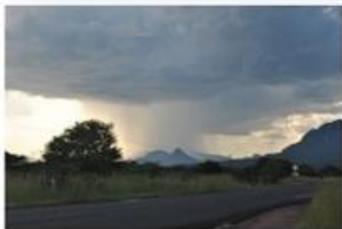


REVIEW AND DEVELOPMENT OF THE CAPRICORN DISTRICT MUNICIPALITY TOURISM GROWTH STRATEGY



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EXECUTIVE SUMMARY

INTRODUCTION

Capricorn District Municipality (CDM) appointed Urban-Econ to review and develop a Tourism Growth Strategy for the district. Eleven years have passed since the Tourism Growth Strategy has been developed and tourism trends have changed. It therefore, requires of the district to keep up with current tourism trends in order to turn the district into a preferred eco-tourism destination of choice.

A strategic plan for destination management is essential for the long-term success and sustainability of a destination. While not having a strategic plan for tourism will not solve all of the destination's challenges, not having a strategic direction will certainly cause more issues in the future.

Therefore in summary, the challenges which led to the discussion of developing a Tourism Growth Strategy for the district include the following¹:

1. The Tourism Growth Strategy was developed 11 years ago and has never been reviewed;
2. Tourism trends have changed and development has to be aligned with current trends;
3. Whether the mentioned tourism projects in the strategy are still relevant to the current needs of the tourists.

Figure 1: Challenges identified in the CDM TOR

Source: CDM Terms of Reference

¹ Terms of Reference, 2015. Capricorn District Municipality. *The review and development of a Tourism Growth Strategy*, 13p.



The intention of this strategy is to provide a comprehensive over-arching framework that will guide tourism growth and development in Capricorn District, and the local municipalities in developing sustainable tourism initiatives that promote greater economic development for the widest possible community. The Capricorn District Tourism Growth Strategy 2015 aims to facilitate tourism development initiatives, provide a marketing directive, unlock latent tourism and economic development potential of the area, provide a list of catalytic tourism projects to be implemented within a five-year time frame and beyond, encourage private sector investment, and create economic development and sustainable job opportunities for the local urban and rural communities.

The strategy is based on a comprehensive tourism status quo analysis, tourism market supply and demand analysis and relevant policy alignment. The strategy was therefore undertaken in three phases, the situational analysis which directed the strategy formulation phase and the implementation phase which provides an implementation framework and monitoring and evaluation tool for each project which was prioritised through workshops and assessment criteria that was identified through the strategy formulation phase. This strategy has been widely and broadly consulted with all stakeholders

The following section will explore the scope of work set-out in the Terms of Reference for the review and development of a Tourism Growth Strategy for the Capricorn District Municipality.

SCOPE OF WORK

The **Scope of the Study** has been set out in the Terms of Reference and is understood by the Urban-Econ Team to be the following:



Table 1: Scope of the Study

Deliverable one: stakeholder consultation and involvement programme
Deliverable two: revision and production of the Tourism Growth Strategy
Deliverable three: a tourism guide document with one approved print
Deliverable four: an interactive DVD with 20 minutes running time and interactive mapping
Deliverable five: tourism branding theme and logo
Deliverable six: project management and execution arrangements and mechanisms

Source: CDM Project Terms of Reference

OVERALL OBJECTIVES OF THE PROJECT

The following aspects have been addressed through the Capricorn District Tourism Growth Strategy 2015:

- ✓ A detailed overview of policy and programmes guiding the tourism sector at a national and provincial level.
- ✓ Review of the existing municipal planning processes for tourism, LED, spatial and other related planning.
- ✓ Detailed project and activities available in the sector.
- ✓ A detailed audit of available tourism product and resources.
- ✓ SWOT analysis to identify potential areas of new potential growth.
- ✓ Formulation of vision, objectives, plan and management as well as institutional structures relevant to achieving tourism growth in Capricorn all aligning to the various provincial and national guiding policies as well as the municipal planning strategies of LED and IDP, amongst others.
- ✓ Suitable complementary products identified and conceptualised that could add value to the local tourism sector.
- ✓ Possible cross-border linkages with neighboring countries provinces and District Municipalities investigated.
- ✓ Good contact with stakeholders and engaged in a series of consultative processes, including and not limited to: surveys, interviews, a workshop and consultative fieldwork trips on two separate occasions.
- ✓ Undertake the development of the strategy.
- ✓ Incorporate six detailed project designs as part of the strategy development.
- ✓ A detailed implementation plan and monitoring and evaluation framework.

Figure 2: Overall objectives of the TGS (**Source:** Urban-Econ)



METHODOLOGY

The methodology undertaken includes a detailed Literature Review of existing research, Integrated Development Plans, Local Economic Development Strategies and previous Tourism Strategies, a Statistical Analysis using Quantec, statics obtained from Limpopo Tourism Agency and Statistics South Africa. Stakeholder Consultation consisted of constant contact made with tourism stakeholders to obtain information and keep stakeholders abreast with the process, by either face to face meetings, email conversations or telephone conversations. Other methods of stakeholder consultation included:

- ✓ Online tourism questionnaires to service providers.
- ✓ One week fieldtrip consultation weeks in Capricorn District on two separate occasions (one during the inception and situational analysis phase and one during the implementation phase).
- ✓ A workshop with all five local municipalities, traditional leaders, private sector establishments and representatives of Limpopo Tourism Agency, the LEDET and Capricorn District Municipality.

Figure 3: Alternative Consultation Methods

Source: Urban-Econ

The diagram below reflects the methodological approach used throughout the course of the development of the TGS, where the six deliverables were processed simultaneously through a six phased approach.



The six phases are illustrated below:

