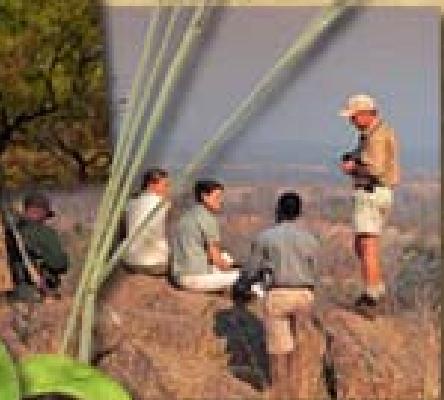


# LEBATLANE

*Game Reserve*



**EXECUTIVE SUMMARY**

# **LEBATLANE GAME RESERVE DEVELOPMENT AND BUSINESS PLAN**

## **- EXECUTIVE SUMMARY -**

**7 MAY 07**

### **1. INTRODUCTION**

This is a brief synopsis of comprehensive research, analysis and planning done towards developing a Lebatlane Game Reserve Management and Development Plan for Amrich Prop 30; a Firefly 22 / Bakgatla Joint Venture.

Lebatlane is an approximate 33 000 ha property on Bakgatla Ba Kgafela tribal authority land and is the first major community-based conservation project to be initiated within the North West Province. It forms the corner-stone of the Heritage Park initiative, which aims to link Pilanesberg National Park with Madikwe Game Reserve and will add significantly to the conservation estate in North West Province.

The Business Model provides for the private sector partner (Firefly) to bring substantial development, marketing, design and management expertise and funding mechanisms necessary for the process of planning and developing Lebatlane infrastructure in preparation of creating a much improved destination that will have the ability to attract investors and operators for commercial opportunities. The Bakgatla Tribal Council and Firefly will still jointly tender out the commercial rights to interested resort and lodge developers and operators through their Joint Venture Amrich Prop 30 as well as the sale of residential/corporate lodge stands through their Joint Venture Amrich Prop 30 and Landco.

The mission of Lebatlane is to contribute significantly towards conservation, economic growth and social upliftment in the region. In so doing, Lebatlane will:

- contribute towards preserving the bio-diversity of the natural environment
- ensure sustainable utilisation of natural resources
- contribute towards improving the quality of life of the people of the region; and
- will be a sought after destination for a variety of visitors.



Photo 1: View across Lebatlane towards Tshweneng Hills (left) and Ramosibitswana Mountain (right).

