

eMadlangeni Local Municipality

Development of Tourism Sector Strategy & Implementation Plan

Project Design and Implementation Plan Report

March 2015



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12 March 2015

Dear Ms Zondi

DEVELOPMENT OF A TOURISM SECTOR STRATEGY AND IMPLEMENTATION PLAN FOR THE EMADLANGENI LOCAL MUNICIPALITY

We have pleasure in presenting our Project Design and Implementation Plan Report.

The opinions and recommendations contained in this report are based on such information as was available to us at the time of our research and the study is based on estimates, assumptions and other information developed by us from our independent research, general knowledge of the industry, and from consultations with the Client and its representatives. We assume no responsibility for inaccuracies in reporting by the Client, its agents and representatives or any other data source used in preparing or presenting our study.

In performing our procedures, we have assumed and relied upon, without independent verification, the accuracy and completeness of the information provided to us or otherwise received by us for the purposes of this report, whether in writing or obtained through research or discussions with various parties including the Client and its representatives, and we have not assumed and do not assume any liability therefore.

To the extent that our advice is based on unaudited information provided to us, obviously we cannot accept responsibility if such information (and therefore advice based on it), is incorrect

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Our report is based on the current economic and regulatory conditions. It should be understood that subsequent developments may affect our conclusions which we are under no obligation to update, revise or affirm. Therefore, as is customary with studies of this nature, we advise that the Client ensures that all data and conclusions are reviewed and updated from time to time to take account of changing conditions.

Our report is solely for the information purposes of the Client. Our complete report may be used for presentation to relevant third parties, however, we require that you inform us in writing of all parties to whom the report is made available. Our report may not be quoted or distributed in part without our prior written consent.

We trust that the report will prove useful for your purposes. We would, of course, be pleased to discuss any aspect of the report with you in more detail should you so require.

Yours sincerely

Christelle Grohmann

Director

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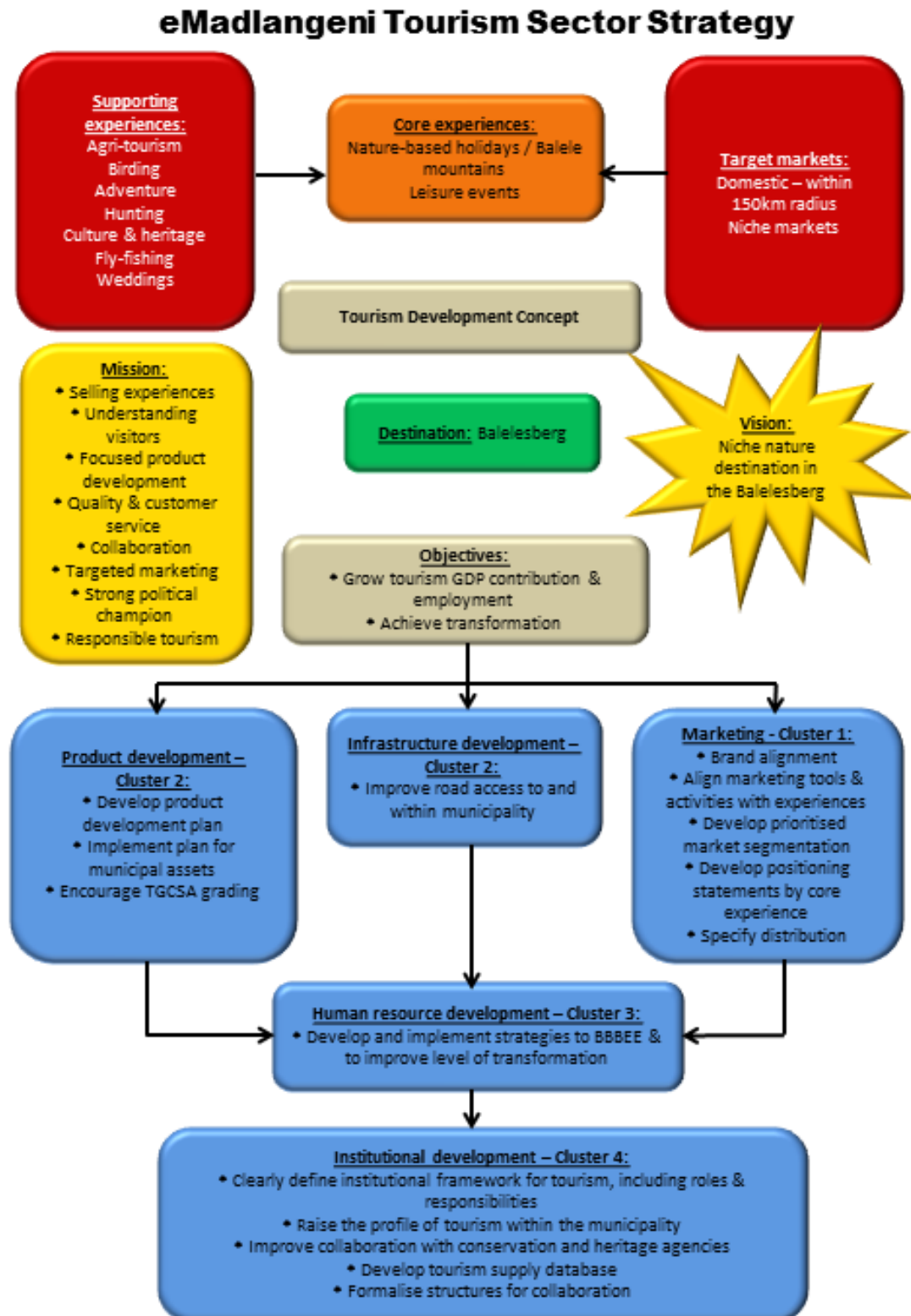
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Section 1 – Tourism Strategy Summary

1. Tourism Strategy Summary
2. Implementation plan for priority actions
3. Project design for priority projects
4. Budget

The tourism strategy of the eMadlangeni municipality is summarised in the diagram below. It provides an overview of the strategy and includes the prioritised actions to achieve the vision for tourism in the eMadlangeni municipality.