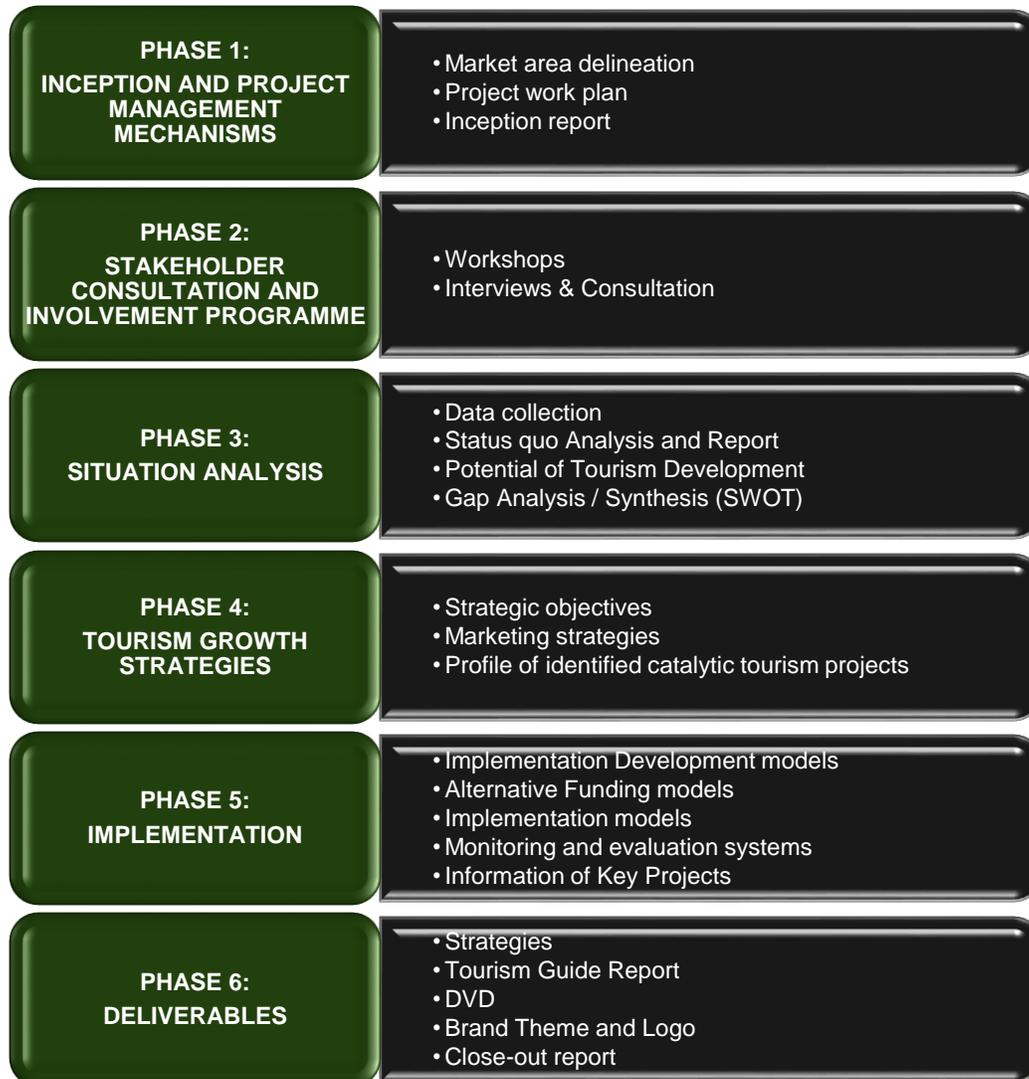


Figure 4: Methodological Diagram

Source: Urban-Econ



THE IMPORTANCE OF TOURISM IN CAPRICORN DISTRICT MUNICIPALITY

This project has unveiled that Capricorn Tourism plays a significant role both in the district and provincial economies. The importance of tourism in Capricorn for the local and provincial economies should not be underestimated and should be promoted at a district and provincial scale to allow for integrated tourism growth and development that benefits more than the district alone. The DM has many including the world renowned Makgabeng Plateau. Capricorn DM has proved to retain a unique variety and diverse mix of tourism products, which range from eco- and avi-tourism (birding), culture and heritage tourism, arts and craft tourism, sport and adventure tourism and religious tourism which attract varied market segments. These are accompanied by the further potential for other niche areas identified such as rural tourism and community-based tourism. Tourism is prominent in the local municipalities within Capricorn and its strategic location off the national and provincial movement corridors is of prime advantage. Of key importance is the potential international and national cross boundary linkages and marketing with the N1, The African Ivory Route (Open Africa) including the Blouberg and Mafefe Camps, etc. Taking into consideration the vibrant mix of tourism assets identified and the strategic location of the district, Capricorn is a highly favourable tourist destination and position to absorb and entice a fairly large amount of visitors and should therefore be promoted to reach full potential.

MAIN CHALLENGES IDENTIFIED AND INTERVENTION AREAS

Below is a list of the overall challenges and interventions areas as identified through the situational analysis.

Overall Challenges

- Inaccurate, incomplete and lack of visitor statistics and inadequate knowledge management.
- Lack of accommodation standards and grading.



- Underdeveloped transport and ICT infrastructure and poor signage throughout the district.
- Poor and uncoordinated marketing and advertising, as well as inadequate distribution of marketing material and lack of district wide branding.
- Weak institutional and organisational structures and lack of by-laws.
- Poor community tourism awareness and involvement.
- Lack of market research and development.
- Cultural and heritage attractions not maintained.
- Crime.
- Lack of tour operators, local SMME development and transformation.
- Limited product development.
- Lack of integration and communication with key organisations and surrounding districts.
- Lack of community based initiatives and limited linkages with rural areas and communities.
- Lack of tourist facilities and activities.

Key Invention Areas Taking Into Consideration the Above Challenges

- Marketing – experience driven tourism – expand on the brand of the district to local municipalities
- Institutional capacitating and staffing.
- Tourism economic infrastructure provision/upgrading/maintenance.
- Route development and signage.
- Tourism information centres.
- Empower tourism stakeholders.
- Monitoring and evaluation data + undertake research and development + tourism statistics and information.
- Development agency.
- Upgrading of tourism channels (ICT).



- Product development of niche tourism and enhance existing attractions and tourism grading.

TOURISM VISION OF THE CAPRICORN DISTRICT MUNICIPALITY

The vision statement is informed by the major challenges discovered the situational analysis. A tourism vision statement outlines what the tourism industry in Capricorn wants to be, or how it wants the world in which it operates to be. It is a long-term view. Alignment has been made with the national and provincial visions, as well as the visions of the five local municipalities and the district municipality.

The tourism vision which has been formulated is thus:

In the next five years, Capricorn will be a preferred eco-tourism destination of choice and a prime events, cultural, heritage and avi- tourism destination offering a unique and diverse tourism experience with an increased domestic and foreign base, linked to surrounding tourism attractions to strengthen and be strengthened. This will be achieved by nurturing sustainable and responsible tourism development which stimulates job creation with a well-resourced and efficiently managed and transformed tourism sector.

Figure 5: CDM Tourism Vision

Source: Urban-Econ

This vision can be seen to be both a long term and short term vision as the imperatives will continue after the five-year period. The vision statement sums up the needs to nurture sustainable and responsible eco-tourism growth and development and takes into account the approach



described above. CDM has a large variety of natural- and cultural-based resources which can be tapped into in a conservative way. CDM has the potential to develop a tourism environment that attracts the responsible and adventure/fun-seeking tourist through providing entertainment and interactive activities that connect to the outdoors, culture and events.

The following section explores the goals and strategies of this Tourism Growth Strategy.

TOURISM GOALS AND STRATEGIES

The goals and strategies that emerged from the process in response to the challenges highlighted above are summarised below. These strategies have been aligned to the Limpopo Tourism Growth Strategy and the National Tourism Strategy.

Table 2: Tourism Goals and Strategies

Strategic Cluster/ Goal		Strategic Thrust
Strategic Cluster/ Goal 1: <ul style="list-style-type: none"> Marketing- Develop an effective and efficient marketing system to increase visitor numbers into Capricorn. Marketing - tourism growth and development (demand). 	Strategy 1.1:	Improve general marketing in Capricorn through varied marketing tools, information offices and adequate distribution.
	Strategy 1.2:	Ensuring route development, branding and marketing cohesion.
Strategic Cluster/Goal 2: <ul style="list-style-type: none"> Product development and support Services-Establish and support key product development initiatives to enhance the diversity of tourism and 	Strategy 2.1:	Develop and enhance core nature-based tourist experiences (iconic natural scenic tourism experiences).
	Strategy 2.2:	Develop niche tourism experiences to contribute to a diverse and unique tourist experience.



<p>to improve the perception of the tourism industry in Capricorn and accommodate accessibility tourism and drive investment promotion.</p>	<p>Strategy 2.3:</p>	<p>Enhance tour operating services, hospitality and accommodation to support the Capricorn tourism industry.</p>
	<p>Strategy 2.4:</p>	<p>Ensure investment promotion of tourism in Capricorn.</p>
	<p>Strategy 2.5:</p>	<p>Enhance safety and security in the district to support crime free tourism in Capricorn.</p>
	<p>Strategy 2.6:</p>	<p>Promote and accommodate accessible tourism.</p>
<p>Strategic Cluster/Goal 3:</p> <ul style="list-style-type: none"> • People Development- To enrich the tourism industry role-players through skills enhancement and awareness, capacity building, SMME support and transformation and provision of quality Tourism Experiences service excellence. 	<p>Strategy 3.1:</p>	<p>Encourage and ensure transformation of the Capricorn tourism industry.</p>
	<p>Strategy 3.2:</p>	<p>Stimulate a tourism culture through tourism awareness and education across the district.</p>
	<p>Strategy 3.3:</p>	<p>Ensure quality tourist experiences and service excellence.</p>
<p>Strategic Cluster/Goal 4:</p> <ul style="list-style-type: none"> • Tourism Infrastructure Investment Framework-To create a favourable built tourism environment to become conducive to growth and development and to boost investor confidence. 	<p>Strategy 4.1:</p>	<p>Maintain and upgrade transport (road), communication and services Infrastructure to create a conducive tourism environment.</p>
	<p>Strategy 4.2:</p>	<p>Maintain and facilitate provision of Signage to direct visitors in and around Capricorn</p>
<p>Strategic Cluster/Goal 5:</p> <ul style="list-style-type: none"> • Policy, strategy, governance, research & knowledge management 	<p>Strategy 5.1:</p>	<p>Enhance and develop tourism research and knowledge management to facilitate an organised and well managed tourism industry.</p>



<p>monitoring and evaluation- To create an enabling institutional environment through knowledge management, developing collaborative partnerships and producing planning and regulatory measures.</p>	<p>Strategy 5.2:</p>	<p>Enhance tourism through institutional arrangements, collaborative partnerships, communication and policy.</p>
	<p>Strategy 5.3:</p>	<p>Promote responsible tourism and green principles in tourism development.</p>
	<p>Strategy 5.4:</p>	<p>Provide a sustainable planning framework to guide future tourism development and investment.</p>

Source: Urban-Econ

LIST OF PRIORITY PROJECTS

Based on assessment criteria, a number of priority projects were chosen from a list of initial projects which have been identified through the strategic framework. The chosen priority projects are listed below. An implementation plan and monitoring and evaluation framework has been completed from each of these projects as well as a detailed cash flow. It is from this that the six projects are chosen for purposes completing a concept plan. The priority projects are as follows:

Strategic Cluster/ Goal 1:

Marketing-Develop an effective and efficient marketing system to increase visitor numbers into Capricorn.