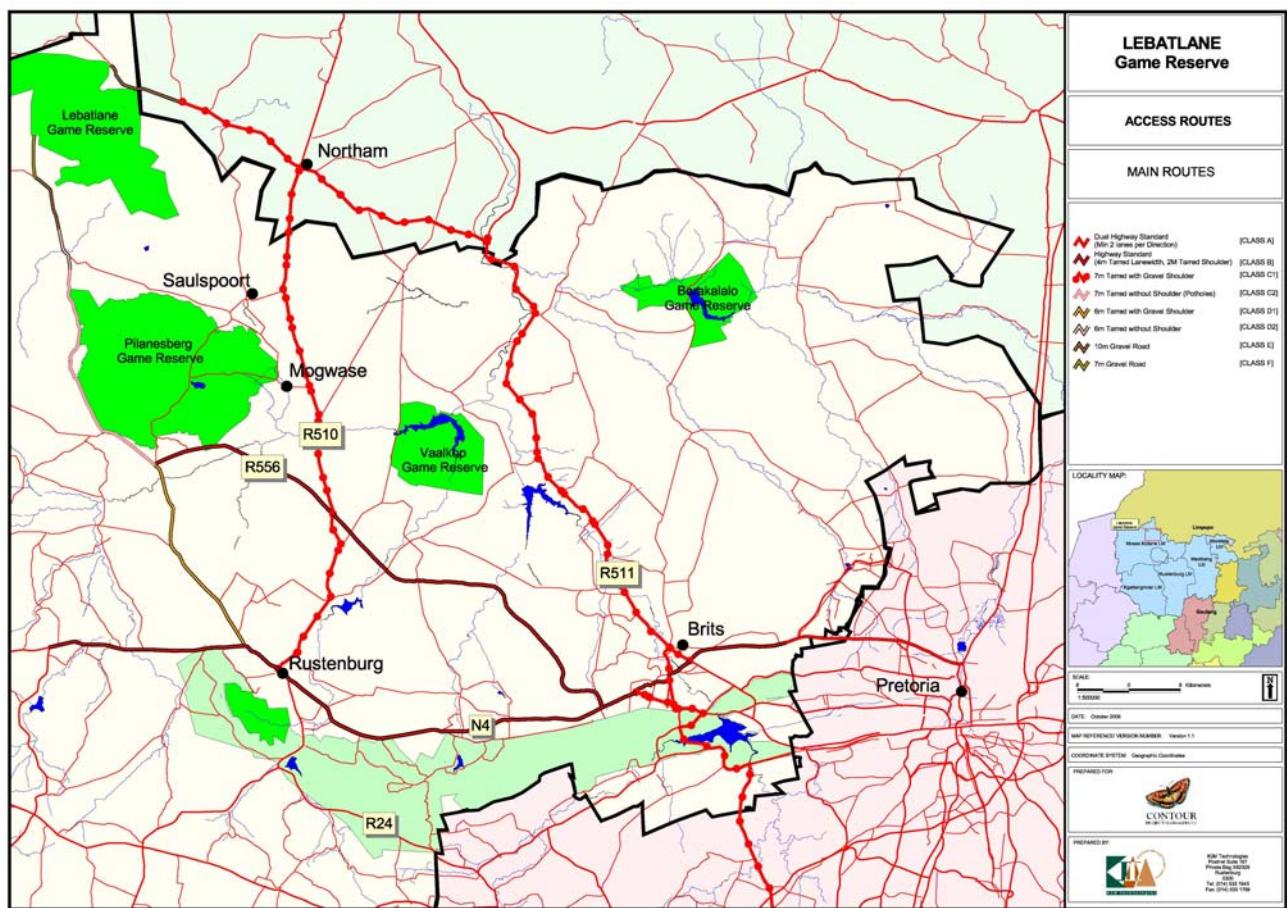


Fig 1: Main Access Roads to Lebatlane Game Reserve

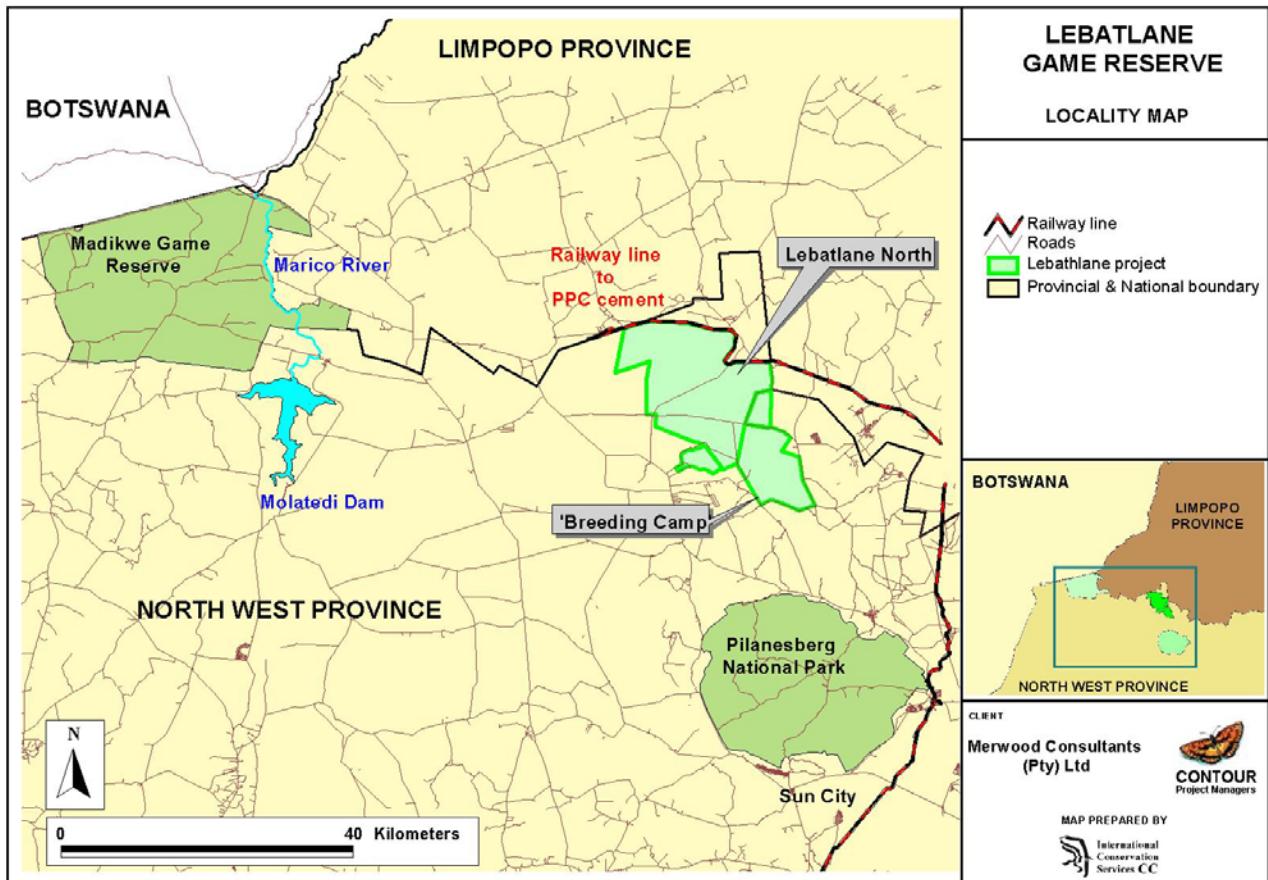


Fig. 2: Locality map for the Lebatlane project.

### 3. THE TOURISM CONCEPT

Lebatlane offers a truly unique combination of spectacular scenery, diversity of indigenous flora and the potential for an extensive spectrum of game including the 'Big Five'. Its location (close to Gauteng) size, conservation value and lifestyle/tourism potential make it one of the most exciting new destinations to be planned in recent years.

People seek new things to see and experiences to enjoy with an increasing focus on all matters ecological. The rich history and diverse landscapes of the Lebatlane region, as well as its location inside the greater Heritage Park, is ideal for building an identity which satisfies the lifestyle and ecotourism needs of would-be developers and visitors.

Lebatlane's Integrated Development Concept is catering to the interests of the visitor while ensuring that stakeholders' own needs are met. It is about closely integrating biodiversity, responsible tourism and culture. The area will be turned into a high-profile integrated tourism destination that is differentiated from other South African destinations by its holistic planning, diversity of experiences and ability to attract visitors from a broad cross-section of carefully

targeted market segments.

The overarching theme is to broaden market reach, encourage longer stays and return visits through the establishment of unique development clusters and nodes. In addition to the wildlife and other natural history opportunities, particular attention will be given to cultural/heritage tourism and ecotourism which meets international standards to be called 'eco' products. The core principle is the creation of an integrated destination that capitalises on the special natural assets, the variety of experiences and activities and relatively easy access for primary target markets.

Based on research, it is believed that this multi-use destination should include three large complementary tourism development nodes plus a number of satellite ecotourism products that will together cater for a spectrum of carefully targeted market segments:

- Tshweneng Hills Safari Resort and Safari Lifestyle Cluster
- Eco-adventure Hillside Lodge Cluster
- Explorer Lodge and Explorer Lifestyle Estate Cluster
- and, Satellite Products to broaden the visitor options and experience

#### **4. INTEGRATED PLANNING**

The access roads to the reserve are in good condition and in the process of being upgraded. Travel time is between two and three hours from Gauteng, depending on the point of departure and the destination gate in Lebatlane.

Although Lebatlane's development is entirely independent from any interference from government, it is integrated with the broad management principles of the North West Parks and Tourism Board, to ensure eventual seamless incorporation into the Heritage Park. In furthering this objective, the project is designed to optimally empower and involve communities in the project.

Lebatlane's own market research confirmed the Heritage Park Phase 1 Expansion Plan target markets and tourism densities and will therefore focus on mid-market resorts, resort lodges, lifestyle estates and adventure activities. The product offering is therefore quite different to that of Pilanesberg and Madikwe.