The approach to the implementation of the strategy is outlined below:



And the prioritised investment projects for tourism product development are:



Section 2 – Implementation plan for priority actions

1. Tourism Strategy Summary

2. Implementation plan for priority actions

3. Project design for priority projects

4. Budget

2.1 Introduction

This section outlines the implementation plan for the eMadlangeni Tourism Strategy, and should be read in conjunction with the tourism strategy report. The implementation plan details only the priority strategic actions. Should additional budget be secured, or the priority strategic actions be completed ahead of time, other strategic actions may be considered as outlined in Section 4.5 of the Tourism Strategy report, starting with those actions that are second in prioritisation.

The eMadlangeni Municipality has the ultimate responsibility for the implementation of the tourism strategy to ensure the development of tourism in their jurisdiction. Given that there are currently no municipal official(s) with responsibility for tourism within the eMadlangeni municipality, it is recommended that the municipal manager designate responsibility to an official within the municipality **to ensure that projects and budgets for tourism are included in the municipal IDP**.

This official can then also act as liaison with the CTO (community tourism organisation) who can partner with the municipality on the implementation of certain projects. A formal tourism forum for eMadlangeni should meet on a regular basis to discuss tourism matters as outlined in the institutional framework recommendations in the Tourism strategy report (section 5).

For 'responsibility', these have been separated into two separate types, i.e. pro-active where the municipal official, once he/she is appointed, control implementation of the specific action, and responsive where the municipal official encourage or support implementation of the specific action.

2.2 Cluster 1 - Marketing

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
1.1 Align the eMadlangeni tourism brand to new Brand South Africa tourism brand format as specified by SAT and as per the provincial branding of TKZN	a. When developing a tourism brand for eMadlangeni, ensure that the brand architecture aligns to provincial and district brand format.							✓		Time cost	See Section 4	eMadlangeni tourism branding and alignment implemented
	b. Ensure that the eMadlangeni brand is primarily experience orientated by including "Experiential" (i.e. what to do) tag lines and positioning materials to the brand architecture – no generic destination selling, always by core experience.							✓		Assistance by marketing specialist	R45 000 once off	New logo and experiential tag lines developed
	c. Communicate to all local tourism role players the tourism branding strategy, the branding materials available and how these can/may be used, and monitor the usage of branding within/by the municipality.							✓		Hard cost of new collateral	R250 000 once off	Brand communication material developed and rolled out. Number of checks on use of branding undertaken
1.3 Align marketing tools and marketing activities with Experience based Positioning of eMadlangeni Municipality	a. Review all marketing tools based on tourism experience based positioning of eMadlangeni, prioritise which tools are most appropriate to use and either adjust existing marketing tools or develop new tools as is required. Particularly identify and develop tools that are targeted rather than "destination awareness" orientated. Implement the critical marketing tool recommendations, i.e. the development of a website.							✓		Hard cost of new collateral	Included in 1.1c above	Website developed List of prioritised marketing tools developed
	b. As part of the marketing tools, develop a detailed tourist guide to the destination – in printed and electronic format – which provides detailed tourist							✓		Hard cost of new collateral	Included in 1.1c above	Detailed tourist guide developed

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
	c.							✓		Hard cost of new collateral	Included in 1.1c above	List of priority marketing activities in place
1.4	Develop eMadlangeni Municipality prioritised tourism market segmentation	a.						✓	✓	Time cost	See Section 4	Market segmentation grid developed based on strategy recommendations
	b.							✓		Time cost	See Section 4	Market segment focus specified for 5 years based on tourism strategy recommendations
	c.							✓		Time cost	See Section 4	Market segmentation grid that is based on core and supporting experiences

eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action		Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
1.5	Develop positioning statements by core experiences in line with overall branding	a.	Expand on the positioning statements for core experiences outlined in section 4.4.1.2 (Figure 4.9) when developing the eMadlangeni tourism brand identity.							✓		Assistance by marketing specialist	R50 000 once off	Positioning statements finalised and approved. Number of checks to monitor use of positioning statements
1.6	Specify the distribution to be undertaken by market segment	a.	Specify and implement the marketing tools to be utilised for core experience and key support experience market segments, i.e. specify which marketing tools will be used to promote each type of experience.							✓		Usage of tools	R300 000 per annum	Marketing tool recommendations implemented
		b.	Specify and implement the marketing channels to be utilised for core experience and key support experience market segments.							✓		Usage of channels		Marketing channel recommendations implemented
		c.	Specify and implement tourism packaging initiatives and link to route development initiatives.							✓	✓	Implementation of initiatives		Tourism packaging recommendations implemented

2.3 Cluster 2 – Product Development

eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action		Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
2.1	Develop product development plan for eMadlangeni	a.	Based on tourism experiences identified for eMadlangeni, undertake a product gap analysis to satisfy each experience (particularly core and key support experiences). Identify both product development and upgrade/improvement needs.							✓		Events and tourism projects (CAPEX, research and studies)	See Section 4 & tourism project implementation plans	Conducted as part of the tourism strategy
		b.	Prioritise locations for product development, type of development needed as well as likely developer (i.e. public sector – national, provincial, local – or private sector).							✓				Conducted as part of the tourism strategy
		c.	Prioritise locations for product upgrading/improvement.							✓				Conducted as part of the tourism strategy
2.2	Implement product development and investment plan in respect of local municipal tourism assets	a.	Liaise with the relevant departments/agencies to identify process for and challenges in proceeding with product development/improvement.							✓		Time cost	See Section 4	Number of meetings held, notes of meetings, key actions/decisions taken and impact
		b.	Develop business plans/feasibility studies for key projects that have a strong government asset base – particularly the Balele Game Park, Utrecht town entrance precinct and Utrecht Country Club.							✓		Fees for studies to be conducted		Included under tourism projects in Section 3