Table 3: Strategic Cluster 1

Strategic Thrust	Project/ Intervention
Strategy 1.1: Improve general marketing in Capricorn through varied marketing tools, information offices and adequate distribution.	1.1.2 Create an events calendar and strategy for the district.
	1.1.3 Develop a district tourist guide with details of attractions, accommodation establishments, travel agents contacts numbers, a fully detailed map etc.
	1.1.4 Develop a district tourism website with a data base of all attractions, and products as well as potential investments.
	1.1.6. Develop a cell phone Application which acts as a tourism office <i>in your tourists' pocket</i> including information about attractions, facilities and photos.
	1.1.21 Develop a Tourism DVD promoting tourism attractions.
Strategy 1.2: Ensuring route development, branding and marketing cohesion.	1.2.1 Develop a district marketing strategy with an M&E system linked to tourist trends spurred by marketing initiatives.
	1.2.2. Develop a District-wide tourism theme and logo.
	1.2.5 Feasibility study and Business Plan for the establishment of a detailed route for Capricorn.

Source: Urban-Econ

Strategic Cluster/Goal 2:

Product development and support services-establish and support key product develop initiatives to enhance the diversity of tourism and to improve the perception of the tourism industry in Capricorn and accommodate accessibility tourism and drive investment promotion.



Table 4: Strategic Cluster 2

Strategic Thrust	Project/ Intervention
<p>Strategy 2.1: Develop and Enhance Core nature-based tourist experience (iconic natural scenic tourism experiences).</p>	<p>2.1.3. Develop and support eco-tourism and heritage initiatives at Blouberg LM.</p>
	<p>2.1.8. Rehabilitate the Capricorn Needle Monument to its former glory.</p>
	<p>2.1.9. Develop interpretation centres to promote rock art in support to Blouberg LM – Incorporate these types of projects with the other LMs.</p>
	<p>2.1.10 Develop an environmental interpretation centre in the district linked to a nature/ game reserve (e.g. Lekgalameetse Nature Reserve/ Polokwane Game Reserve/ Mogoshi Mountain).</p>
<p>Strategy 2.2: Develop niche tourism experiences to contribute to a diverse and unique tourist experience.</p>	<p>2.2.7 Investigate the potential of Avi-tourism and a birding route linked between the various bird sanctuaries e.g. Zanna Bird and Reptile Park, Polokwane Bird Sanctuary, Moletjie Bird Sanctuary and Moletzie Bird Sanctuary.</p>
<p>Strategy 2.3: Enhance Tour Operating services, hospitality and accommodation to support the Capricorn tourism industry.</p>	<p>2.3.4 Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office, district craft hub with shops and job opportunities along the N1 to include an entertainment area/ centre.)</p>
<p>Strategy 2.4: Ensure investment promotion of tourism in Capricorn.</p>	<p>2.4.3 Develop an investment promotion strategy and package potential projects.</p>



2.5.1 Engage SAPS in tourism awareness and tourist protection in Capricorn DM and throughout LMs.

2.6.2 Development and promotion of universal accessibility tourism standards and apparatus and marketing of accessible tourism.

Source: Urban-Econ

Strategic Cluster/Goal 3:

Transformation- To enrich the tourism industry role-players through skills enhancement and awareness, capacity building, SMME support and transformation and provision of quality tourism experiences service excellence.



Table 5: Strategic Cluster 3

Strategic Thrust	Project/ Intervention
Strategy 3.1: Encourage and ensure transformation of the Capricorn tourism industry.	3.1.2 Facilitate continuous SMME and business support to tourism role-players (e.g. crafters) through a development programme.
	3.1.7. Develop a local procurement strategy linked to local SMMEs and local product owners.
	3.1.8 Encourage mentoring between emerging and established tourism product owners.
Strategy 3.2: Stimulate a tourism culture through tourism awareness and education across the district.	3.2.2. Facilitate a district tourism skills audit and development plan to guide and involve LMs.
	3.2.4 Facilitate the establishment of a hospitality educational centre in the district in partner with recognised tourism training centres.
	3.2.6 Create a 'one-stop-shop' where learners and students can access accurate information preferably at a local library or tourism office.
Strategy 3.3.: Ensure Quality tourist experiences and service excellence	3.3.1 Conduct workshops on continuous professional development for current tourism staff.
	3.3.5 Develop a system of grading and standards through the Tourism Grading Council of South Africa or SATOUR for all accommodation, catering and other service providers including info centres and an M&E system to ensure compliance (e.g. Tourism inspector).
	3.3.10 Periodic training and workshops held for ward councillors and traditional leaders educating about tourism.

Source: Urban-Econ



Strategic Cluster/Goal 4:

Tourism infrastructure investment framework – To create a favourable built tourism environment to become conducive to growth and development and to boost investor confidence.

Table 6: Strategic Cluster 4

Strategic Thrust	Project/ Intervention
Strategy 4.1: Maintain and upgrade transport (road), communication and services infrastructure to create a conducive tourism environment.	4.1.1. Start a district wide 'clean up' campaign championed by LMs, guided by DM.
Strategy 4.2: Maintain and facilitate provision of Signage to direct visitors in and around Capricorn	4.2.6 Develop a district wide tourism and advertising signage policy, investment and communication framework to systematically guide allocation maintenance and provision of signage.

Source: Urban-Econ

Strategic Cluster/Goal 5:

Policy, strategy, governance, research & knowledge management monitoring and evaluation – To create an enabling institutional environment through knowledge management, developing collaborative partnerships and producing planning and regulatory measures.



Table 7: Strategic Cluster 5

Strategic Thrust	Project/ Intervention
Strategy 5.1: Enhance and develop tourism research and knowledge management to facilitate an organised and well managed tourism industry	5.1.1. Formulate a knowledge management strategy and system for collating information and visitor statistics to track demand, include audit of the amount of jobs/employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction with LTA.
Strategy 5.2: Enhance tourism through institutional arrangements, collaborative partnerships, communication and policy	5.2.6. Develop a District Marketing Organisation / Regional Tourism Organisation
	5.2.9. Oversee that Aganang LM, Molemole LM & Lepelle-Nkumpi LM have a tourism official and a Local Tourism Forum (LTF) as per provincial requirement
Strategy 5.3: Promote responsible tourism and green principles in tourism development	5.3.5 Ensure that green principles are incorporated into new tourism developments
Strategy 5.4: Provide a sustainable planning framework to guide future tourism development and investment	5.4.1 Facilitate fast tracking of planning processes, as well as land auditing to enable development to occur

Source: Urban-Econ



PRIORITY PROJECT CONCEPT PLANS

Six projects were chosen from the priority list above for the purpose of concepts to be drawn up, through a prioritisation process as well as a district workshop. The six project that were chosen from the list above:

Table 8: Priority Projects

No.	Project	Description
1.	Project 1.2.1.	Develop a district marketing and distribution strategy with an M & E system linked to tourist trends spurred by marketing initiatives.
2.	Project 1.2.5.	Feasibility study and business plan for the establishment of a detailed route for Capricorn.
3.	Project 2.3.4.	Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office, district craft hub with shops and job opportunities along the N1 to include an entertainment area/ centre).
4.	Project 3.2.4.	Facilitate the establishment of a hospitality educational centre in the district in partner with recognised tourism training centres.
5.	Project 5.1.1.	Formulate a knowledge management strategy for collating information and visitor statistics to track demand, include audit of the amount of jobs/ employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction LTA.
6.	Project 5.2.6.	Develop a District Marketing Organisation/ Regional Tourism Organisation.

Source: Urban-Econ



WAY FORWARD AND RECOMMENDATIONS

The way forward following the formulation of the Tourism Growth Strategy is to:

1. Formally adopt the Tourism strategy.
2. Select and source funding for the priority projects.
3. Implement Priority Projects.

Figure 6: Way Forward

Source: Urban-Econ

In order to implement the priority projects as per the detailed implementation plan, the first step recommended that the district take is to gather all stakeholders involved in the strategy formulation process and agree to implement the priority projects in particular the proposed Regional Tourism Organisation as a municipal entity. The institutional aspect is the main stifling factor of tourism in Capricorn and this need to be addressed. A way forward in this regard needs to be decided on with immediate effect. It is recommended that Capricorn DM creates a consultation plan to include major stakeholders in and around Capricorn to deliberate on tourism in and around Capricorn DM.

The district forum could be a platform for an immediate meeting in relation to the current strategy. A platform for discussion needs to be addressed and support and buy-ins from LMs need to be promoted immediately. Alignment of tourism in Capricorn needs to be made with the National Service Excellence Requirements to incorporate standards and norms.

Another aspect that needs to be addressed as soon as possible is the issue of adequate staffing. In order for the outcomes of this strategy to be carried out Capricorn DM needs to make adequate resources available for purposes of execution of projects. In this instance, additional personnel are required to assist with implementation at a district level.



Based on the importance of tourism in Capricorn DM expressed in the paragraphs above, if the DM wants to realise and develop this significant sector to their economy further, then it is a prerequisite that the District Municipality Council fully commit to the implementation of the strategy by making the necessary resources i.e. personnel and funding, available. The approximate funding required for tourism on a yearly basis that the DM needs to commit to for the following 5 years is \pm R 3 000 000 in line with the outcomes of this strategy.



