

The Winelands Agro-Port / Special Economic Zone: PPP Presentation to the Witzenberg Municipality



11 August 2017

Presented by:
The Silverdale Projects' Team
(Incorporating Mwelase-Korffie)

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Discussion Points Today

- **Purpose of this Presentation**
- **The Winelands Agro-Port / SEZ Business Planning Process**
- **Understanding Public Private Partnerships (PPPs)**
- **Understanding the SEZ Application Process**
- **Understanding Multi-Modal and Inter-Nodal Transport**
- **The Way Forward**


Purpose of this Presentation

Mapping the Way Forward



Today
11 Aug

- The presentation is crucial to realise the envisaged roll-out steps of the business planning for the Winelands Agro-Port (SEZ)
- The Witzenberg Town Council would consider the following:
 - The run-up to the submission of the required application letter to National Treasury for the required registration of a Public Private Partnership (PPP) for the development of the Winelands Agro-Port as a future potential Special Economic Zone (SEZ)
 - Confirmation of correspondence to parties:
 - Letter of Appointment of Silverdale Projects, incorporating Mwelase Korffie
 - Compliance Letter from Western Cape Government (14 March 2017)
 - Letter to Transnet (29 March 2017)
 - Letter to National Treasury as application for PPP Registration (July / Aug 2017)
 - Confirmation of the latest suggested letter to National Treasury:
 - To finalise the proposed letter to the Chief Director for the PPP Unit of National Treasury (Mr. Tumisang Moleke)
 - For PPP Unit at National Treasury to confirm the exact next steps to craft the way forward for the PPP registration process



We
are
here
11 Aug

Purpose of this Presentation

Multiple Phased-Development

- The establishment of the proposed Winelands Agro-Port, as a future Special Economic Zone (SEZ), was to be conducted in multiple phases:
 - **Phase 0:** Establishing Silverdale Projects' (incorporating Mwelase Korffie) as Lead, Consulting Unit, Project Management Unit (PMU), Professional Team (including Technical and Specialist Team)
 - **Phase 1:** Feasibility Study for Agro-Port initiative, based on available data and information, including a workshop discussion
 - **Phase 2;** Business Plan including consideration of the following:
 - To set up Special Purpose Vehicle (SPV) ;
 - To set up Steering Committee to work as interim Board of Directors;
 - To set up the proposed Agro-Port;
 - To apply for possible designation as a Special Economic Zone (SEZ);
 - **Phase 3** Preparation and submission of the required applications for PPP formation, SEZ designation and funding for the following;
 - Designation of the Agro-Port as a Special Economic Zone (an SEZ);
 - Public funding (all levels of government), e.g. Critical Infrastructure Programme (CIP) and Municipal Infrastructure Grant (MIG) Programme; and
 - PPP and SEZ arrangements and private funding from interested investors
 - **Roll-out Phases** as agreed by Witzenberg Municipality & Stakeholders



**We
are
here
now**

Discussion Points Today

- Purpose of this Presentation

- **The Winelands Agro-Port / SEZ Business Planning Process**

- Understanding Public Private Partnerships (PPPs)

- Understanding the SEZ Application Process

- Understanding Multi-Modal and Inter-Nodal Transport

- The Way Forward

Business Planning Process Outcomes

Business Plan Considerations

- The Engagement Team prepared the Business Plan to provide focus for the future implementation roll-out of the Winelands Agro-Port as the future Winelands Special Economic Zone (an SEZ)
 - To provide an independent and objective review of the current agro processing and fresh produce development needs in and around the Witzenberg Municipality's geographical area;
 - To propose recommendations for development of the proposed Agro-Port;
 - To provide a document to source funds for the development, construction, commissioning and operationalisation of the proposed Agro-Port;
- Factors were illustrated in support of the proposed development:
 - Proposed nature and extent of:
 - Bulk infrastructure and utility services' processing facilities and support services;
 - Investment opportunities that presented themselves;
 - Community, political and industrial buy-in requirements; and
 - Opportunity to support the local, district, regional, provincial and national growth plans through the optional / possible development initiatives
- A financial model was developed and applied for extension to modelling financial considerations for individual investors and interested tenants

Business Planning Process Outcomes

A Reminder of the Outcomes

- The multiple Phased Approach to Business Planning:
 - Project Initiation: **Completed**
 - Status Quo Assessment and Data Availability: **Completed**
 - High-Level Feasibility: **Completed**
 - Detailed Feasibility: **Completed**
 - Business Plan: **Completed**
- Outcomes of the Business Planning Process were presented at work sessions with representatives of the Witzenberg Town Council:
 - Approach for concept, infrastructure, agro-processing & industrial development
 - Approach for establishing the multi-modal and inter-nodal facilities
 - Submission and approval of feasibility and business planning reports
- **Next Steps / Way Forward** would include:
 - All surveys and assessments for statutory compliance
 - BEWI & services' planning
 - Review of financial model outcomes
 - Pre-FEL process with Transnet (Transnet Freight Rail, TFR)
 - Acquisition of property for the Agro-Port / SEZ development
 - Formation of a PPP (Public-Private-Partnership)
 - Investment promotion with Investors and Industry
 - Applications to source funding
 - Application for SEZ designation
 - ***Ceres Airport to be incorporated in extended Winelands Agro-Port / SEZ development for broader multi-modal & inter-nodal transport and logistics***