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
												implemented Refer to Section 3 for further details on implementation.
	c.	Lobby for these tourism product development projects (particularly catalyst projects) to be included in the IDP and allocated sufficient funding for implementation or undertake funding drive.						✓		Time cost	See Section 4	Project inclusion in IDPs, value of funding assigned
	d.	Execute the large scale government asset based product/project development projects.						✓		See 2.1	See 2.1	Number of projects successfully implemented, value of projects implemented, alignment to investment value targets
	e.	Improve government owned and managed tourism infrastructure by upgrading of facilities and services of local government owned and managed tourism infrastructure and encourage provincial government to upgrade their owned facilities and services (including heritage assets under Amafa).						✓		Infrastructure development	R250 000 per annum, from Year 2	Number of facilities upgraded, value of upgrades
2.8	a.	Make use of the TGCSA customer feedback system as well as public comment websites such as Hello Peter, Trip Advisor, etc to monitor quality and service levels within the Municipality.							✓	Time cost	See Section 4	Rating of eMadlangeni facilities, number of complaints
	b.	Ensure that the Municipality only supports graded organisations for government use/ events, etc. Also ensure that graded establishments are supported in						✓		Time cost	See Section 4	Grading indicated as a procurement requirement Preferential listing of

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
												graded establishments on the destination website
								✓		Time cost – with assistance from TKZN and Amajuba	See Section 4	Number of workshops conducted
2.11	Improve road access to and within the Municipality							✓		Time cost – with assistance from technical and roads departments of eMadlangeni and Amajuba, as well as KZN roads	See Section 4	Tourism roads identified & included in plans for upgrading

2.4 Cluster 3 – Human Resource Development

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
3.8	Develop and implement strategies to promote							✓		Fees for baseline study & monitoring	R50 000 once off for baseline	Conduct baseline study on number of businesses with scorecards, monitor

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
businesses with a BBEE scorecard and encourage businesses to improve their scores and reach the tourism charter targets											study, R35 000 pa thereafter for monitoring	changes to the number of businesses with scorecards
	b. Promote diversity in eMadlangeni tour packages/ excursions.							✓		Time cost	See Section 4	Addition of new tour packages/excursions to itineraries, number of tour/activity operators supported that are PDIs
	c. Encourage local government department procurement from BBEE rated/ compliant tourism enterprises.							✓		Time cost	See Section 4	Formulate municipal policy on local procurement from compliant enterprises

2.5 Cluster 4 – Institutional development

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
4.1 Clearly define the institutional framework for tourism in the Municipality	a. Refer to Section 5 of the tourism strategy for recommendations on the institutional framework for tourism in the Municipality.							✓		Tourism staff and financial support of the eMadlangeni CTO	See Section 4	Budgets assigned in IDP to tourism function and CTO

eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action		Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
				YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
4.2	Raise the profile of tourism within local government	a.	Refer to Tables 4.8 and 4.15 in the tourism strategy for recommendations on tourism awareness creation and capacity building. Encourage an understanding about tourism among the local councilors by taking them on a tour of the area, as one of the initiatives. Also liaise with the province to facilitate a half-day workshop on understanding the role of local government in tourism.							✓		Time cost	See Section 4	Number and type of initiatives undertaken All councilors having undertaken a tour of the eMadlangeni area Workshop facilitated to deepen understanding of local govt role in tourism
4.3	Improve collaboration with provincial nature conservation and heritage agencies	a.	Ensure that Ezemvelo and Amafa are represented at local tourism forums and ensure that communication channels are open.							✓		Time cost	See Section 4	Representation of Ezemvelo and Amafa on tourism forum, attendance at forum meetings
4.4	Develop a tourism supply database	a.	Update and maintain a tourism database of all tourism attractions, products, facilities and services in the Municipality, using the database developed as part of this strategy development process as a base.							✓		Time cost	See Section 4	Development of database, updates and maintenance of database on an annual basis
		b.	Implement an annual monitoring mechanism, e.g. supply audit, to ensure that the database is up to date.									Time cost	See Section 4	Conduct supply audit annually
		c.	Enforce compliance with the EDTEA registration system.									Time cost	See Section 4	Supply audit and review database from EDTEA to check registration of local industry, number of non-compliant businesses (this should decrease over time)
4.10	Promote and formalise structures to ensure	a.	Continue to work with the Utrecht CTO and encourage them to incorporate members from the wider									See 4.1	R100 000 per annum	Budgets assigned in IDP to Utrecht CTO

...implementation plan for priority actions

eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	Timing						Responsibility		Budget Description	Budget	Monitoring & Evaluation Performance Indicator
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6 +	Pro-active	Responsive			
collaboration and interaction within the public and between the public and private sector and communities in the Municipality	municipality.										(already included in 4.1)	

Section 3 – Project design for priority projects

1. Tourism Strategy Summary
2. Implementation plan for priority actions
- 3. Project design for priority projects**
4. Budget

3.1 Introduction

Table 4.8 of the tourism strategy report provides seven tourism projects as part of the Product Development Plan that could be implemented in the Municipality (subject to feasibility studies being completed). The following section provides the implementation plans for these projects, i.e.:

- Revitalise Balele Game Park
- Scenic outdoor recreation and tourist facilities;
- Events programme / Agriculture volunteer project
- Infrastructure for birding / avi-tourism / Holiday camp.

3.2 Project 1 – Revitalise Balele Game Park

Geographic Area of Relevance

The Balele Game Park surrounds the town of Utrecht, and there is currently a resort located to the north-east of the town alongside a dam in the reserve. The game fence of the reserve is currently being repaired, with fencing material already sourced, but labour to replace the fence not being readily available.