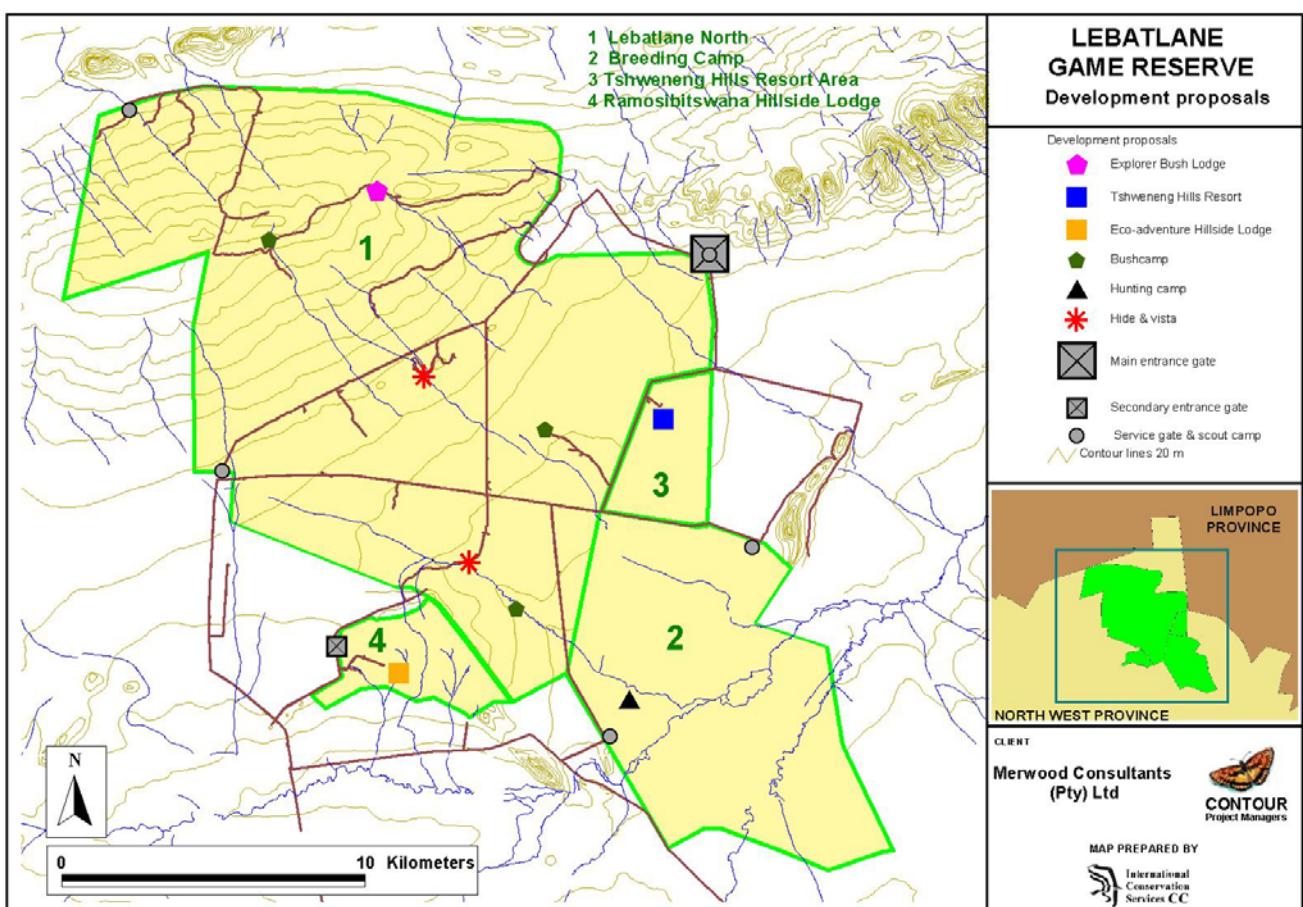
The Pilanesberg Management Plan was used as a framework by Protected Area experts and ecologists to develop Lebatlane's Strategic Management Plan. Consideration was given to accessibility, soil types, site ambiance and views, access to bulk services and a policy of peripheral development, in determining the location for each development cluster. Gateways were

limited to two sites to reduce costs and impact. A small business centre is planned for the main gate at Disake, to also serve the needs of the community.

Apart from the Gateways, service gates and outposts for field staff will be constructed at four sites along the periphery.

Internal roads have not been conclusively plotted, as it needs “on the ground” alignment. Using the principle of most roads being close to lodge sites to allow reasonable travelling distances during game viewing and utilising the best soil conditions, it has been established through placement of rough alignments that the proposed quantities can be easily accommodated.

Provided the land rights and services are in place as expected, the best spatial arrangement has been arrived at from a management and tourism attractions perspective. Any change to this arrangement will pose a whole new set of new challenges.



## **5. FINANCIAL MODEL**

A major challenge facing Lebatlane is the cost of initial infrastructure and the limited ability of tourism products to cover more than management costs in a reserve of this nature. Traditionally, even in the few rare occasions where the state could achieve self-funding for game reserves, the capital investment would be written off. In the case of Lebatlane, it was necessary to become innovative, as no one would be prepared to fund the infrastructure without a decent return.

The model adopted for Lebatlane relies on a combination of different initiatives which jointly is expected to achieve the objective of total self-funding:

- Firstly, the project is designed to recover all capital costs incurred during the planning, authorisation and establishment phases through the following means:
  - Maximising social grant funding for infrastructure (Poverty Relief, Social Responsibility Funds, etc);
  - Maximising grant funding from conservation agencies for game introductions, including the structuring of joint ventures for the breeding of rare and endangered species (such as safe breeding of animals threatened by predation in Pilanesberg and Madikwe);
  - Lodge and Estate Developers will contribute proportionately towards the cost of bulk services; and
  - As a balancing act, the sale of lifestyle estate stands within the two major resort clusters.
- Secondly, the reserve management operating costs and operator's concession fees are based on industry norms and are designed to allow a break-even in year five from the date of initiating the development.
- Thirdly, the rare species game breeding programme is set up with the purpose of yielding additional income as game production from the Big Five area is unlikely to provide income due to predator pressures.