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LIST OF ANNEXURES

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Annexure B: Capricorn District Tourism Product Audit

Annexure C: Capricorn Project List

Annexure D: Capricorn District Theme and Logo Document

Annexure E: Capricorn District Cell phone Application Document

Annexure F: LEDET Registered Tour Guides



SECTION ONE PROJECT PREAMBLE

Capricorn District Municipality (CDM) appointed Urban-Econ to review and develop a Tourism Growth Strategy for the district. Eleven years have passed since the Tourism Growth Strategy has been developed and tourism trends have changed. It therefore requires of the district to keep up with current tourism trends in order to turn the district into a preferred eco-tourism destination of choice.

A strategic plan for destination management is essential for the long-term success and sustainability of a destination. While not having a strategic plan for tourism will not solve all of the destination's challenges, not having a strategic direction will certainly cause more issues in the future.

Therefore in summary, the challenges which led to the discussion of developing a Tourism Growth Strategy for the district include the following²:

1. The Tourism Growth Strategy was developed 11 years ago and has never been reviewed;
2. Tourism trends have changed and development has to be aligned with current trends
3. Whether the mentioned tourism projects in the strategy are still relevant to the current needs of the tourists.

Figure 7: Overall Challenges

Source: CDM Terms of Reference

² Terms of Reference, 2015. Capricorn District Municipality. *The review and development of a Tourism Growth Strategy*, 13p.



The following section will explore the objectives set-out in the terms of reference for the review and development of a Tourism Growth Strategy for the Capricorn District Municipality.

1.1 OVERALL OBJECTIVES

The **scope of the study** has been set out in the terms of reference and is understood by the Urban-Econ Team to be the following:

Table 9: Scope of the study

Deliverable one: stakeholder consultation and involvement programme
Deliverable two: revision and production of the Tourism Growth Strategy
Deliverable three: a tourism guide document with one approved print
Deliverable four: an interactive DVD with 20 minutes running time and interactive mapping
Deliverable five: tourism branding theme and logo
Deliverable six: project management and execution arrangements and mechanisms

Source: CDM Project terms of reference

1.2 METHODOLOGY

The diagram below reflects the proposed methodological approach where the six deliverables will be processed simultaneously through a six-phased approach.

The six phases are illustrated below:

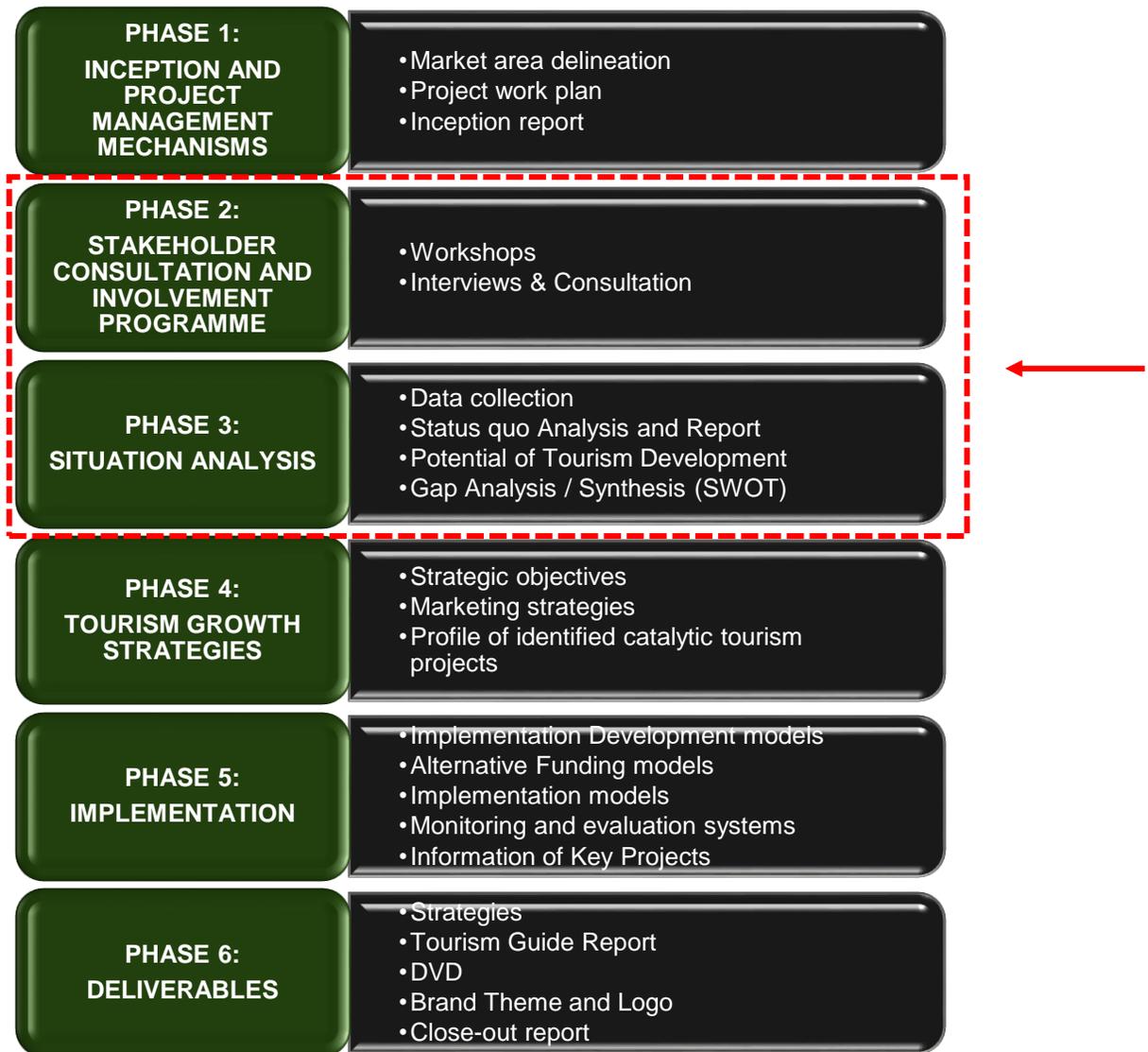


Figure 8: Methodological Diagram

Source: Urban-Econ's own compilation

This chapter will explore phases two and three which deal with stakeholder consultation and involvement programme, and the situational analysis.



- **Phase two:** stakeholder consultation and involvement programme: This section is discussed under Section 1.5 of the Situational Analysis.
- **Phase three: Situation analysis** - This phase consists of the various analysis which was conducted to evaluate the tourism potential or opportunities in the Capricorn District Municipality. The specific deliverables under this component include data collection, the status quo analysis and report; the potential of tourism development and gap and synthesis (SWOT) analysis.

1.3 STRATEGIC APPROACH

Tourism is a term that has been used to describe a wide range of activities and services and is being regarded by many to be a dominant contributor to economic and social development in the country.

The definition of tourism to be used for this project is as follows:

The activities of persons travelling to, and staying, in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.³

Figure 9: Tourism definition

Source: StatsSA

³ Statistics South Africa.



1.4 TOURISM AS A SYSTEM

The tourism industry represents the group of products and services provided to the tourist. It is important to recognise that the tourism industry needs to act as a system in order to function properly. Tourism development within the district therefore, needs to create forward and backward linkages between the tourism products and other tourism products, and between tourism products and supporting services. All elements of the system need to be in place for the tourism sector in Capricorn District to operate as a whole.