Project Context/Description

The Balele Game Park used to attract visitors to the area from neighbouring towns and areas, but because of poor maintenance and management, the resort has lost its attraction value. It has further not kept up with market changes, and need to adapt to a resort that provides for a market that needs more activities while on holiday. It therefore needs to be revitalized and upgraded to a family resort that is aimed at the mid-market KZN residents and visitors from nearby geographic areas outside of the province.

This project is envisaged to have the following main components:

1. Compile a draft development concept for the revitalisation based on the tourism strategy recommendations;

2. Undertake a feasibility study for the project to refine the concept;
3. Develop a business plan for the project;
4. Obtain suitable investors/partners for the project; and
5. Develop and operate the facility.

Compile a draft development concept for the revitalisation based on the tourism strategy recommendations

The draft development concept should identify the activities and other elements of the tourism strategy that can be provided for in the Balele Game Park. The concept document should further identify possible locations within the Balele Game Park that can be used for development. The concept should include a mix of accommodation, restaurant/s and activities, as well as facilities for hosting events such as school adventure camps and festivals. The camping grounds and ablution facilities should be expanded and a range of activities should be developed in the game park, including game drives, nature walks, 4x4 routes, mountain bike trails, hiking trails, etc. The activities could be developed with the local communities (e.g. one community owns the game drive vehicles and employ the driver guides for game drives).

In addition to the above, the development concept should include the upgrade of the town entrance precinct, which also forms the entrance into the Balele Game Park, as well as the upgrading of the Mangosuthu Arts & Craft Village at the entrance of the town into a place where local produce, as well as arts and crafts made in the area can be sold. The village can further serve the purpose of an information centre, as it is strategically located at the town and game park entrance, and good quality public ablution facilities and parking for tour buses should be included. General tourist guides should further be available to take visitors on tours of the area from the village.

The existing facilities within the Balele Game Park, including the caravan park, country club and game park fence, should also be upgraded as part of this project, and appropriate signage should be erected at strategic locations.

Undertake a feasibility study and develop a business plan for the project

The feasibility study should test the various elements of the draft development concept in the market to determine whether it would be a viable development. In addition, the feasibility study will advise on the required size and standard of the development, the types of facilities and services to be offered, the likely demand for the project and its various elements, the financial performance of the project and the returns for the facility and the likely investors for the project.

Based on the outcome of the feasibility study, finalise the development concept and compile a business plan that specifies how the project is to be procured, the likely organisational and marketing plans for the project, etc. The business plan is to be used as an investment document to attract potential bidders (if that is the route the Municipality will take).

It is also important to determine the economic impact from the project, particularly relating to stimulating tourist numbers to the area.

Obtain Suitable Investors/Partners for the Project & Develop/Operate the Facility

The project would then be advertised to the market and suitable investors and developers will be decided upon and the facility will be developed and operated accordingly. It is essential that the Municipality or other public sector stakeholders (e.g. Amajuba district municipality or Ezemvelo) identifies their involvement and cost in the development and operation of the facility to ensure budget and other resource availability.

Interventions Required

1. Draft concept development;
2. Undertake feasibility study & develop business plan;
3. Obtain suitable investors/partners for the project, including entering into development/use agreements with public sector stakeholders; and
4. Develop and operate the facility.

Stakeholders

The main stakeholders would be the eMadlangeni Municipality, as the Balele Game Park is a municipal asset, but it is necessary to determine from the outset which departments within the Municipality would undertake and be involved in respect of each intervention that is required. Constant coordination is essential and the identification of a suitable operator is critical to ensure that the facility is operated in a professional manner.

Table 3.1 Implementation plan for the revitalisation of the Balele Game Park

Project Plan Interventions	Timing						Driver	Other stakeholders	Cost Projection
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6+			
Draft concept development							eMadlangeni Municipality	CTO / Amajuba District (to provide input)	R30 000 once off
Undertake feasibility study & develop business plan							eMadlangeni Municipality	CTO / Amajuba District / EDTEA (to provide input)	R300 000 once off
Obtain suitable investors/partners for the project, including entering into development/use agreements with public sector stakeholders							eMadlangeni Municipality	Amajuba District / EDTEA (both tourism and environmental affairs) / NDT / Investment promotion agencies / Dept of Agriculture	To be determined – depends on procurement method
Upgrade, redevelop and operate the facility							eMadlangeni Municipality	Operator / Contractors	Estimated at least R40 million for upgrades and first 2 years of operation, including training of staff, guides, etc.

3.3 Project 2 – Scenic Outdoor Recreation and Tourist facilities

Geographic Area of Relevance

This project will apply to all areas within the Municipality that are deemed scenic and have potential to be of interest to tourists. This includes sites within the Balele Mountains, along major access routes and nature reserves/areas, e.g. Balele Game Park and Zaaihoek Dam. Parks within the Municipality also fall into this category. As the town of Utrecht falls within the Balele Game Park, scenic outdoor recreation could also be incorporated in the town itself.

Project Context/Description

This project is envisaged to have the following main components:

1. The research of existing areas/facilities/sites that could be incorporated into a Scenic Outdoor Recreational project for the Municipality;
2. The development of a Scenic Outdoor Recreational Programme for the Municipality; and
3. The implementation of the Scenic Outdoor Recreational Programme, including directional and interpretive signage.

Research of Existing Areas/Facilities to Incorporate into a Scenic Outdoor Recreational Project

As the basis of these projects is recreational and not only tourism, it means that such facilities could be created primarily for the use of local residents and then expanded for the use of tourism, thus the potential usage of these facilities could be increased. It is also important to link these facilities to other experiences, i.e. nature (e.g. Utrecht Country Club next to Balele Game Park entrance), adventure (e.g. mountain biking in the Balele Mountains), bird-watching, fly-fishing, etc. and particularly to look at using these facilities in the future for event hosting. Scenic viewpoints along key routes should also be considered (e.g. dedicated locations along the R34 where scenic photographs of the Balele mountains can be taken, etc.).