To allow for the sale of estate properties, a minimum requirement by financing institutions will be the transfer of full title to new home owners. To achieve this, it will be necessary to sell 500ha of land (one-and-a-half percent of the total property) to Landco (a separate Joint Venture project of the developers and the Bakgatla) who will sub-divide, service and on-sell the individual stands to private buyers. To overcome the sensitivity of land being sold, a buy-back option after 99 years in favour of the Bakgatla can be built into each sale agreement.

## **6. PRIMARY TOURISM PRODUCTS**

### **6.1 Development Node One: Tshweneng Hills Safari Resort And Safari Settlement Lifestyle Cluster (Vogelstruiskraal)**

Easily accessible and close to the perimeter of the Reserve this cluster will utilise the unique topography to achieve diversity of product while maintaining a high degree of privacy and exclusivity for both the four star lodge and the lifestyle estate. The focus is on family game reserve escapes and holidays. The cluster will consist of an upmarket 4-star safari lodge and a Safari Village lifestyle estate with supporting activities (tourism drivers), amenities and services as described below. The lodge will be designed in such a way that 40 to 60 percent of the rooms could be used for time share. The cluster will lie outside the "Big-Five" core of the reserve but the area will still be well-stocked with non-dangerous game.

Certain amenities, such as sports facilities, the 9/18-hole golf course, game drive services, laundries, cold storage, bulk water storage, game guides, maintenance services and so on will be shared between the lodge and the Safari Village to minimise impacts and duplication of operational costs. There is further logic in the cluster approach in that the supply of bulk infrastructure and roads will be simplified.

The overall design vernacular for the lodge will be typical African stone-and-thatch Safari Lodge. Boardwalks or pebble pathways will connect units to main lodge and other facilities.

#### **THE OVERALL THEME OF THIS CLUSTER WILL BE "ECO-FUN FOR THE WHOLE FAMILY"**

The emphasis here should be on the exclusivity and seclusion of this development. Outdoor activities such as guided special interest walks, open-vehicle game drives in the Big Five zone and Horse Cart game viewing inside the Tshweneng Hills non-dangerous game zone, organised picnics and horse trails could be undertaken. Guided hiking trails, mountain bicycle trails and a guided 4x4 trail will be offered. Golf will be a major draw card and the course can be twinned with the course at Bushveld Forest Resort Settlement.

**Tshweneng Hills Resort Lodge.** (220 rooms). The intention is to create a tourism focal point for this cluster and a flagship resort for Lebatlane. Together with the Activity Centre this will be the hub of all visitor activity in this tourism cluster. Here guests will be met and welcomed with true Tswana friendliness and style. Guests will be able to enjoy excellent meals in the main restaurant with its striking views of the bushveld plains and distant hills or have coffee and simple snacks in the Lounge or on the stilted deck. The sparkling pool and the poolside bistro will offer the ideal

place to laze away long summer days.

**Tshweneng Hills Conference Centre.** (Seat 100 banquet style). When choosing a conference destination most conference organisers will look for a venue that offers a variety of attractions to arouse the enthusiasm and excitement of potential delegates. They will want top class accommodation and availability of meeting places perfectly suited to the size of their group and equipped with excellent facilities. The Tshweneng Hills Conference Centre offers the perfect destination for small to medium-sized (up to 100 people seated banqueting style), exclusive conferences, product launches and corporate getaways. The facilities will be well equipped and furnished with the comfort of conference delegates in mind.

**Tshweneng Hills Safari Settlement.** (80-120 private lodges each on an erf of maximum 1-2 ha). Hidden at the foot of the Tshweneng hills and protected by low-lying, tree covered ridges classic 'hunting' lodges stand. Separated by distance and topographic features each is secluded, private, but inviting.

Rooms are decorated with old hunting prints, African artefacts and antiquarian books that capture the mood of Africa of a bygone era. In the summer months fans turn lazily overhead — this is indeed the most civilised of refuges in the heart of a true African wilderness. This valley offers an absolute escape for the stressed executive who needs to cast off the cares of an ever more pressurised business world.

### **The Safari Activity Centre**

Of course, for some the Activity Centre with its nine or eighteen-hole forest golf course and other sporting facilities (where membership is automatic for Lodge owners) will be the centre of interest. Included are small retail facilities. **The Safari Club** offers a cigar lounge, internet café, bistro and excellent wine cellar.

- **Golf Central** — The safari-style golf course will be spectacular. The course will utilise the natural bushveld terrain to the finest advantage with rock features and gullies incorporated as hazards. The terrain forms part of the Lebatlane Game Reserve so spectators are likely to include zebra, antelope, giraffe and baboon. Dramatic hills, a wetland, rocky outcrops and indigenous bush will provide a backdrop to the course which will include numerous water and sand traps over the 50-100 ha terrain. Also included will be a practice area incorporating both target greens and practice greens.

## **6.2 Development Node Two: An Eco-Adventure Hillside Lodge Cluster (Ramosibitswana Hills)**

Easily accessible and close to the southern boundary of the Reserve this cluster will utilise the dramatic landscape of the Ramosibitswana hills to create an eco-venture resort for those who take their bush experiences seriously and want the added attraction of a number of safe adventure options. The cluster will consist of an upmarket 4-star safari lodge, an Adventure Centre and supporting activities (tourism drivers), amenities and services as described below. The cluster will lie outside the "Big-Five" core of the reserve but the area will still be well stocked with non-dangerous game.

Throughout this village complex located in a rugged environment, rich earth colours, textured walls and African patterns as ancient as the continent itself will be present.

## **THE OVERALL THEME OF THIS CLUSTER WILL BE "ECO-ADVENTURE FOR ALL"**

The emphasis here should be on all the outdoor fun and adventure Lebatlane can offer. Outdoor activities such as guided special interest walks, open-vehicle game drives in the Big Five zone and Horse Cart game viewing inside the non-dangerous game zone, organised picnics and horse trails could be undertaken. Mountain bike trails, a walking safari to a tented satellite camp, elephant-back safaris, game viewing from horseback, a guided 4x4 trail and quad bike trails along the perimeter of the Reserve. Swimming or a work-out in the fitness centre are also options guests can choose.