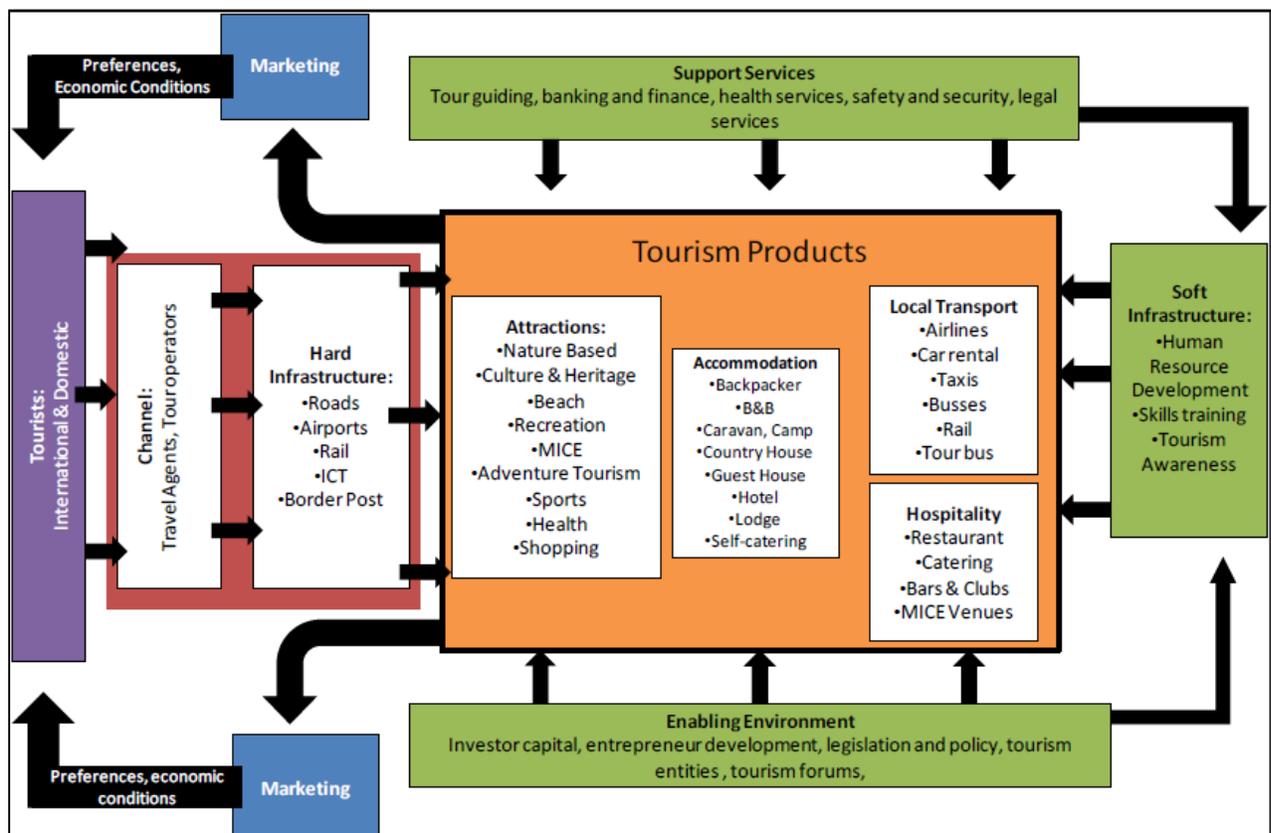


Figure 10: Tourism System

Source: Urban-Econ



1.4.1 LINKS WITH LOCAL ECONOMIC DEVELOPMENT

Tourism is seen as a key economic sector in the Capricorn District Municipality. Linking tourism development with Local Economic Development (LED) is key to ensuring that the benefits of a particular local tourism development accrue to the local economy, rather than being lost through leakages to other economies. As much as possible, the tourism system in Capricorn District as outlined above, should be provided by the local economy to ensure maximisation of local benefits, and minimal leakages.

1.4.2 DEMAND DRIVEN SECTOR

A key principle for tourism development is that it needs to be demand driven, rather than supply driven. Tourism demand refers to the requirements and expectations that tourists have from a particular destination and these requirements and expectations can be created by various push and pull factors. The key principal here is that tourism products in the district and local municipalities' should only be developed if there is a current demand for that product, or a strong likelihood that there will be future demand for that product.

1.4.3 PRIVATE SECTOR DRIVEN, GOVERNMENT FACILITATED

Tourism development should be private sector driven, with government facilitating this through the creation of an enabling environment through policies, strategies, infrastructure provision, etc. In particular, the government's role is largely around the provision of supportive infrastructure to Capricorn District to ensure the sustainability of tourism development in the locality.



1.4.4 SUSTAINABLE TOURISM DEVELOPMENT

This study will consider the development of tourism within the Capricorn District Municipality, not in the narrow sense that it should be economically viable, but using the following definition of sustainable tourism development from the United Nations Environment Programme (UNEP) as follows:

Figure 11: A definition of Sustainable Tourism Development

“1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.” As such, sustainable tourism development seeks to ***“Meeting the needs of the present without compromising the ability of the future generations to meet their own needs’*** Bruntland Report, 1987.

Source: United Nations Environment Programme

1.4.5 RESPONSIBLE TOURISM

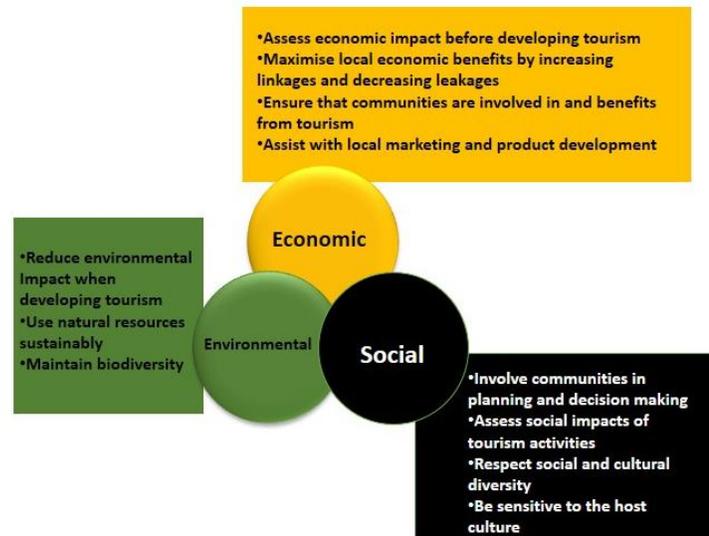
Responsible tourism is a type of tourism which is strongly advocated by government and tourism planners, and tourists increasingly want to know that the tourist activities that they are engaging in are responsible in nature. The three pillars to responsible tourism are shown in the following diagram.



These principles promote tourism development that ensures benefits to the local community, reduces poverty and suggests ways to minimise the negative impacts of tourism on the environment.

Furthermore, tourists increasingly tend to be attracted to areas that show components of responsible or sustainable tourism practices.

Responsible tourism is therefore, tourism development that avoids any damage to the environment, culture and economy of the area where it takes place. This study will be based on these principles.



1.4.6 TOURISM CLUSTERING

The clustering of tourism attractions are key to developing a competitive advantage through the following:

- Sharing of public infrastructure and resources
- **Linkages in marketing**
- Linkages with independent products adding value to the whole

Implications for the CDM Tourism Growth Strategy

The CDM Tourism Growth Strategy aligns to this approach

Where possible, this study will look to develop tourism products in the district and activity clusters to increase the viability and attractiveness of the district as a whole. This is particularly



relevant to CDM as many of the key activities already developed are focussed on specific historical sites, sporting arenas or at specific nature reserves, and there is a need to densify tourism offerings based on patterns, as well as create opportunities to grow new clusters. Clustering tourism can also be seen in the sense of clustering of existing products in order to market as a whole or collectively. This is imperative in the case of CDM as smaller businesses can benefit from this time of marketing.

1.4.7 TOURISM COMPETITIVE ADVANTAGE

This study will be based on the development of tourism in the district, based on the specific advantages that the tourism product would have in that area, over another area.

Opportunity areas highlighted in this study will be developed if they have a unique selling point that will generate enough demand for that product by tourists in order for them to travel to the towns within CDM rather than another destination outside of the district offering a similar product for this tourism development to be feasible. This will be challenging, as there are numerous tourism sites—the focus here will be on developing unique selling points that attract tourists to new activities within CDM and to enhance the ones which already exist. Capricorn is fortunate to have a variety of



Figure 13: The Tourism Sector Plan

Source: Urban-Econ



tourist experiences suiting various preferences and personalities. This can be seen as an opportunity for the district as a whole.

1.5 CONSULTATIVE PROCESSES

Public participation is an essential element of this project, during all phases of the work. The following consultation processes were undertaken by the researcher.

- **Surveys:** Quantitative research was carried out through a tourism questionnaire to service providers and product owners in order to inform the market supply and demand analysis through e-mail and telephone interviews.
- **Stakeholder Consultation:** Constant contact was made with tourism stakeholders to obtain information and keep stakeholders abreast with progress made on the project, by either face to face meetings, email or telephone conversations.
- **Site Visit:** A six-day site visit was conducted on two spate occasions where meetings were arranged with various stakeholders. The first fieldwork site visit took place during phase 1 (inception), and the second during phase 5 (implementation). Site analysis was also conducted during this time and the various tourist attractions were visited and photographed. This in-depth analysis gave the researcher a good sense of the tourism product offering and experience which Capricorn District has to offer. The following table gives an overview of the areas visited during this time.

Table 10: Site Visits conducted during Stakeholder Consultation Weeks

DAY	MUNICIPALITY
Day One	Lepelle-Nkumpi Local Municipality
Day Two	Polokwane Local Municipality
Day Three	Molemole Local Municipality



Day Four	Aganang Local Municipality
Day Five	Blouberg Local Municipality
Day Six	Polokwane Local Municipality

Source: Urban-Econ

- **PSC Meetings:** Project Steering Committee members would meet at the end of each deliverable to discuss the outcome and the way forward.