A detailed audit of all existing facilities (particularly those in the ownership of the Municipality or other public sector organisations) needs to be undertaken to identify all possible facilities that already exist that could be improved, upgraded or expanded to fulfil the role set out for this programme. As a starting point, the Utrecht Country Club and its sporting facilities should be assessed to determine the requirements for upgrading and improvement, and the walking trail currently being developed need to be linked to the recreation project. The walking trail should incorporate the development of interpretive signage (or alternative means of providing

information such as a mobile application or website) at the various heritage sites within the town of Utrecht so that walkers can also include these sites in their walk through the town.

At the same time, it is required to undertake an assessment of the area to determine whether there are undeveloped sites that could be developed for recreational purposes. It is vital during the research process to also undertake an assessment of what is available and what is being developed elsewhere in the district and the rest of KZN to ensure that future facilities are differentiated and wanted by the market and do not compare poorly to similar facilities elsewhere in the province. Access to public ablution facilities should be considered as part of each site development.

Develop a Scenic Outdoor Recreational Programme

Once this site/facility information is available it needs to be evaluated and high potential sites/facilities need to be identified and a development programme needs to be compiled. This programme should identify the type and extent of development to be undertaken, the timing and cost thereof as well as potential stakeholders, investors and funders. It should also identify possibilities for linkages between recreational sites.

Implementation of a Scenic Outdoor Recreational Programme

Careful consideration needs to be given as to the method used to manage the implementation of a Scenic Outdoor Recreational programme, i.e. who would drive the development of facilities within the Municipality? It is important to link up with other public sector organisations or departments, including the District Municipality, for budget and other resource purposes. Before actual implementation will commence, feasibility studies would be undertaken for each site and detailed development plans would be compiled. This would include the necessary environmental and heritage management plans where appropriate.

Interventions Required

1. Research/audit of existing scenic outdoor facilities/sites;
2. Evaluation of identified sites/facilities;
3. Selection of primary sites/facilities for development, and development of Scenic Outdoor Recreational programme;

4. Feasibility studies and development plans by facility/site;
5. Implementation of development, including directional and interpretive signage;
6. Monitoring of performance of facilities/sites;
7. Ongoing maintenance of facilities/sites; and
8. Promotion of facilities/sites for the use of local residents and visitors to the Municipality.

Stakeholders

The main stakeholder would be the eMadlangeni Municipality but it is necessary to determine from the outset which departments within the Municipality would undertake and be involved in respect of each intervention that is required. Relevant owners of sites must also be involved (e.g. Dept of Water Affairs at Zaaihoek Dam) and constant coordination is essential. The CTO is an important partner for this project, as they represent the operators that know the recreational opportunities in the area.

Table 3.2 provides the implementation plan for this project.

Table 3.2 Implementation plan for the scenic outdoor recreational programme

Project Plan Interventions	Timing						Driver	Other Stakeholders involved	Cost Projection
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6+			
Research/audit of existing scenic outdoor facilities/sites							eMadlangeni Municipality	CTO / Amajuba District for input	R50 000 once off
Evaluation of identified sites/facilities							eMadlangeni Municipality	CTO	In above cost
Selection of primary sites/facilities for development, and development of Scenic Outdoor Recreational programme							eMadlangeni Municipality	CTO	In above cost

Project Plan Interventions	Timing						Driver	Other Stakeholders involved	Cost Projection
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6+			
Feasibility studies and development plans by facility/site (1 per annum for 4 years)							eMadlangeni Municipality	CTO	R100 000 per site
Implementation of development							eMadlangeni Municipality	CTO with site/land owners*	Estimate R500 000 per site on average – some will cost more while others cost less
Monitoring of performance of facilities/sites							eMadlangeni Municipality	CTO	No cost only time
Ongoing maintenance of facilities/sites							eMadlangeni Municipality	CTO with site/land owners	Budget included in maintenance budget in section 2.3
Promotion of facilities/sites for the use of local residents and visitors to the Municipality							eMadlangeni Municipality	CTO	No cost only time (included in marketing budget)

*For example, Dept of Water Affairs at Zaaihoek Dam

3.4 Project 3 – Signature Event and Events Programme

Geographic Area of Relevance

The Events Strategy/Programme project will apply to all areas of the Municipality. The Events Strategy/Programme project should be utilised as a means to also geographically spread the benefits of tourism by incorporating/creating events in areas that are not strong in tourism assets or do not currently attract high tourist numbers, e.g. the land owned by traditional councils within the Municipality.

Project Context/Description

This project will have the following main components:

1. Initially, the development of one signature event for the eMadlangeni Municipality;
2. Once the signature event is established, the development of an Events Strategy for the eMadlangeni Municipality;
3. The development of an Events Programme or Calendar based on the Events Strategy specifications;

4. The implementation of the Events Programme; and
5. The monitoring of the Events Programme through event impact assessments.

Development of a Signature Event

The tourism stakeholders of eMadlangeni must identify (either from existing events or as a totally new event) and develop one signature event for the area that can be hosted annually. Given the size of the destination, it should be a general event that includes a variety of experiences linked to its core tourism experiences (i.e. nature-based and farm holidays). The event should be branded in line with the tourism identity of the destination (e.g. The Balelesberg Bash or the Balelesberg Boerefees or the Balelesberg Kosmosfees) and it is recommended that the event be hosted in the Balele Game Park. The event could include an annual horse race for farm workers (linking to agri-tourism), stalls selling fresh produce from the area (agri-tourism), bird identification competitions (avitourism), mountain bike races and trail runs (adventure) and stalls selling local crafts. Short tours of the heritage assets of Utrecht could also be included as part of the event.

The signature event must be supported for at least 3 years in a row to ensure its sustainability, and promotion of the event must be done in core markets to ensure that visitors from outside the municipality attend, resulting in real economic benefit for the municipality. Sponsors need to be identified for the event and participation in the event by all residents of eMadlangeni must be encouraged.