**Thorntree Hillside Lodge.** (60 rooms). Two luxury Director's Villas will be developed in the vicinity of the Lodge (but out of sight of the guest accommodation) and will be managed by the Lodge. The central lodge will be the hub of all visitor activity here. Set among trees and boulders with views of an expansive valley and the distant Pilanesberg Mountains the lodge is low of profile, rich in the exquisite atmosphere of untouched Africa. A private gym and day spa are included in the facilities here.

Others will tackle challenging mountain bike trails, horse trails, settle in with binoculars at the hidden deck overlooking the waterhole, swim at the central pool or sit in the shade of their chalet's private veranda with a long drink and a good book for company. For a truly wonderful experience, guests will be able to participate in an elephant-back safari and have the opportunity of viewing herds of plains game from the back of the giant pachyderms.

**The Thorntree Adventure Centre.** Of course, for some the Adventure Centre will be the centre of interest. Included are small retail facilities and a small but well-equipped fitness centre. Here

reservations can be made for guided hiking trails to a tented satellite camp, mountain bicycle trails, guided special interest walks, open-vehicle game viewing safaris in the Big Five zone, and a guided 4x4 trail and quad bike trails along the perimeter of the Reserve. Other activities such as game viewing from horseback (or even horse-drawn carts), guided special interest walks, organised picnics in the grand tradition, going aloft in a helium observation balloon amongst others could be undertaken.

### **6.3 Development Node Three: Explorer Lodge And Explorer Lifestyle Estate (Maakana Ridge)**

In the rugged and beautiful northwest-west corner of Lebatlane, a leisure and lifestyle settlement nestles against the northern slopes of the Maakana ridge. Easily accessed from Lebatlane's most northerly gate, the settlement has at its heart a warm and welcoming lodge, a real home-from-home. Here families are always welcome, and guests soon become friends. The private, whole ownership lodges are strategically positioned for maximum privacy around the perimeter of the 9/18-hole golf course or in thickets of bushveld forest offering views of the golf course and landscape.

In this Estate where all the buildings reflect the style and cosy comfort of early settler homesteads, the lodge's guests are pampered in spacious chalets. From the veranda of their own comfortable bungalow they are captivated by the spectacular views of the hills and deep tree-filled valleys. Attached to the Lodge and an important element of the Forest settlement is the meeting centre — a medium sized conference facility with all the facilities necessary to accommodate a fully fledged conference, a reception or organised entertainment.

Certain amenities, such as sports facilities, the 9/18-hole golf course, game drive services, laundries, cold storage, bulk water storage, game guides, maintenance services and so on will be shared between the lodge and the Explorer estate to minimise impacts and duplication of operational costs. There is further logic in the cluster approach in that the supply of bulk infrastructure and roads will be simplified.

### **THE OVERALL THEME OF THIS CLUSTER WILL BE "TRANQUIL BUSHVELD ESCAPES"**

The emphasis here should be on the tranquillity and seclusion of this development. Outdoor activities such as guided special interest walks, a tree top forest walk and bird watching at a tree-top hide, open-vehicle game drives in the Big Five zone and Horse Cart game viewing inside the non-dangerous game zone, organised picnics and horse trails could be undertaken.

Guided hiking trails, mountain bicycle trails and a guided 4x4 trail will be offered. Golf will be a major draw card and the course can be twinned with the course at Tshweneng. Swimming, squash, tennis or a work-out in the fitness centre are also options guests can choose.

**Explorer Lodge.** (100 rooms). The natural and uncomplicated structures are built to blend with the surrounding countryside, to be gentle and constant reminders of a bygone era when life was more leisurely and less hurried. The 'olde worlde' lodge incorporates all the usual features considered necessary for new world family relaxation.

Guests can relax in the lounges or on the thatched decks which offer breathtaking views of this unique reserve. After an afternoon of golf or treetop bird watching (the treetop boardwalk trail is a must-do), the guests gather on the deck to view a glorious sunset in the cool of an African evening and understand at last the true depth of the word 'sundowner'.

**Explorer Lodge Meeting Centre.** The Meeting Centre offers an excellent destination for smaller (maximum 60 people seated banqueting style), exclusive conferences and corporate getaways. The facilities will be well equipped and furnished with the comfort of conference delegates in mind. Conference rooms will be air-conditioned to ensure suitability for year-round use and have state-of-the-art lighting including dimmer switches and spotlights. Digital projectors, chalk boards, flip charts, lapel microphones, lecterns, PA systems with recording facilities, piped background music and overhead projectors will be available. Conference groups will have full access to all the facilities and services offered by Lebatlane.

**Explorer Junction.** The railway line that forms part of the northern border of Lebatlane offers unique opportunities for bringing tour and conference groups to the Reserve. A special railway siding with themed station buildings could be provided on land falling within Lebatlane or special tourist trains to overnight. Guests could either stay on the train or (if the group is relatively small — requiring no more than 80 rooms) be transferred to Explorer Lodge. An alternative approach would be to develop an additional accommodation product, which would provide limited service accommodation consisting of converted railway carriages which offer a unique experience for visitors. The Explorer Junction could also be 'home' to a community owned craft market and a general dealer type retail outlet which could serve both the needs of visitors and local communities.

The consultants do however see **Explorer Junction as an opportunity to be investigated as a later phase of development.** Much will depend on the policy of Spoornet who own/manage the

line and who at the time of writing are expressing doubts about allowing further use of privately run trains on their lines, especially those lines that are essentially dedicated to heavy freight usage.

**Explorer Lifestyle Estate.** (120-200 private lodges each on an erf of maximum 1-2ha). Hidden on the lower slopes of the Maakana Ridge and adjoining the Explorer Golf Course which is protected by low-lying, tree covered ridges, classic ‘settler’ homesteads stand. Separated by distance, topographic features and thick stands of indigenous forest each is secluded, private, but luxurious and inviting.

### The Explorer Activity Centre

Of course, for some the Activity Centre with its nine-hole explorer golf course and other sporting facilities (where membership is automatic for Explorer Lifestyle Estate owners) will be the centre of interest. Included are small retail facilities. **The Explorer Club** offers a pub, internet café, bistro and excellent wine cellar.