1.5.1 WORKSHOP

A workshop with 50 stakeholders was conducted on 13 March 2015 at Bolivia Lodge in Polokwane. Various traditional leaders, municipal counsellors, tourism product owners and other stakeholders attended the workshop.

The purpose of the workshop was to receive inputs and debate the status of tourism development in the Capricorn District Municipality (CDM) and to work towards the formulation of a Tourism Growth Strategy to address the tourism development gaps and opportunities identified.

This specific workshop focused on developing an understanding of the current tourism situation in the area and therefore the findings identified during the group discussions has been incorporated into the SWOT analysis (refer to Section 9). The next section will explore the group discussion topics.

1.5.1.1 GROUP DISCUSSION TOPICS

On arrival each attendee was allocated to a different table. The tables were labelled in the following colours: Green, Yellow, Purple, Blue and Red. The discussion groups and topics are revealed in the following diagram:

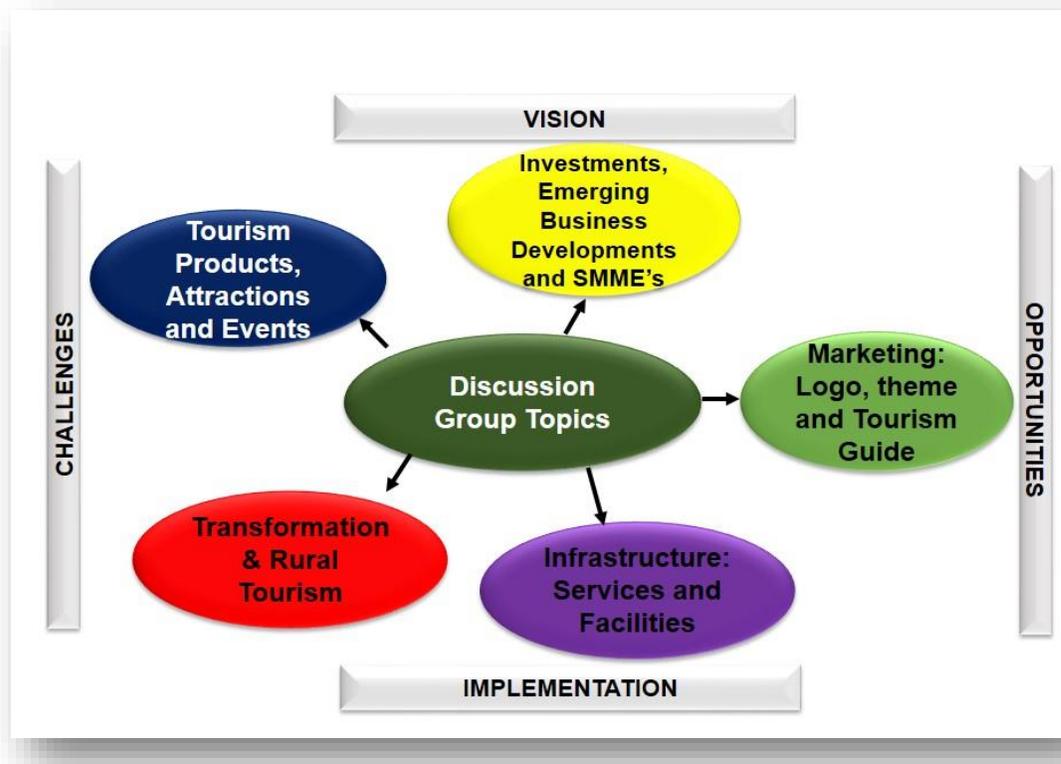


Figure 14: Group Discussion Topics

Source: Urban-Econ

As seen above the discussion groups constituted of the following topics:

1. **Green table:** Marketing: logo, theme and tourism guide book.
2. **Red table:** Transformation and rural tourism.
3. **Yellow table:** Investments, emerging business developments and SMME's.
4. **Blue table:** Tourism products, attractions and events.
5. **Purple table:** Infrastructure: Services and facilities

Each group received a worksheet with the following four activities (as seen in Figure 14 and Table 11):



Table 11: Group Activities

Activity	Instruction	Time allocation
Activity One:	Identify the main vision which Tourism in Capricorn should focus (Keeping the groups' focus topic in mind)	15 minutes
Activity Two:	Identify five challenges and five opportunities of (discussion topic) in CDM as a tourism destination.	15 minutes
Activity Three:	List five main solutions, actions and strategies which you think CDM should implement to resolve the challenges listed.	15 minutes
Activity Four:	List five main solutions, actions and strategies which you think CDM should implement to achieve the opportunities listed	15 minutes
Total time allocated for group activities		1 hour

Source: Urban-Econ

Group members selected a scribe to record their findings on their worksheets. Time allocated per activity was 15 minutes and the total duration of the group discussions was an hour. Results revealed in the worksheets are recorded in Annexure A. In addition to this, these recordings have also been incorporated into the SWOT Analysis (refer to Section 9).



1.6 STRUCTURE OF REPORT

The structure of this report, as shown in the following diagram, began with Section One, which was the introduction. Section Two will give a spatial introduction of tourism in Capricorn District Municipality, after which the local municipalities in Capricorn District will be explored in Section Three.

In Section Four the tourism dynamics and structure will be investigated, which includes tourism market trends, product offerings, hard and soft infrastructure.

In Section Five tourism distribution and structure will be discussed, and in Section Six a tourism demand analysis will be conducted. Section Seven will look at the various policies and strategies which influence the development of a Tourism Growth Strategy.

Section Eight will explore the institutional analysis and tourism. Then in Section Nine a SWOT analysis will be set-up from the findings in the report. Lastly in Section Ten the way forward will be revealed.



Figure 15: Structure of the report

Source: Urban-Econ



SECTION TWO: SPATIAL INTRODUCTION OF TOURISM IN CAPRICORN DISTRICT

The spatial dynamics of tourism in and surrounding Capricorn District Municipality indicates the exact location of Capricorn District, as well as the local municipalities which it forms part of. Once the local context and economic drivers have been investigated, this section will proceed to give an overview of tourism in the area. Here the major tourism routes and areas will be discussed. The purpose of this section is to contextualise tourism in the district, including the surrounding areas in order to get an understanding and orientation to the municipality and the district.

The most important source documents which informed this section were:

- The Spatial Development Framework of the Municipality that was compiled in 2011.
- The Investment and Marketing Strategy 2009.
- The Capricorn District Municipality Local Economic Development Strategy.

The Capricorn District Municipality (CDM) is located towards the north-east of South Africa in the Limpopo Province, as depicted on Figure 16. It is one of five District Municipalities in the province and comprises the central extents of the province. The Capricorn District covers an estimated 2,180,530 hectares of land. The remaining four districts of Limpopo Province that share the CDM's borders are as follows: Mopani DM to the east, Sekhukhune DM to the south, Vhembe DM to the north, and to the west the Waterberg DM (see Figure 16).



Figure 16: Limpopo Province and Study Area Map

Source: Extracted from the Capricorn Investment Strategy (2009)

The Capricorn District, and in particular Polokwane Local Municipality, serves as the economic capital of the Limpopo Province. This is largely due to its strategic location and the regional transportation network. This transport network, which includes the N1 (from Pretoria to Zimbabwe), R37 (Polokwane to Lephalale/ Burgersfort), R521 (from Polokwane to Alldays/ Zimbabwe/ Botswana) and R71 (Polokwane to Tzaneen); as well as the provincial rail network, serves as the basis of corridors and gateways to major economic destinations in the northern parts of South Africa and bordering countries. It is imperative for the Capricorn District Municipality to optimally realise the potential of these and other competitive advantages.



2.1 LOCAL CONTEXT

The CDM is mostly rural in nature with a settlement pattern of scattered small rural villages. The following table introduces the five local municipalities that constitute the Capricorn District Municipality as illustrated on Figure 17.

Table 12: Local Municipalities comprising the CDM

Municipality	Area (Ha)	% of CDM
Blouberg LM*	927,270	42.5%
Aganang LM	190,798	8.8%
Molemole LM	336,272	15.4%
Polokwane LM	379,300	17.4%
Lepelle-Nkumpi LM	347,891	16.0%
Capricorn DM	2,180,530	100%

Source: New Municipal Border Demarcation (2010)

The demarcation of Blouberg Local Municipality in the northern extends of the Capricorn District Municipality changed significantly in 2010. The figure reflected in the table is the newly calculated extent. It remains the largest of the five local municipalities in the district, while Aganang Local Municipality is the smallest. The Polokwane Local Municipality constitutes the central extent of the District and is the administrative and economic capital of the CDM and the Limpopo Province.