New Addition

Business Planning Process Outcomes

Timelines for Consideration

- Realistic guideline timeframes and progress for discussion and approval:
 - Phases are allowed to be executed in parallel

Phase		Weeks	Status	Authority to proceed with next Phase
Phase 0	Project Initiation	-	Completed	Signed contract and reporting structure
	Inception Report	-	Completed	Finalised Inception Report
Phase 1	Pre-Feasibility & Feasibility	7 weeks [Shortened]	Completed	Signed-off Feasibility Report
Phase 2	Business Plan as Bankable Document	8 weeks [Shortened]	Completed	Submitted for Sign-off of Business Plan
			Completed	Signed-off Business Plan
TOTAL		15 weeks		
Phase 3	Application for PPP Status	TBC	Planned	PPP Application submitted
	Application for Funding			Funding Applications submitted
	Application for SEZ Designation		Planned	SEZ Application submitted
Roll-out Phases	Procurement, Construction and Commissioning	TBC	Planned	Approved Tender Process, Appointment of Contractor Handover to SPV
	Operations' Roll-out	TBC	Planned	Approved SEZ Application

Business Planning Process Outcomes

Conclusions from the Business Plan

- Business planning was undertaken given outcomes of an assessment of agro-processing industry in RSA and Western Cape;
- Need for Agro-Port / SEZ was based on value chain, specific products cultivated and produced and support from levels of government;
- Challenge is to ensure business planning process leads to sourcing of funding for the development and operation of the Agro-Port / SEZ;
- Financial model will be improved on during the roll-out processes;
- Roll-out phases will require more attention to business development imperatives, effective and efficient deployment of precincts together with Agricultural Food Processing Sector and related Industries;
- In considering the roll-out of the proposed Winelands Agro-Port / SEZ Development a number of interested parties have to provide formal letters of interest and intent for their participation in the development:
 - This will be the main aim of the roll-out of the business planning process for the Winelands Agro-Port / SEZ at Wolseley by engaging the entire Wolseley-Ceres-Tulbagh area in the Cape Winelands
 - *Ceres Airport to be incorporated in the extended Winelands Agro-Port / SEZ development as part of broader multi-modal and inter-nodal transport and logistics*
- Next phases of the proposed Agro-Port (as a future SEZ) development to entail applications for PPP registration, SEZ Designation and for sourcing funding



**New
Addition**

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Understanding PPPs

Definition and Tests for a PPP and an Introduction

- A PPP is defined in South African Law as “a contract between a government institution and private party”, where:
 - The private party performs an institutional function and/or uses state property in terms of the output specifications;
 - The private party assumes substantial project risk(financial, technical, operational) which is transferred to the private party; and
 - The private party benefits through unitary payments from government budgets and/or user fees
- Three tests for a PPP:
 - Appropriate risk transfer
 - Affordability
 - Value for money
- This “Introduction to PPPs” represents an extract from a presentation that was made by the Government Technical Advisory Centre of National Treasury:
 - It does not purport to be an all inclusive representation of all the required processes that have to be followed; but
 - It does link the concept of a PPP with the concept of an SEZ



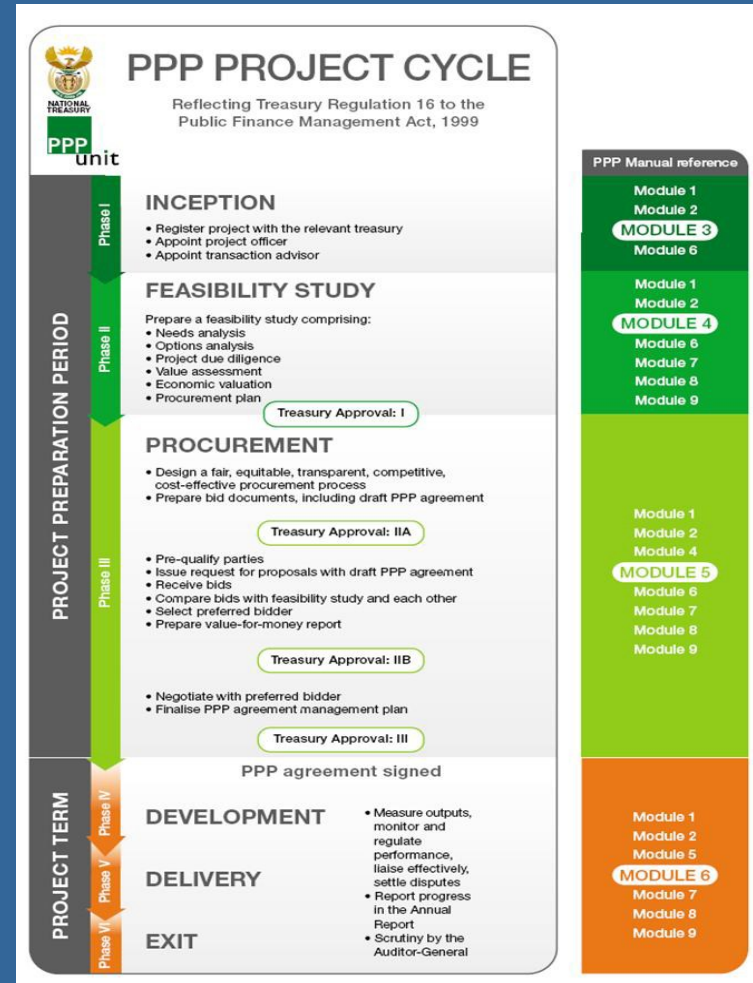
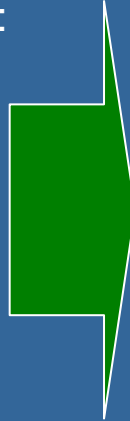
SEZs in Action –