Development of an Events Strategy

Once the signature event is established, the tourism stakeholders can develop an Events Strategy that can build on the success of the signature event. The events strategy should clearly identify the number of events, types of events, size of events and format of events to be hosted or created. This should be done by location of event.

It is essential to analyse the current event calendar in the Municipality (refer to the Situation Analysis Report for the existing calendar) and to decide which existing events can be held again, which could be improved or expanded and which should be cut. Further research then needs to be undertaken to determine potential new

events that could be held, either attracted to the Municipality as hosts or created/generated by the region (including neighbouring districts in Mpumalanga and the rest of KZN).

The strategy also needs to identify the market for each event, the support required for each event, potential sponsors/funders for events and the benefit of each event.

It is important to use events also to strengthen the core and support tourism experiences, e.g. extreme sports events to support the 'Adventure' experience etc.

Consideration should be given to the development of an Event Attendance Loyalty Scheme, i.e. coupon system (come to two events and enter the third event for free; sleep over in the area and entry to event is free, etc.). Attention should be given in the strategy to linking events and route development/revitalisation, i.e. need to make routes (such as the Amajuba Birding Route) an event, even if these events are frequent such as first weekend of every month. Routes thus become one of the list of events on the annual event schedule.

Use events to drive geographic spread of visitors, i.e. mini events such as an organised birding outing to areas belonging to traditional councils. Package products together to create economy of scale, i.e. use eMadlangeni-based transport operators and guides, include in the package accommodation in the area, etc. Take the package to market rather than just the event where visitors have to make their own arrangements.

Development of an Events Programme/Calendar

The strategy should conclude with an Events Programme for the next five years including small and large events. The schedule should be correlated with that of the District Municipality and TKZN, and should also take into consideration events organised in nearby Municipalities within the region. This is to decrease competition with other strong events that may take away visitation from local events.

Implementation of an Events Programme

Careful consideration needs to be given as to the method used to manage the events programme, i.e. appointing an outside company to be the event organiser for the Municipality, employing dedicated in-house staff, etc. Budget for this function needs to be specified up front and the number of events that this budget will include should be clearly specified. Obtaining funding from other sources would need to be a key responsibility of any person(s) implementing the events programme.

Interventions Required

1. Develop a signature event to be hosted annually;
2. Analyse current events in the Municipality, categorise and select events for Event Calendar;
3. Research and identify new events that could be created/hosted in the Municipality;
4. Development of an Events Strategy that specifies the objectives/outcomes of the strategy and clearly identifies the events to be targeted;
5. Develop a 5-year Events Programme and correlate with the District and TKZN Event Schedules;
6. Identify and employ person(s)/company(ies) to manage and implement the events strategy and run events;
7. Identify funding budget for events;
8. Identify sponsors and funders for events; and
9. Undertake research (event impact assessments) at each event to ascertain if of value to the Municipality and if it should be held again.

Stakeholders

The main stakeholder will be the eMadlangeni Municipality, but the CTO as well as the traditional leaders in the area are important partners in this project. Other important stakeholders are the Amajuba District Municipality and TKZN, particularly relating to event coordination on a district and provincial basis to ensure optimisation of attendance. Other stakeholders would be potential funders and organisers/owners of events. It is important also to incorporate the tourism product owners as much as possible during the research and implementation phase of the events strategy to ensure their buy-in and on-selling of events and also to ensure that they are not holding clashing events themselves.

Table 3.3 provides the implementation plan for this project.

Table 3.3 Implementation plan for the events programme

Project Plan Interventions	Timing						Driver	Other stakeholders	Cost Projection
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6+			
Develop a signature event and host it for 3 years in a row							eMadlangeni Municipality	CTO	R50 000 per annum for 3 years
Analyse current events in the Municipality, categorise and select events for Event Calendar							eMadlangeni Municipality	CTO / Traditional leaders	No cost only time
Research and identify new events that could be created/hosted in the Municipality							eMadlangeni Municipality	CTO / Amajuba district	Included in events strategy
Development of an Events Strategy that specifies the objectives/outcomes of the strategy and clearly identifies the events to be targeted							eMadlangeni Municipality	CTO / Amajuba District	R150 000 once off
Develop a 5-year Events Programme and correlate with the District and TKZN Event Schedules							eMadlangeni Municipality	CTO / Amajuba District / TKZN	In above costs
Identify and employ person(s)/company(ies) to manage and implement the event strategy and run events							eMadlangeni Municipality	CTO	Depends on method – to be determined
Identify funding budget for events							eMadlangeni Municipality	CTO / Amajuba District	In above costs
Identify sponsors and funders for events							eMadlangeni Municipality	CTO / Amajuba District	In above costs
Undertake research (event impact assessments) at each event to ascertain if of value to the Municipality and if it should be held again							eMadlangeni Municipality / CTO		R50 000 per annum

3.5 Project 4 - Agriculture Volunteer Project / Holiday Camp

Geographic Area of Relevance

The combination agriculture volunteer project and holiday camp should be placed in an area is suitable for agriculture, but at the same time has significant nature-based assets, and/or scenic beauty and/or adventure tourism potential. It is recommended that the project be located on land owned by a local community, or be combined with the proposed agri-village project (driven by the office of the KZN premier).

Project Context/Description

This project concept is similar to the very popular summer camps that exist in America and are aimed at offering children a variety of things to do during school holidays. The children stay for a few nights at a time at the camp and become engaged in various learning and fun activities.

We recommend combining the holiday camp with a 'kibbutz'-like¹ farm where visitors can volunteer their labour for the experience of working on the farm. This can be done as a community project – involving both agriculture development and tourism. The farming operation could be similar to existing farming operations in the area or something unique (e.g. organic herbs, alpacas, berries etc.) with the local community where visitors from overseas and elsewhere in South Africa can volunteer their time and expertise to build it into a sustainable business that supports the community. The project should be benchmarked against existing projects of a similar nature overseas and those already in South Africa.