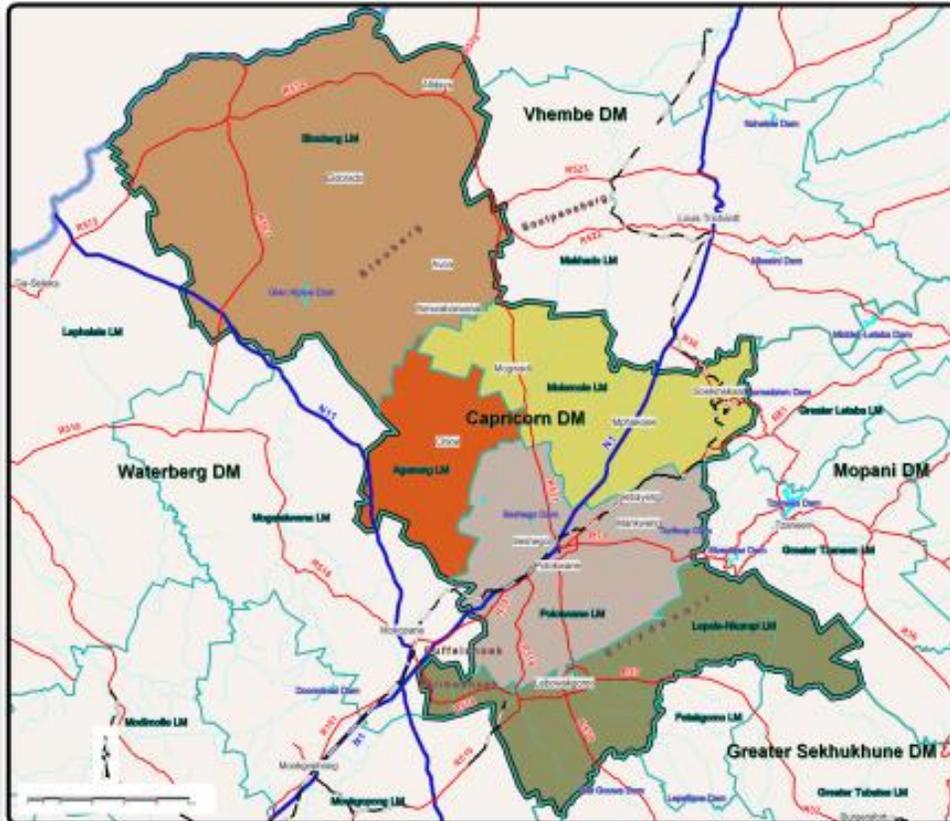


Figure 17: Local Municipalities found in Capricorn District Municipality

Source: Extracted from the CDM Spatial Development Plan (2011)

2.1.2 TOURISM OVERVIEW IN CDM

Capricorn District is named after the Tropic of Capricorn which passes through the northern section of the Limpopo Province. The District is ideally situated as a stop-over between Gauteng and the northern areas of Limpopo and between the north-western areas of the country and the



Kruger National Park. In essence, it serves as a tourism gateway to the Limpopo Province, as well as to South Africa's neighbouring countries Botswana, Zimbabwe, and Mozambique.

Table 13: Interesting facts about the Limpopo Province

- Limpopo Province is the Bread and Fruit Basket of South Africa, producing up to 60% of all fruit, vegetables, maize meal, wheat, and cotton.
- Limpopo is also one of South Africa's richest agricultural areas. More than 45% of the R2-billion annual turnover of the Johannesburg Fresh Produce Market comes from Limpopo.
- The Province is endowed with abundant agricultural resources and it is one of the country's prime agricultural regions noted for the production of livestock, fruits and vegetables, cereals, and tea. The province produces about 75% of South Africa's mangoes, 65% of its papayas, 36% of its tea, 25% of its citrus, bananas, and litchis; 60% of its avocados, 60% of its tomatoes, 285 000 tons of potatoes, and 35% of its oranges.
- One of the major players is ZZ2 (Pty) Ltd, which is the largest privately-owned producer of tomatoes in the world, and supplies 40% of South Africa's tomatoes.
- Three distinct climatic regions can be identified in the province. These are the:
 - Low-veld (arid and semi-arid) regions.
 - Middle veldt, Highveld, semi-arid region.
 Escarpment region having sub-humid climate with rainfall in excess of 700 mm per annum.

Source: Limpopo Tourism Agency⁴

The following section explores the Tourism Inflows into the Capricorn District.

⁴ Limpopo Tourism Agency Website (online:2015)



2.1.3 TOURISM INFLOWS

Apart from the flow through the Capricorn DM area to Tzaneen and the northern Kruger Park, other existing and potential flow routes are identified below, in order to give a picture of the possible and probable markets that could be “captured”:

- **The Trans Frontier Peace Park** – North West Limpopo, Botswana, and Zimbabwe. Routes are directly through the study area, and particularly offer opportunities for a “frontier” town development at Alldays. Markets: large and small groups and individual travellers who are interested in wildlife, hunters; South Africans and overseas.
- **Mapungubwe** – tourism icon being developed, Capricorn DM en route. Markets: large and small groups and individual travellers, special interest overseas and South African.
- **Venda** – various tourism development being undertaken in this region, particularly special interest tours. Markets: special interest, wildlife large and small groups and individuals
- **Zimbabwe** – north and south going travellers. At present this flow has all but dried up, but the potential for the future is great and the CDM is ideally positioned to attract this market. Market: shopping, relaxation, visits to doctors etc.
- **Greater Limpopo Trans-Frontier Park** – destined to become the largest conservation area in the world. Access by locals and foreigners (majority who would originate in Gauteng) would be through the CDM. Markets: self-drive, 4x4, wildlife, adventure.

2.1.4 TOURISM ROUTES

In a Provincial context, eleven tourist routes have been identified and are being promoted. These routes were designed to consolidate the tourism features and activities in the province into ‘user friendly’ packages.

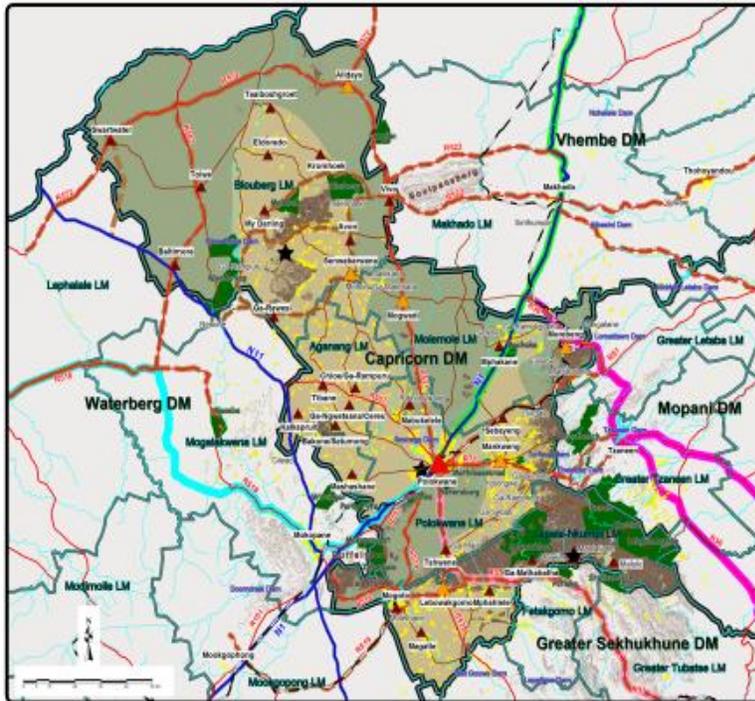


Figure 18: Tourism Routes found in CDM

Source: Extracted from the CDM Spatial Development Plan.

- Route 1: Adventure, Shopping (Business) & Cultural Route
- Route 2: African Ivory Route
- Route 3: Heritage Route
- Route 4: Limpopo Valley Route
- Route 5: Mapungubwe Route
- Route 6: Olifants Hiking Trail
- Route 7: Ribolla Open African Route
- Route 8: The Cultural Adventure of Limpopo
- Route 9: Soutpansberg-Limpopo Birding Route
- Route 10: The Heritage Treasure of Limpopo
- Route 11: Bush to Beach Route

Figure 19: Limpopo Tourist Routes

Source: Limpopo Tourism Agency

2.1.5 LOCAL TOURISM IN CDM

Tourism in the CDM satisfies a variety of interests and attractions. The following gives an overview of tourist attractions in the five local municipalities.