Public Private Partnerships (PPPs)

Understanding PPPs

The PPP Project Cycle

- A set PPP project cycle applies:
 - Inception
 - Feasibility Study
 - Procurement
 - PPP agreement management
- Documents to be submitted for application for registration as a PPP:
 - The Advertisement, Terms of Reference and Tender documentation
 - The appointment letter for Silverdale Projects
 - The Agreement between Witzenberg Municipality and Silverdale Projects
 - The Executive Summary, Feasibility Report and Business Plan for the Agro Port business planning process



Understanding PPPs

South African PPP Processes: Inception & Feasibility

- Important to understand that SOEs are *not* bound by PPP laws
- Inception
 - Government Department registers project with PPP Team
 - Meets with team to discuss
 - ❖ Nature, parameters of the project
 - ❖ Appointment of Project Officer
 - ❖ Procurement of Transaction Advisors
 - Procures Project Officer
 - Procures Transaction Advisor
 - Avails Project Development Account
- Feasibility Study
 - Needs analysis
 - Options analysis
 - Project Legal Due Diligence
 - Value Assessment
 - ❖ Public Sector Comparator (PSC)
 - ❖ Risk-adjusted PSC
 - ❖ Private Sector Reference
 - ❖ Value-for-Money determination
 - Economic Valuation
 - Procurement Plan
 - ❖ Environmental/other consents
 - **Treasury Approval (TA I)**

Understanding PPPs

South African PPP Processes: Procurement

- Procurement
 - Fair, equitable, transparent, competitive, cost-effective bid process
 - ❖ Request for Qualifications (RFQ) - Short List
 - ❖ Request for Proposals (RFP)
 - **Treasury Approval IIA (TA IIA)**
 - ❖ Issue RFP to short-listed bidders
 - ❖ Compare with feasibility study and each other
 - ❖ Select preferred bidder
 - ❖ Prepare value-for-money report
 - **Treasury Approval IIB (TA IIB)**
- Procurement (continued)
 - Negotiate with Preferred bidder
 - Prepare PPP Agreement Management Plan
 - **Treasury Approval III (TA III)**
- PPP Agreement Management
 - Development
 - ❖ Obtain environmental/other consents
 - ❖ Construct infrastructure
 - Delivery
 - ❖ Service delivery
 - Exit
 - ❖ At expiry, Government Department takes over

Understanding PPPs

Typical project Examples closed by the SA PPP Team

- Health Care, including medical equipment installation, operation and maintenance, hospital co-location, provision of renal dialysis services, and hospital refurbishment, maintenance and operation at various hospitals
- Office Accommodation, for financing, design, construction, maintenance and operation of office accommodation facilities for government departments
- Toll Roads, for commercial and tourism activities
- Distribution of social grants, including the accounting therefor
- Fleet Management for the provision and maintenance of motor vehicle fleets for government departments
- IT for the provision, maintenance and upgrading of IT equipment for government departments
- World Heritage Site for the design, construction, maintenance and operation of the Cradle of Humankind World Heritage Site
- Rapid Rail for the partial financing, design, construction, maintenance and operation of a Rapid Rail system

Understanding PPPs

Eligible SEZ Structures & Benefits

▪ **PPPs as Eligible SEZ Structures:**

- Over the past years, PPPs have demonstrated that they are a highly efficient and effective mechanism for providing economic development infrastructure at the levels of government
 - ❖ **Thus, section 23(1) of the Act has designated PPPs at the local, provincial and national levels as being appropriate vehicles to assist government in realising its economic development aspirations**
- SEZs have had a significant impact driving industrial and economic growth internationally and Government has identified this mechanism as a means of contribution towards its economic growth and development goals
- Government is committed to support and facilitate the designation, regulation and development of SEZs in SA at all levels of government

