- Aerial game counts, darting, veterinary support service and culling;
- Layout and construction of road network, game paths and waterholes on land parcels;
- Oversight and sub-contractor management on the construction of 3 dams;
- Creation of fire-breaks and formulation of fire control plan;
- Monitoring and mitigation of soil erosion;
- Support and co-ordination of the Leopard research project undertaken by Pretoria Mammal institute of research Dr Grimbeek;
- Reporting and protection of all environmental and ecological process in the operating environment of the game reserve.

PROJECT MANAGER

Promoted to Project Manager, responsible for overseeing the construction and development of the above said Eco Time-Share Project (40 units) and Eco Estate Project (20 units):

- Responsible for reviewing all project documentation;
- Implemented systems to provide energy, water, sanitation, waste disposal at the project;
- Worked closely with Architects, sub-contractors to make sure that each phase of the development was completed on time and within building standards;
- Updated marketing teams on progress and sign-off of completed units for sale;
- Managed local labour force, site security, vehicles and equipment;
- Interacted and monitored sub-contractors in terms of delivery, time-frame and specification;
- Responsible for assembling and monitoring teams for each phase of the project;
- Chaired management, sub-contractor and site meetings;

- Managing the physical dimensions impact and ecological sensitivities of the project;
- Liaison with environmental manager regarding the impact the development and supporting activities was having on the environment and to what measure to take to mitigate;
- Wild animal control and safety at development;
- Monitoring of the impact of the development of the existing tourism product.

APRIL 1985 – FEBRUARY 1986

SABI SABI GAME RESERVE

GAME RANGER

I was tasked with ensuring that guests enjoyed a professional, secure and informative big-five bush experience bordering the Kruger National Park:

- Conducted game drives and walks in Big-Five reserve;
- Interpret wildlife behavior;
- Imparted information on all aspects of the environment in an informative and interesting manner;
- Guest empathy and understanding.

MILITARY CONSCRIPTION

JANUARY 1983 – JANUARY 1985

- Served in the South Africa Medical Corp

EDUCATION

DECEMBER 1982

DAWNVIEW HIGH SCHOOL

MATRIC HIGHER GRADE

SUBJECTS PASSED

- English
- Afrikaans
- Physical Science
- Geography
- Biology

INTERESTS & ACTIVITIES

- | | |
|---------------------|---------------------|
| • Political Science | • Political History |
| • Law | • Socioecology |
| • Business | • Bird Watching |
| • Classical Music | • Gardening |
| • Golf | • Reading |