- The **Explorer Golf Course** will be spectacular. The course will utilise the natural bushveld terrain to the finest advantage with rock features and stands of indigenous trees incorporated as hazards. The course is not fenced and as it is located in a non-dangerous game zone, spectators are likely to include zebra, antelope, giraffe and baboon. Dramatic hills, a wetland, rocky outcrops and indigenous forest will provide a backdrop to the course which will include numerous water and sand traps over the 50-100 ha terrain
- The **activity centre** is where reservations can be made for playing golf, guided hiking trails, mountain bicycle trails, game viewing safaris in the Big Five zone, and a guided quad bike trail along the perimeter of the Reserve. Other activities such as game viewing from horseback (or even horse drawn carts), guided special interest walks, organised picnics in the grand tradition, going aloft in a helium observation balloon amongst others could be undertaken.
- The **Explorer Club** will offer squash and tennis courts, a fitness centre, and well-equipped games room.

### 6.4 Satellite Products To Broaden The Visitor Options And Experience

A critical mass of facilities, amenities and infrastructure, serves to stimulate year-round and all-week usage. Additionally the marketing process is more powerful as the marketing budget is spread over several destination components and there are many opportunities for cooperative promotion. To this end we believe that it is important to consider bundling each of the principal investment opportunities (Tshweneng Lodge, Thorntree Hillside Lodge and Explorer Lodge) with the opportunity to develop an 8-tent or 8-cabin ‘satellite’ facility. Generally speaking satellite

facilities to enable guests, for one or two nights, to enjoy an experience totally different to that offered by the main lodge. The net effect is to encourage guests to stay longer and if cleverly done, to become repeat visitors. Of course the satellite camp can also be marketed as an independent facility in its own right for special interest groups as well as themed group package tours such as scientific tours, astrology tours or team building weekends.

An existing Hunting Lodge which lies within the secluded ‘game breeding area’ could be redeveloped and branded as a ‘Close Encounters Safari Lodge’ to be used for exclusive walking safaris and scientific tours which will expose guests to issues such as game capture, game tagging, game tracking and game viewing in an area where tourist activity is generally restricted.

## 7. SPATIAL PLANNING

The Heritage Park Phase 1 Business Plan recommends the following upper limits:

- “10 Vehicles per 1000 ha at peak periods where developments are peripheral
- 5 Vehicles per 1000 ha at peak period where developments are not peripheral
- 40 beds per 1000 ha where peripheral developments and activities are possible (PNP area)
- 25 beds per 1000 ha where all activities are centred inside the protected area (Molatedi area)”

Lebatlane’s total Commercial Beds (or equivalent) is 986 and is derived from the above mentioned developments:

• Tshweneng Hills Lodge	440 beds	440
• Tshweneng Estate	640 beds X 10% equivalent of commercial	64
• Explorer Lodge	200 beds	200
• Maakana Ridge Estate	960 beds x 10% equivalent of commercial	96
• Romosibitswana Lodge	120 beds	120
• 3 x Bush Camps (18 beds)	54 beds	54
• Hunting Camp (12 beds)	12 beds	12

The proposed equivalent of 986 commercial beds at a density of 29.52 beds per 1,000 ha falls well within the proposed range; is higher than Kruger National Park (KNP) at 2.12, Hluhluwe-Umflozi-Bufffer (HUB) at 4.02 and Madikwe at 11.48; but lower than Mabula (MAB) at 58.33 and Pilanesberg National Park (PNP) at 39.67.

The proposed road densities are based on 8km per 1,000 ha and totals 390 km, calculated as

follows

- Internal Roads 275 km
  - 8% Access Roads (6m wide surfaced) 22 km
  - 32% Main Game Drive Arteries (4m wide sealed) 88 km
  - 60% Game Viewing Tracks (3m – some graveling) 165 km
- Fence Roads (3m – some gravelled with concrete drainage crossings) 115 km

The peripheral fence road is measured at roughly 115 km, depending on the nature of fencing around the peripheral lodge and resort developments. The proposed internal road network of 275 km at a density of 8.23 km of roads per 1,000 ha is higher than KNP (1.35), HUB (2.37), MAD (5.24) and PNP (3.97), but lower than MAB (27.13). When considering that KNP has large tracts of inaccessible areas, HUB and PNP are mountainous and therefore limited in the number of roads that can be developed and that MAD is a 5-star destination, the proposed 8.23 km per 1,000 ha on a relatively flat area seems reasonable. It is still well below the MAB density of 27.13.

The Zonation of Lebatlane is not a visible element in its landscape. It is a tool that assists in dealing with the effects of land use decisions on the ecological and social environment and allows for the realization of potential use whilst at the same time providing protection of sensitive resources and elements.

Lebatlane is zoned for the widest variety of tourism uses and is determined by the following;

- the overall concept plan for Lebatlane and its surroundings;
- accessibility for identified target markets;
- the physical and aesthetic attributes and constraints of the terrain;
- suitability for specific types of developments and activities;
- access to support infrastructure and services; and
- linkages and relationships with neighbouring properties, zones, developments and activities.

#### **Guided Activity Zones (GAZ) (ca. 22,034 ha or 70% of LGR)**

The GAZ represents the major game viewing area in the middle of the LGR, called Lebatlane North. While guided tourism operations are not restricted to this zone, they do have exclusive use within the GAZ. Management, however, retains access and all management rights in these zones at all time. The operators can acquire limited development rights for bush camps and hides within this zone, subject to Environmental Impact Assessment regulations and carrying any costs associated therewith.

### **Friendly Game Zone (FGZ) (ca. 2,329 ha or 8% of LGR)**

The FGZ represents areas around the development clusters (resorts and lodges) that have been secured from dangerous game by fencing and may allow certain self-conducted activities. The areas are called Tshweneng Hills Resort Area and Ramosibitswana Hillside Lodge Area. The activities in these areas may include hiking and mountain biking, provided they are so demarcated. The self guided zone is a medium to high density self- guided and guided zone set aside for access to the guests utilizing the relevant resort or lodge. Outdoor recreational facilities and visitor comfort stations may also be provided within this zone. These zones should however be kept away from the interior and as close to the periphery of LGR as possible, to minimise the impact and optimise the carrying capacity of the interior.