▪ **Benefits for Government, Investors, Public & Private Sector :**

- PPPs allow government capital and operational budgets to go further
 - ❖ **The Private Sector finances, designs, builds, operates and maintains**
- Investors are assured of payment if they perform according to contract
- Public sector is ensured that payments will only be issued if services are provided on time and up to contractual standards
- Private sector as recipients of government services are assured of services meeting contractual standards in most efficient, cost-effective manner
- An SEZ PPP is only entity that can be both SEZ licensee and SEZ Operator

Understanding PPPs

Policy Implementation Roles

- The SEZ Act is an important step forward in encouraging the economic development of South Africa, particularly in terms of the “import/export gap”
- In South Africa the Constitution imposes developmental mandates for local and district municipalities, provinces and national departments:
 - (SEZ) PPPs provide an immediate mechanism for implementing these responsibilities
- It is important that politicians and officials in all three spheres of government recognize their role in the development and implementation of SEZ in general and (SEZ) PPPs in particular:
 - In point of fact, virtually every SEZ in South Africa will involve the cooperation and participation by a local municipality, a district municipality, a province, and one or more National Departments
 - The active participation of the private sector in the development and implementation of (SEZ) PPPs will provide a mechanism for this necessary cooperation

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Understanding SEZs

The SEZs and the SEZ Fund

- **The Special Economic Zone (SEZ):**

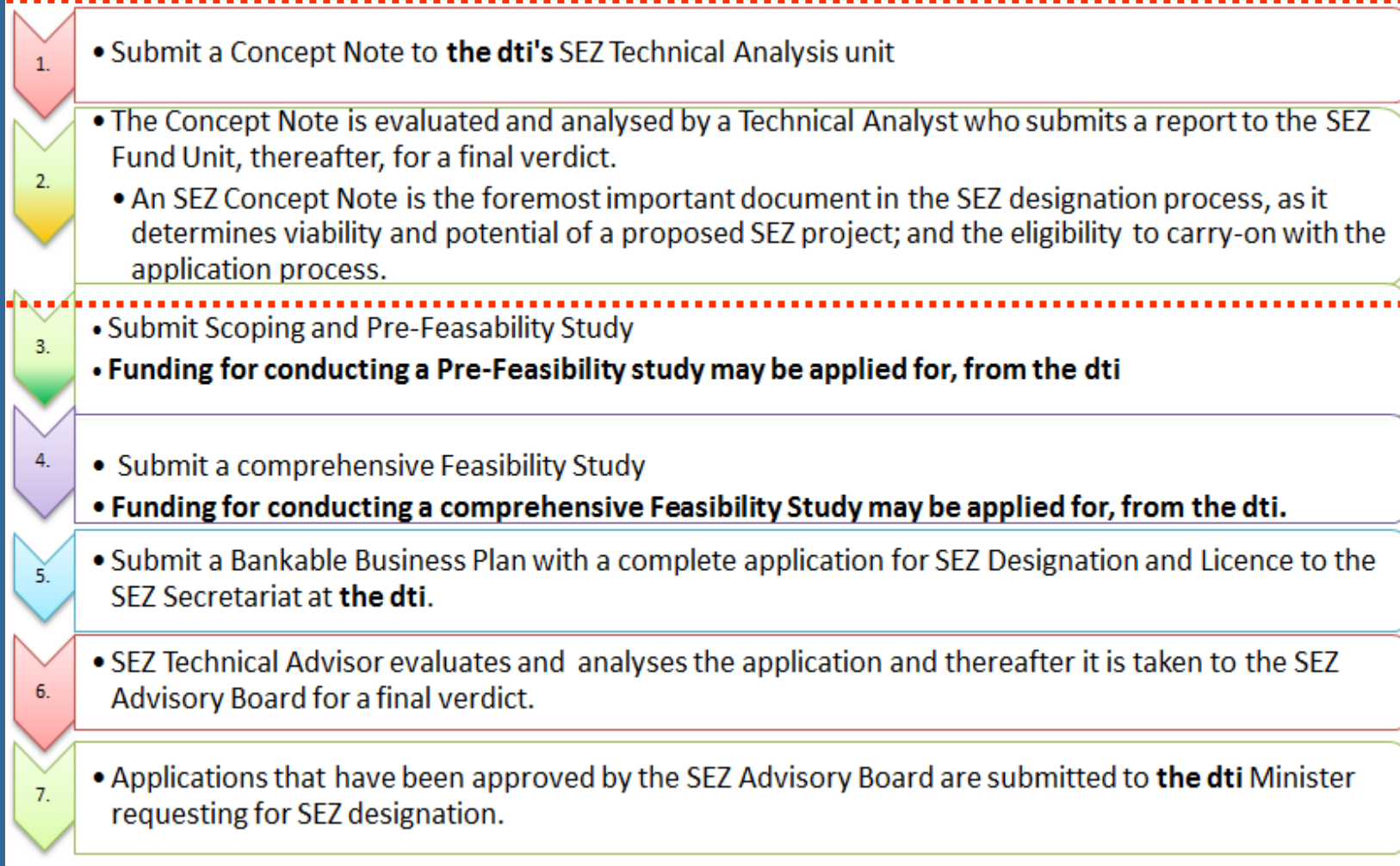
- **The application must be for a Special Economic Zone**
 - As a new special economic zone or for wishing to grow and expand existing special economic zone
 - An SEZ Sector could be specific or multi-sector focused within a single-site or multi-sites
 - **In this case the Winelands SEZ**
- **The applicant must either be a (an):**
 - IDZ Operator in terms of Manufacturing Act with a valid Operator Permit
 - Licensee in terms of Ch.5 of the SEZ Bill
 - SEZ Operator in terms of Ch.6, Section 30,32,33,36 of the SEZ Bill
 - Potential applicant in a case of a proposed SEZ with a business/concept proposal
 - Joint venture between a private and public sector institution
 - **In this case the to be formed Winelands Development Agency**