The project can further be positioned as a place where agriculture students can undergo practical experience to support their studies.

The farm can supply the local tourism industry with fresh produce, and conduct tours for visitors as an additional source of income.

This project is envisaged to have the following main components:

1. Identify a suitable location for the project in consultation with stakeholders;
2. Undertake a feasibility study for the project;
3. If feasible, develop a business plan for the project;
4. Obtain suitable investors/partners for the project; and
5. Develop and operate the facility.

¹ In Israel, the kibbutz concept is based on a community with similar values and goals that work together for the greater good of the community. It was traditionally an agricultural community though have now shifted to also include manufacturing and other technology.

Identify a suitable location for the project

In consultation with agriculture and tourism stakeholders and communities who own land, identify a suitable location for the project.

Undertake a feasibility study for the project

The feasibility study should determine whether it would be a viable development, the required size and standard of the development, the types of facilities and services to be offered, the most ideal location and the impact of the location on project viability, the likely demand for the project, the financial performance of the project and the returns for the facility and the likely investors for the project. In addition, the nature of the agricultural project needs to be determined and facilities for volunteer workers and students need to be considered.

Develop a business plan for the project

If the feasibility study is positive then compile a business plan that specifies how the project is to be procured, the likely organisational and marketing plans for the project, etc. The business plan is to be used as an investment document to attract potential bidders (if that is the route the Municipality will take).

It is also important to determine the economic impact from the project, particularly relating to stimulating tourist numbers to the area and growing the agricultural economy.

Obtain Suitable Investors/Partners for the Project & Develop/Operate the Facility

The project would then be advertised to the market and suitable investors and developers will be decided upon and the facility will be developed and operated accordingly. It is essential that the Municipality or other public sector stakeholders (e.g. provincial Department of Agriculture) identifies their involvement and cost in the development and operation of the facility to ensure budget and other resource availability.

Interventions Required

1. Location study - assess potential locations and availability of land at such locations and decide on priority location;
2. Undertake feasibility study on viable locations and develop business plan for most viable location;
3. Obtain suitable investors/partners for the project, including entering into development/use agreements with public sector stakeholders (e.g. Dept of Agriculture);
and
4. Develop and operate the facility.

Stakeholders

The main stakeholder would be the Municipality and the community where the project will be located. It is necessary to determine from the outset which departments within the Municipality would undertake and be involved in respect of each intervention that is required. Constant coordination is essential. Stakeholders who have access to agricultural expertise (e.g. the Dept of Agriculture and farming organisations), and others such as agricultural colleges, etc, will also be involved.

Table 3.4 provides the implementation plan for this project.

Table 3.4 Implementation plan for the Agriculture Volunteer Project / holiday camp

Project Plan Interventions	Timing						Driver	Other stakeholders	Cost Projection
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6+			
Location study - assess potential locations and availability of land at such locations and							eMadlangeni Municipality	KZN Dept Agriculture / Traditional leaders	R50 000 once off
Undertake feasibility study on viable location and develop business plan for most viable location							eMadlangeni Municipality		R300 000 once off
Obtain suitable investors/partners for the project, including entering into development/use agreements with public sector stakeholders (e.g. if Dept of Agriculture)							eMadlangeni Municipality	KZN Dept Agriculture / Traditional leaders	To be determined – depends on procurement method
Develop and operate the facility							eMadlangeni Municipality	KZN Dept Agriculture / Traditional leaders	Estimated at R35 million

3.6 Project 5 – Infrastructure for birding / avitourism

Geographic Area of Relevance

This project will apply to all areas within the Municipality that are deemed birding hotspots and have potential to be of interest to birding tourists. Areas with different birding habitats should be included, and the assistance of the Birdlife South Africa centre in neighbouring Wakkerstroom could be called on to identify the most suitable locations.

Project Context/Description

The eMadlangeni municipality can learn from neighbouring Wakkerstroom about the requirements that birding tourists have of a destination, and then implement these in eMadlangeni as far as possible. This project is envisaged to have the following main components:

1. Identify various birding hotspots (where a great variety or special species of birds can be observed) within eMadlangeni;
2. Develop bird hides in key locations with support and sponsorship from organisations that support conservation in birdlife (approach them through Birdlife South Africa to sponsor the hides);
3. Identify young people within the eMadlangeni communities who are interested in birding and train them as bird guides.
4. Capture the birding hot spots in GIS and develop a birding tourism map for eMadlangeni with contact details of the bird guides. Ensure that the map and bird guide contact details are available on the website and link it to the Birdlife South Africa and Birdlife Northern Natal websites.
5. In the longer term, develop basic camping and/or self-catering accommodation at or near these bird hides (where relevant) for use by birders, photographers and others.

Identify birding hotspots within eMadlangeni

With the assistance of Birdlife South Africa (based in Wakkerstroom), Birdlife Northern Natal and local birding enthusiasts, identify the key birding hotspots and routes within the municipal jurisdiction. Once identified, the relevant land owners – including local communities – should be consulted to determine whether they would be willing to allow birding visitors onto their land for the purposes of birdwatching, and under what conditions this will be allowed.

Develop bird hides in key locations

Based on stakeholder consultations, identify 3-4 locations within eMadlangeni that are suitable for the establishment of bird hides similar to those found in neighbouring Wakkerstroom and national parks. Work with Birdlife South Africa and local companies to source sponsorship for the hides from organisations that support the conservation in birdlife. Build suitable hides in the locations – taking into consideration the environmental impacts where necessary.

Train bird guides

Working through traditional leaders and schools in the area, identify young people who are interested in birds. Work with the Birdlife South Africa centre in Wakkerstroom to train these young people as bird guides. Secure sponsorship to equip them with binoculars and other 'tools of the trade' (i.e. bird books, smartphone applications for birding, etc.).