### **Breeding Camp Zone (BCZ) (ca. 7,044 ha or 22% of LGR)**

The BCZ is situated in the southern part of the Game Reserve and incorporates the old Lebatlane Safari Camp. This BCZ will be used primarily for the breeding of rare, valuable and endangered species. Activities will include extensive and intensive breeding, specially guided and interpreted educational visitor safaris (also for school children) under strictly controlled conditions with due consideration being taken of the potential impact on breeding animals. Other uses could be the same as for GAZ.

### **Other Resource Use**

No portion of the Game Reserve is permanently reserved for resource use (e.g. wood collection, thatch harvesting, etc). Such activities will be conducted under strictly-controlled conditions in areas periodically identified for this purpose by Management, in consultation with an ecologist, and with due consideration being taken of concessionaire rights.

## **8. GAME RESERVE ESTABLISHMENT**

The following guidelines are adopted in the planning and provision of infrastructure:

- Developments will be preceded by Social Impact Assessments.
- All planning of infrastructure will embrace the Environmental Impact Assessment process.
- The following principles will be used in the construction of new buildings:
  - Buildings must blend with the local landscape;
  - No resort, lodge or management buildings will be taller than the surrounding tree-line;
  - Guidelines for the location and construction of buildings will be drafted for each development site;

- The location of structures will be planned so as to minimize the need for the removal of trees or large boulders;
- Light and sound pollution will be minimized in the location, design, structure and management of all buildings and infrastructure;
- New infrastructure will not be located where it may have a potentially negative effect on important existing infrastructure or other future developments; and
- Emphasis will be placed on water and energy saving.

Provision is made for the following Game Reserve Management Infrastructure at a cost of R22.18 million:

- 109,8 km of Big Five Fencing (NWPTB electrified standard as at Madikwe)
- 17,5 km of ordinary Game Fencing (Exemption farm standard)
- Radio communication with repeater station
- 1 x Administrative Complex
- 1 x Storeroom
- 1 x Workshop
- 5 x Staff Houses
- 2 x Entrance gates
- 5 x Guard outposts
- 1 x Game Releasing Boma
- 5 x Game Off-loading Ramps
- 1 x Carcass and skin processing facility
- 1 x Service Centre

Provision is also made for rehabilitation to the amount of R1 million to cater for removal of fences, cattle kraals, redundant buildings, plantations and other unsightly infrastructure. Bush encroachment will be dealt with through Poverty Relief funding.

The biggest concern regarding bulk services that faced Lebatlane was electricity and water supply. Thorough investigations revealed that bulk water from Magalies Water was not a viable option. The appointed geo-hydrologist did however determine that it was feasible to provide all the required water from underground sources.

For electricity, the current network could not be used as it was already running at capacity. A substation will be constructed from where an internal network will be developed. Infrastructure is provided for at an amount of R56.3 million, to include:

- Bulk Water
- Electricity
- Sewer Purification
- Waste Management
- Internal Roads
- Water Point Provision
- Tourism Support Infrastructure

## **9. GAME RESTOCKING**

The following specific guiding principles were adopted in calculating game restocking proposals for Lebatlane:

- Stock species already found in Pilanesberg and/or Madikwe;
- Big Five for Lebatlane North;
- Rare and valuable species for the Breeding Camp (no elephant, lion or wild dog);
- Use a range of species with a focus on the commercially more valuable species stocked below carrying capacity for high production rates with the intention of live capture and live sales;
- Limited range of species stocked close to carrying capacity in Lebatlane North – thus providing large numbers of individual species for game viewing and support of large predators;
- In Lebatlane North, avoid stocking rare and expensive species that have difficulty competing with other species (for example sable antelope);
- Adapt the range of species on the smaller fenced areas of Tshwane Hills and Romosibitswana to reflect the higher density of people and activities in order to balance safety with the enjoyment of wildlife;
- Further adapt the species choice on Tshweneng Hills and Romosibitswana to reflect the generally steep and broken topography with a lower carrying capacity for grazers. Kudu will do well. Limit the number of grazers on the badly overgrazed and eroded areas on the foot of the hills (their current condition reflect their intrinsic palatable and attractive grazing qualities).

Provision is made for Game Restocking in the amount of R75.34 million, which includes the Big Five species and stocking rare and endangered species for the breeding programme.

Use is made of professionals with extensive experience in all the aspects of protected area,

infrastructure and tourism planning and development. Professional fees are budgeted for planning, facilitating the acquisition of appropriate land rights, marketing and project management in the amount of R24,157 million.