- **The SEZ Fund:**

- **Intention with the SEZ Fund:**
 - To provide funding for infrastructure and business development activities
 - To accelerated growth of manufacturing and internationally traded services
- **Objective:**
 - To support infrastructure provision to special economic zones (SEZs)
 - To leverage investment and encourage export-oriented growth of value-added manufactured products with an intention to increase exports of value added products and the flow of foreign direct investment
- **Support :**
 - **For** infrastructure development and business development services
- In this case the SEZ Fund is approached to support with the:
 - **Pre-feasibility, feasibility and business planning processes for the Winelands SEZ**
 - **Funding of the SEZ development**

Understanding SEZs

The SEZ Application Procedure



Current Process to be undertaken by Witzenberg Municipality

Understanding SEZs

Qualifying and Non-qualifying Cost & Feasibility Studies

- **Qualifying Cost:**

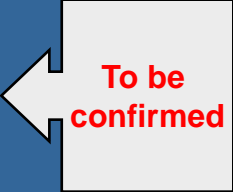
- **Infrastructure Development:**
 - General infrastructure
 - Selected top structures
 - Bulk infrastructure
- **Business Development**
 - Project pre-feasibility studies and feasibility studies
 - Technology testing
 - Training
 - Environment Impact Assessment (EIA)
 - General research linked to planned investment and clusters

- **Non-qualifying Costs**

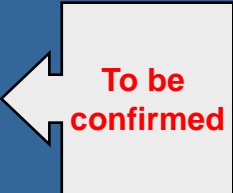
- Selected top structures where an investor has not been signed
- Customized factory buildings for investors
- General infrastructure outside the zone
- Social and recreational infrastructure
- Residential buildings and office parks
- Operational expenditure
- **Exclusions:**
 - Private industrial parks and other industrial park for infrastructure and business development

- **Feasibility Studies:**

- **Objective:**
 - Support feasibility studies to lead to bankable business/project plans resulting in establishment of new SEZs
- **Grant:**
 - Maximum grant cap for feasibility studies at **R20 million**
 - Maximum grant for pre-feasibility studies at **R5 million**
 - Maximum grant for feasibility studies at **R15 million**
- **Payment :**
 - Directly to the appointed service provider based on actual qualifying costs incurred as per approved milestones in the case of feasibility studies
 - Directly to the approved applicant in the case of the SEZs
- **Condition :**
 - Subject to confirmation of achievements by the responsible local or provincial government or its appointed agency.
 - One project will be funded per province subject to MINMEC approval



To be confirmed



To be confirmed

Understanding SEZs

Qualifying and Non-qualifying Cost & Feasibility ... (cont.)