Map the birding hot-spots, routes and new bird hides in GIS

Using GIS technology, map the birding hot-spots, routes and new bird hides and develop a birding map for eMadlangeni which is available on the website and in printed format from the information office. The map should include the contact details of the bird guides. The website should be linked to Birdlife South Africa and Birdlife Northern Natal's websites.

Develop basic camping sites and/or self-catering accommodation near the bird hides

In the longer term, identify suitable locations for camping sites and/or self-catering accommodation in close proximity to the bird hides and develop these in consultation with land owners. Ensure that some of the camping sites are located within community-owned land.

Interventions Required

1. Research birding hot-spots and routes;
2. Select 3-4 sites for bird hides based on consultation with land owners, including communities;

3. Identify sponsors for bird hides and develop the hides, including signage to the hides;
4. Train community bird guides;
5. Develop birding map for eMadlangeni;
6. Monitoring of performance of bird hides through implementation of visitor books;
7. Ongoing maintenance of facilities; and
8. Promotion of bird hides and guides for the use of local residents and visitors to the Municipality.

Stakeholders

The main stakeholders would be the CTO and the eMadlangeni Municipality, as well as Birdlife South Africa. It is necessary to determine from the outset which departments within the Municipality would undertake and be involved in respect of each intervention that is required. Relevant owners of sites must also be involved (e.g. local communities) and constant coordination is essential.

Table 3.5 provides the implementation plan for this project.

Table 3.5 Implementation plan for the birding infrastructure project

Project Plan Interventions	Timing						Driver	Other stakeholders	Cost Projection
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6+			
Identify birding hotspots and routes							eMadlangeni Municipality	CTO / Birdlife SA	R20 000 once off
Select 3-4 sites for bird hides							eMadlangeni Municipality	CTO	In above cost
Identify sponsors for bird hides and develop them, including signage							eMadlangeni Municipality	CTO / Amajuba District	R25 000 each
Train community bird guides & equip them (at least 5 guides)							eMadlangeni Municipality	CTO	R15 000 per guide

...project design for priority projects

Project Plan Interventions	Timing						Driver	Other stakeholders	Cost Projection
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6+			
Develop birding map for eMadlangeni							eMadlangeni Municipality	CTO / Birdlife SA	Still to be determined
Monitoring of performance of bird hides							eMadlangeni Municipality	CTO	No cost only time
Ongoing maintenance of bird hides							eMadlangeni Municipality	CTO	R5 000 per annum
Promotion of bird hides and guides for the use of local residents and visitors to the Municipality							eMadlangeni Municipality	CTO	No cost only time (included in marketing budget)

Section 4 – Budget

1. Tourism Strategy Summary
2. Implementation plan for priority actions
3. Project design for priority projects
- 4. Budget**

In summary, **Table 4.1** provides the budget projections to implement the priority strategic actions and projects over the next 10 years. The estimated budgets for major infrastructural developments are included, but the exact amounts needed for these can only be determined once the extent and nature of the developments are defined. Funding for these projects can be sourced from external funders, such as COGTA, IDC, EDTEA, private investors, etc.

Table 4.1 Summary budget requirements to implement the eMadlangeni tourism strategy

A. Administration & Staff Expenses	R 410 000	R 434 600	R 460 676	R 488 317	R 517 616	R 548 672	R 581 593	R 616 488	R 653 478	R 692 686
Staff remuneration & support costs (i.e. training)	R 280 000	R 296 800	R 314 608	R 333 484	R 353 494	R 374 703	R 397 185	R 421 016	R 446 277	R 473 054
CTO support	R 100 000	R 106 000	R 112 360	R 119 102	R 126 248	R 133 823	R 141 852	R 150 363	R 159 385	R 168 948
Office Equipment & supplies	R 30 000	R 31 800	R 33 708	R 35 730	R 37 874	R 40 147	R 42 556	R 45 109	R 47 815	R 50 684
B. Activities / Actions	R 795 000	R 705 000	R 1 070 250	R 910 181	R 957 598	R 1 007 501	R 1 060 020	R 1 115 293	R 1 173 466	R 1 234 693
Marketing & Promotion	R 645 000	R 315 000	R 330 750	R 347 288	R 364 652	R 382 884	R 402 029	R 422 130	R 443 237	R 465 398
Product Development (excluding projects)	R 0	R 250 000	R 262 500	R 275 625	R 289 406	R 303 877	R 319 070	R 335 024	R 351 775	R 369 364
Human resource development (people)	R 50 000	R 35 000	R 36 750	R 38 588	R 40 517	R 42 543	R 44 670	R 46 903	R 49 249	R 51 711
Events, incl impact assessments	R 100 000	R 105 000	R 440 250	R 248 681	R 263 023	R 278 197	R 294 251	R 311 236	R 329 206	R 348 220
C. Projects	R 350 000	R 15 675 000	R 10 605 000	R 23 105 300	R 18 105 618	R 5 505 955	R 2 506 312	R 2 506 691	R 7 093	R 7 518
Projects (excluding development costs)	R 330 000	R 500 000	R 100 000	R 100 000	R 100 000	R 0	R 0	R 0	R 0	R 0
Projects estimated development / implementation costs	R 20 000	R 15 175 000	R 10 505 000	R 23 005 300	R 18 005 618	R 5 505 955	R 2 506 312	R 2 506 691	R 7 093	R 7 518
Grand Total Budget (A+B+C)	R 1 555 000	R 16 814 600	R 12 135 926	R 24 503 798	R 19 580 832	R 7 062 128	R 4 147 925	R 4 238 473	R 1 834 037	R 1 934 898

The following breakdown is provided of potential sources and types of funding for tourism (Figure 4.1).

Figure 4.1 Potential sources & types of funding for tourism in eMadlangeni





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