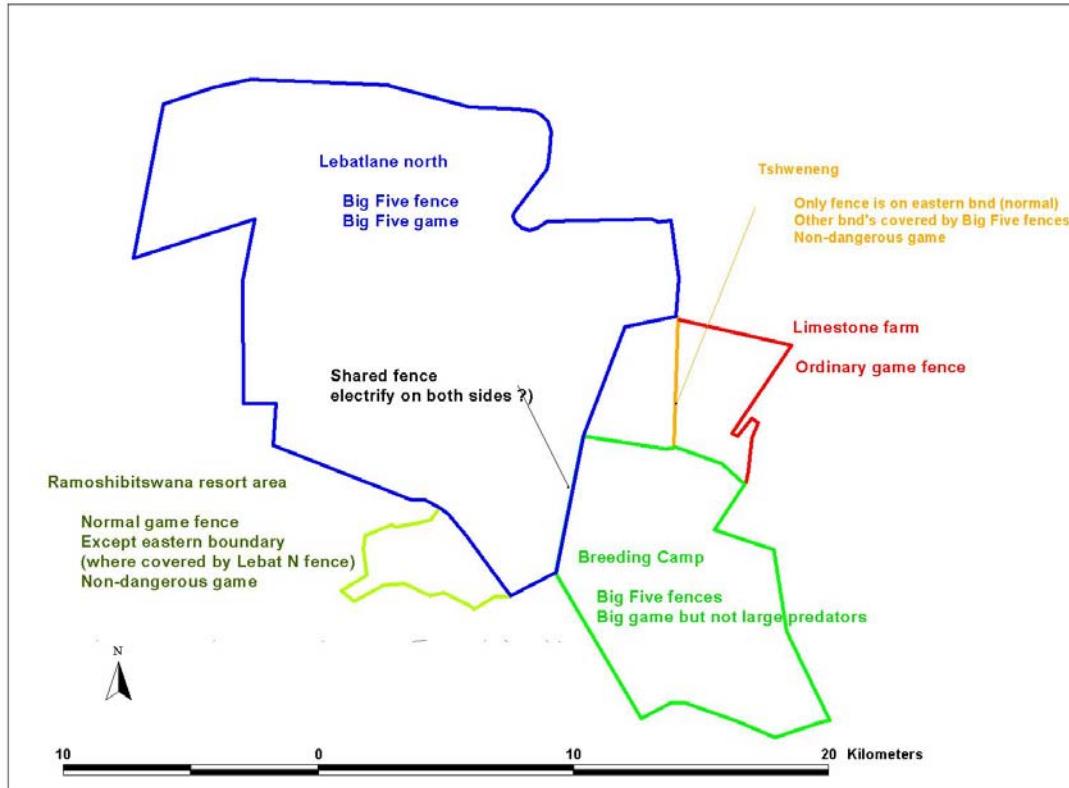


Fig 5: Proposed Fencing for Lebatlane Game Reserve

## 10. GAME RESERVE MANAGEMENT

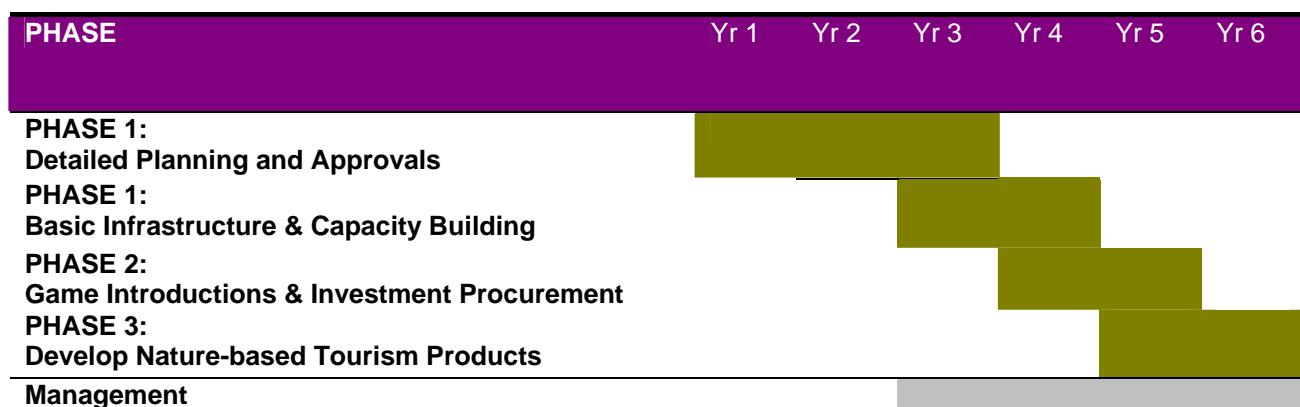
A dedicated game reserve management agency (Merwood and Partners) are contracted for all conservancy management services and the maintenance costs associated with conservation related infrastructure. They will submit an annual budget in line with industry norms for approval by Amrich Prop 30 Properties (Pty) Ltd. They will be recruiting and developing local staff to eventually take over the full management of Lebatlane. To this extent, community members are already undertaking ecological and conservation studies at Tshwane University of Technology. Lebatlane will employ approximately 1,000 temporary staff during construction and development and will employ about 100 permanent staff. The management cost of Lebatlane will be R9.78 million per year. The lodges are expected to employ a further 1,500 employees once fully operational.

The proposed mechanism and procedures for ensuring equitable sharing of costs and benefits between Lebatlane and the private investors, operators and concession holders is as follows:

- Tourism Concessionaires are accountable for all tourism related costs.
- Tourism Concessionaires and Operators will charge and collect income from their clients directly.
- Lebatlane will collect lease and concession fees charged to Concessionaires.
- Lebatlane will sell game to or through Trophy Hunting Outfitters, Game Capture Operators and Culling Outfitters on tender at “on-the-hoof” prices.

The proposed timeline described above is used for the financial calculations and is summarized as follows:

**Table 1: Phasing Timeline**



## 11. RISK MANAGEMENT

The following risks have been identified:

- Land rights for estate development
- Containing village encroachment in East
- Impact and threat of mining
- Relocation of cattle

The infrastructure cost of the project has to be financed by the sale of stands in the proposed estate developments. The market expects full title over the land. The project will therefore not be viable unless the estate properties can be transferred in title to the Joint Venture and then be on-sold to individual buyers. An untested option would be to build in a buy-back option after 99 years.

The Mopyane village in the east is encroaching on the Tshweneng Hills. It has been agreed that this could be managed by fencing the current village on the western side to restrict further expansion towards Tshweneng Hills. The area will however still be used for agricultural purposes and for lime stone extraction as is currently the case.

The only mining in the area is on the farm Kraalhoek between Mopyane and Tshweneng Hills. Although this lime extraction mine is currently not having any great impact, it will be necessary to enter into an agreement to ensure that the impact does not have a negative affect on the planned Tshweneng Resort and the Lebatlane Game Reserve.

The farmers on the land have been informed about the need to move their cattle to alternative land acquired by the Bakgatla Ba Kgafela. This process is managed by the tribal authority and is potentially sensitive and will have to be carefully monitored. It is recommended that a communications officer is appointed to keep in touch with the feelings and perceptions of people on the ground so that negative perceptions can be addressed in time.

## **12. THE HIGHLIGHTS**

The expected intangible highlights of the Lebatlane project are the following:

- Contribution towards expansion of the conservation estate
- Improved utilisation of land
- Socio-economic development of the region
- Empowerment of communities
- Creation of business opportunities
- Development of an alternative economy and contributing towards diversification in line with the Provincial Growth and Development Strategy
- Providing the corner-stone for the expansion of the Heritage Park.

The expected tangible highlights of the Lebatlane project are the following:

- Expansion of the conservation estate with 31,047 ha
- Diversification and growth of the tourism product with more than 1,000 beds
- Increased employment with 1,000 temporary and 1,600 permanent jobs
- Investment of R179 million in infrastructure and game restocking programme
- Investment of R500 million plus in tourism products
- Income generation of R200 million pa