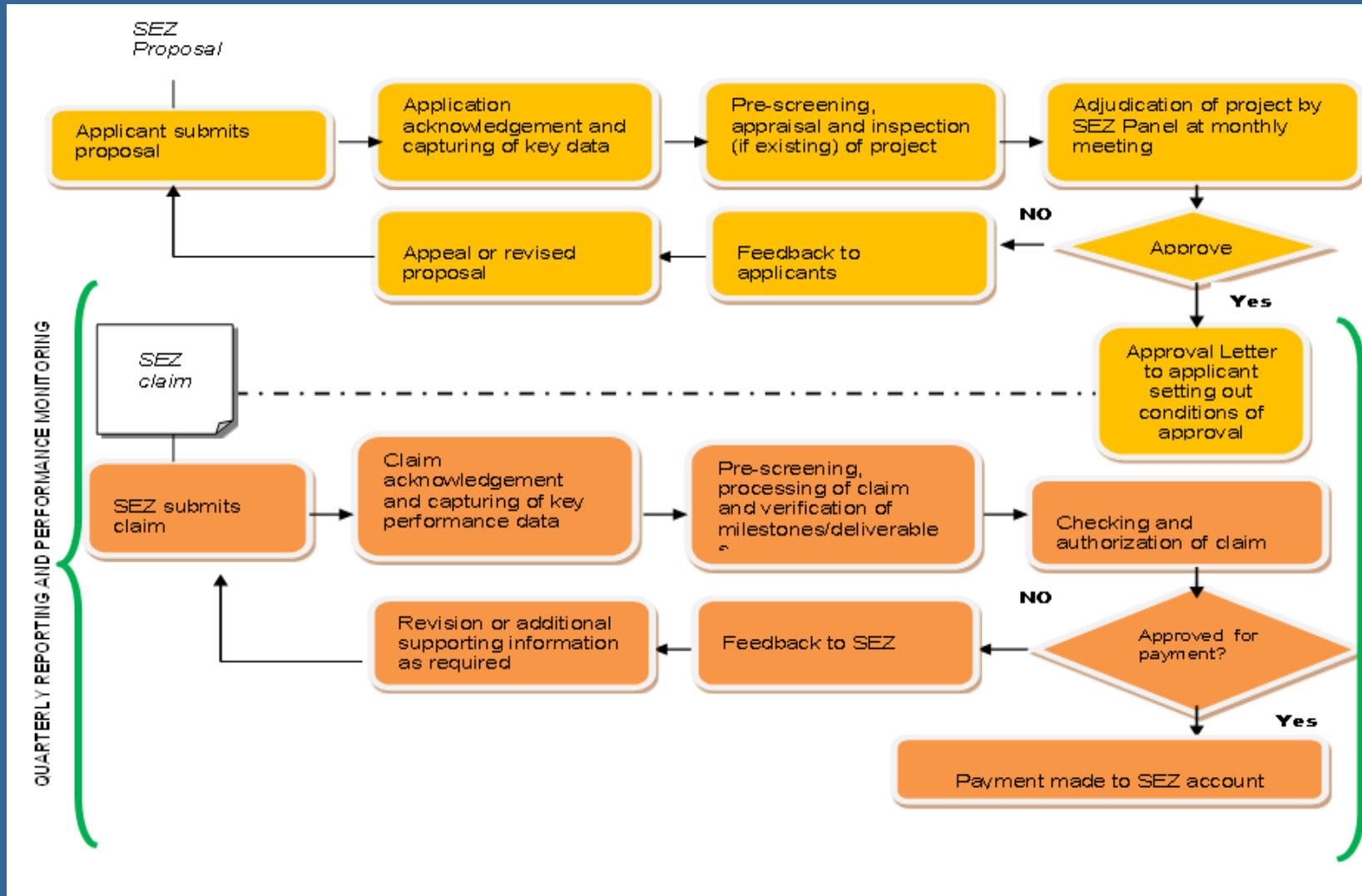
- **Grant Support**
 - Capped at maximum of **R250 million*** per financial year over a 10 year period and based on a cost sharing and subject to the availability of fund
- **First Disbursement**
 - Limited to 25% of approval amount and subject to signing of the approval letter agreeing on the terms and conditions
- **Subsequent Disbursement**
 - Subject to completion of agreed upon milestone(s) quarterly or bi-annually
- **Feasibility Studies For Establishing New SEZ**
 - 100% subject to the conditions of the fund and availability of funds
- **The business development expenditure** is limited to the cost of
 - project specific pre-feasibility studies,
 - feasibility studies,
 - technology testing,
 - training,
 - environmental impact assessment (EIA),
 - and general research linked to planned investment and clusters
- **Infrastructure development** includes
 - General infrastructure,
 - Include electrical sub-stations, water and sewerage storage, treatment and pumping, clearing and servicing of the land, fencing, land in fills, security and lighting, access road etc.
 - Selected top structures and
 - Preparation of the site for specific investor occupation to the zones.
 - The investor-specific infrastructure expenditure is limited to the cost of utility connections to bulk supply
 - Bulk infrastructure
 - Limited to multi-purpose and shared-services centres or generic top structure infrastructure

*Note:

The Fund will be capped at a maximum of R250 million (VAT exclusive) per SEZ financial year

Understanding SEZs

Application and Claim Process



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Multi-Modal & Inter-Nodal Transport

Overview of the FEL Process followed by TFR

EXAMPLE

- The process that is followed by Transnet Freight Rail (TFR) as an Africa-based transport and logistics operator could be considered to be over-laid across the suggested multi-phased and multi-staged approach described in the proposal;
 - The process is a structured process that defines the tasks, activities and deliverables in three "preliminary" project phases to maximize the opportunity for project success.
 - An project plan is created in three distinct Front End Loading (FEL) phases (i.e. FEL 1, FEL 2, FEL 3) to ensure a thorough capital and project analysis
 - During the first two phases of Front End Loading (FEL 1 and 2) – "visualization and conception"
 - all business opportunities are examined. As the benefits and risks of each opportunity are explored, the scope of the project at hand is refined and the number of options decreased
 - During the third FEL phase (FEL 3), basic engineering is completed as best option
 - FEL provides detailed understanding of a development project
 - To minimize changes during later phases of project execution
 - To cover thorough definition of objectives and project scope, planning of its execution and obtaining buy-in from all stakeholders prior to project sanction or full budget approval
 - Between each FEL phase, peer reviews are conducted
 - Peer reviews provide a chance for executives and employees who are not intimately involved with the project to evaluate the plan as it is created and to offer recommendations

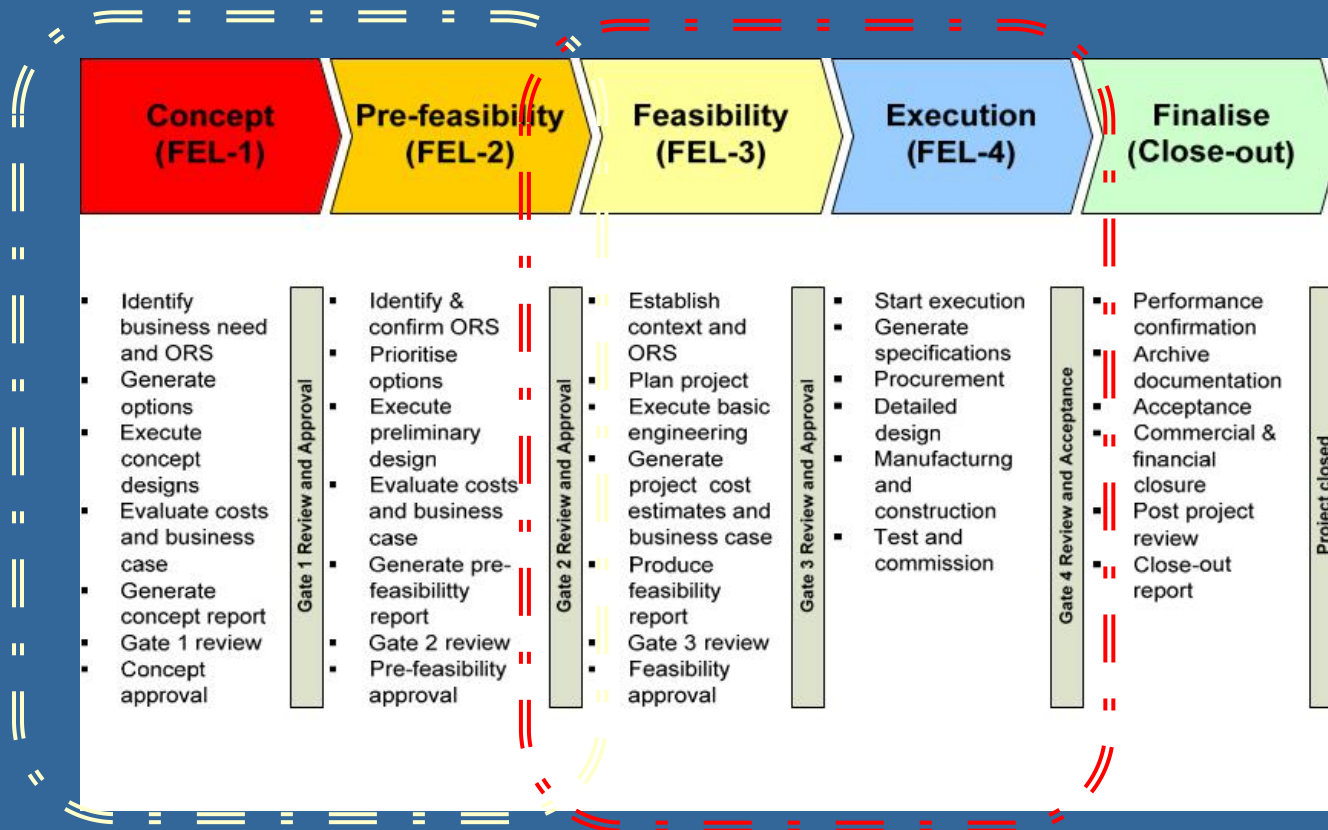
FEL-1	FEL-2	FEL-3
<ul style="list-style-type: none"> ● Material balance ● Energy balance ● Project charter 	<ul style="list-style-type: none"> ● Preliminary equipment design ● Preliminary layout ● Preliminary schedule ● Preliminary estimate 	<ul style="list-style-type: none"> ● Purchase-ready major equipment specifications ● Definitive estimate ● Project execution plan ● Preliminary 3-D model ● Electrical equipment list ● Line list

Multi-Modal & Inter-Nodal Transport

FEL-1 & FEL-2 to lead into FEL-3 and FEL-4

EXAMPLE

- **Project Lifecycle Process**’ need strictly to be followed:
 - FEL 3 and 4 to feed off the outcomes of the FEL-1 and FEL-2 processes
 - To establish context, detailed design and container terminal feasibility



Multi-Modal & Inter-Nodal Transport

Support Category Approach

- **Benchmarking** invariably needs to be undertaken to identify research and consider issues relevant when designing a multi-modal terminal type development:
 - The following “Multi-modal Freight and Passenger Operations” aspects rare identified:
 - Multi-modal transport
 - Terminology
 - Load units
 - Carrier craft, i.e. wagons for rail transport
 - Lifting equipment
 - Alternative systems
- **Multi-modal Transport**
 - Multi-modal transport deals with carrying freight and passengers using specially designed carrying and cargo protecting **units that can be swapped between several transport modes**
 - This avoids unloading and reloading of individual items but results in a lower overall payload due to the duplicated load-bearing elements of the transport vehicle and the load carrying units.
 - As a transport system, multi-modal business **tries to combine specific advantages of otherwise competing transport modes**
 - In some countries, road vehicles used mainly for intermodal transport get a tax redemption and these may carry a heavier load, thus commercially compensating for the higher dead weight of the units carried.



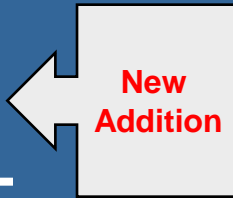
Multi-Modal & Inter-Nodal Transport

Support Category Approach (cont)

- Inter-nodal terminals are the transfer points and must take into account the very different properties of the transport modes involved:
 - e.g. road with single load-units carrying stochastic traffic flows
 - as compared to transport by trains based on timetabled transport of consolidated loads
 - and transport by airplane based on timetabled transport of passengers and freight
- In the inter-modal business, many terms are used synonymously that have different meanings.
 - Multi-modal is any transport that uses more than one transport mode
 - Inter-modal are transports with load units swapped between transport modes
 - Combined transport has most of the route travelled by rail or by ship to reduce road usage, minimum distance covered by rail/ship 100 km, maximum distance covered on road 150 km at either end, as defined in the EEC paper 92/106.
- Opportunities are being created for the establishment of various downstream and upstream transport, logistics, as well as sector establishment and growth initiatives.
- The description of inter-modal business aspects is usually based on standardised, widely accepted technology, focusing on transport legislation in parts of the world:
 - i.e. activities of the member countries that are co-ordinated and where special funding is available for research and operational expenses.

Multi-Modal & Inter-Nodal Transport

Ceres Airport Development Considerations



- **Extending the Agro-Port / SEZ multi-modal and inter-nodal development:**
 - To include Ceres Airport
 - To confirm site feasibility for possible development
 - Included in future FEL process steps and the further detailed concept engineering studies
- **General Specifications to be confirmed for the extended development area**
 - Perimeter and internal fence area
 - Number of access and egress points (multi-modal transport)
 - Number of modes & nodes to be supported
 - Administration building requirements
 - Maintenance Area requirements
 - Hangar requirements
 - Maintenance, Repair and Overhaul (MRO) requirements
 - Bulk and Passenger Terminal requirements
 - Landing, taxi way and hard stand requirements
- **Transnet (TFR), Airport Authorities and Airport Development Team to engage**
 - To confirm the mutual understanding of handling and terminal supply and demand
 - To prepare and review the urban and detailed architectural terminal design
 - To exchange CAPEX experience for development of the Inter-modal Terminal
 - To exchange OPEX experience for operationalisation of the Terminal
 - To consider relevance of other mode and node developments and implications

Multi-Modal & Inter-Nodal Transport

Support for the Inter-modal Hub

- Core activity for the entire road, rail and air hub would be
 - Multi-modal and Inter-nodal facilities and services for transport and logistics for inbound & outbound products (and passengers?)
 - Storage of value-added products
 - Retail facilities and services (as required)
- Transnet & Airport Authority leadership guidance sought from the onset
 - Inter-modal service to be at centre of the extended hub transport and logistics
 - Infrastructure to handle passengers, containers, bulk & multi-industry products
 - Additional infrastructure to be added in the long run depending volume growth
- Hub establishment & improvement (over time) to result in job opportunities
 - Temporary, construction and sub-contractor jobs
 - Permanent jobs
- Transport and other Statutory Authorities to take full responsibility in leading the development and operations for extended inter-modal terminal
- Agro-Port / SEZ developers expect Authorities & extended hub operator to initially conduct joint hub marketing to attract road, rail and air transport and logistics' customers

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Winelands Agro-Port / SEZ Project

The Way Forward: PPP Action Planning

- Requirements for the PPP process are confirmed by the Municipality
- A Letter is prepared by the Witzenberg Municipality for submission to National Treasury:
 - To declare the interest in registering a Public Private Partnership (PPP) for the envisaged Winelands Agro Port (as a potential future SEZ)
 - To acknowledge the definition and process for registration of a PPP
 - To confirm the Private Partner of the PPP
 - To confirm compliance issues that have to be met
- National Treasury will respond by requesting the following documents that have to be prepared for submission:
 - Advertisement, Terms of Reference and Tender documentation
 - Appointment letter for Silverdale Projects, incorporating Mwelase Korffie
 - Agreement signed between Witzenberg Municipality and Silverdale Projects as parties to the PPP
 - Business Planning Process documentation:
 - The Executive Summary
 - The Feasibility Report
 - The Business Plan
- Comply with **the dti's** requirements for application for designation of the Winelands Agro-Port

Thank You

Questions