Table 14: Tourism overview of the five LM's

Local Municipality	Description
Aganang:	The Aganang area provides unforgettable hiking trails with breath-taking views around Mogoshi Mountain, as well as rock climbing adventure near the royal estate at Ngopane Pinnacle.
Blouberg:	The Blouberg area is rich with history of the migration of indigenous people, rock art dating from the San inhabitants to the battles of colonial resistance of the 19 th century, and the influence of the German missionaries whose roles still affect life in the area today. Blouberg is a natural beauty with nature reserves, and is also home to the biggest mountain climbing site in South Africa. Other Tourism attractions in the Blouberg region include Agri-Tourism in Potato Farming and a small aircraft show held in Alldays. There are also numerous political leaders who originate from the Blouberg Region including Gauteng Premier, David Makhura.
Lepelle-Nkumpi:	The Lepelle-Nkumpi area echoes the all-time roles of the Olifants and Nkumpi rivers as the life giving sources to the area. This area boasts the seat of the Limpopo Province's legislative assembly, the Wolkberg Wilderness Area, and Lekgalameetse Nature Reserve in the Drakensberg mountain range. The regional offices of the ZCC church can also be found in this agricultural hub. Famous personalities who were born and grew-up in Lepelle-Nkumpi include: Es'kia Mphahlele, Moses Mphahlele (publisher of the Sotho portion of the South Africa's national anthem) , Lilian Ngoyi née Matabane (the first woman elected to the executive committee of the African National Congress), Sefako Makgatho (the second president of the African National Congress), Bokang Montjane (a past Miss South Africa 2010); Cedric Phatudi Mphahlele (the Chief Minister of the Lebowa Homeland 1973-87); Stan Mathabatha (premier of the Limpopo Province, South Africa); Lehlogonolo Masoga (Deputy Speaker of the Limpopo Legislature, former ANC Youth League leader) and Letlapa Mphahlele (former President of Pan Africanist Congress of Azania).



Molemole: The Molemole area is the epicentre of the Tropic of Capricorn. Here the visitors can stop to touch the Tropic of Capricorn Monument, and visit Motumo Trading Post and Machaka Nature Reserve. There is also an annual potato festival which takes place in Mogwadi.

City of Polokwane: The City of Polokwane is the economic powerhouse of the District of Capricorn and the Province of Limpopo, and the fastest growing city in South Africa. It is also the capital of Limpopo with buyers and working commuters living in a range of over 150km radius, it is the heartbeat of the Province of Limpopo. Polokwane City offers visitors over 30 tourist attractions including Zion City Moria, the first gold mine in South Africa (Eersteling Gold Mine), insight into the times and life of the Voortrekker, a casino and entertainment complex, a variety of restaurants and shopping malls, museums, and the largest municipally owned game reserve in South Africa. You can also take a tour of the Peter Mokaba Stadium and reminisce in the 2010 FIFA football extravaganza. Famous people born in Polokwane include: Caster Semenya (South African middle-distance runner and world champion); Marthinus van Schalkwyk (former Minister of Tourism in the Cabinet of South Africa); Julius Malema (controversial South African public and political figure); Retief Goosen (South African professional golfer who was in the top ten in the Official World Golf Ranking for over 250 weeks between 2001 and 2007); Victor Matfield (former South African rugby team captain); John Smit (former South African national rugby team captain); Lyndon Ferns (Olympic gold-medallist and former world record swimmer) and Frederik van Zyl Slabbert (a South African political analyst, businessman and politician).

Source: Urban-Econ

The CDM has a wide spectrum of competitive advantages when it comes to its tourism sector. The following attractions are the most popular and well-known attractions in the CDM.



Table 15: Significant Tourist Attractions per LM

Polokwane Municipality	
<ul style="list-style-type: none"> • City of Polokwane • Polokwane Tourism Information Office • Civic Plaza • Polokwane Cultural History Museum • Hugh Exton Photographic Museum • Melted Guns Memorial • Bakone Malapa Open Air Museum • Moletjie Nature Reserve • Polokwane International Airport and Logistics Hub • Roman Catholic Church • Polokwane Art Museum • Zanna Bird and Reptile Park • Polokwane Game Reserve • Peter Mokaba Stadium • Polokwane Bird Sanctuary • The Industrial Art Park 	<ul style="list-style-type: none"> • Anglo-Boer War Concentration Camp Monument • Mapungubwe Arts Festival • Meropa Casino and Entertainment World • The Game Reserve at the Ranch Hotel • Eersteling Monument • Savannah Mall • Farmyard Trading Post & Mikes Kitchen • The University of Limpopo • Mall of the North • Polokwane Gold Club • Louis Trichard 'Trekroete' Monument • Donkey statue • Marula Festival • Gemco Art Gallery • The Old Fort- Marabastad • Eloff Gallery • Chuene Resort
Lepelle-Nkumpi Municipality	
<ul style="list-style-type: none"> • Zebediela Citrus Estate • Provincial Legislature Buildings – Lebowakgomo • Segwaigwai Cableway • Lekgalameetse Nature Reserve 	<ul style="list-style-type: none"> • Wolkberg Wilderness • Sefagafaga Magic Tree • Mafefe Traditional History • Cape Colony Vulture at Ga-Mathabatha



Molemole Municipality	
<ul style="list-style-type: none"> • Motumo Trading Post • Tropic of Capricorn Monument 	<ul style="list-style-type: none"> • Machaka Nature Reserve • Annual Potato Festival
Aganang Municipality	
<ul style="list-style-type: none"> • Mogoshi Mountain – Ga Matlala • Ngopane Pinnacle – Ga Mashashane 	<ul style="list-style-type: none"> • Percy Fyfe Nature Reserve
Blouberg Municipality	
<ul style="list-style-type: none"> • Blouberg Nature Reserve (World's largest colony of Cape Vultures) • Blouberg Mountain • Maleboho Nature Reserve • Makgabeng Plateau and Rock Art • Devilliersdale Natural Canyons • Blouberg Conservation Education Centre 	<ul style="list-style-type: none"> • Statue and Battlefields of Chief Maleboho of Bahananwa • Leipzig German Mission • Helena Franz Lutheran Church • 1903 Prison Camp at Beauliy

Source: Urban-Econ

An in-depth analysis of these attractions is done in Section Five of this report. The following section (Section Three) gives an in-depth analysis of the five local municipalities found in the Capricorn District.



SECTION THREE: LOCAL MUNICIPALITIES IN CDM

This section will review each of the five local municipalities in relation to the municipal strategies, and consultation results. Firstly an overview of various visions of each municipality will be given. The reason for this is the aim of fully understanding each local municipality that contributes to the district. Each local municipality will then be reviewed concluding with a SWOT analysis, detailing the key issues and strengths.

The following figure states the five local municipalities which can be found in the district:

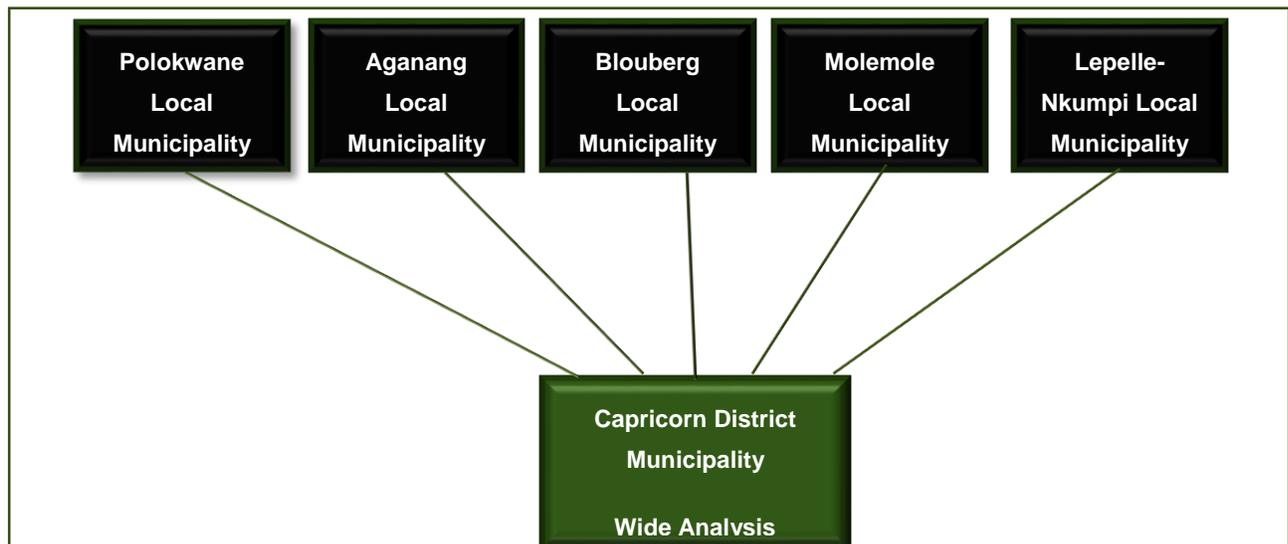


Figure 20: Local Municipalities within Capricorn District Municipality

Source: Urban-Econ

3.1 MUNICIPAL VISION AND MISSION

The following figure summarises the Vision statements of the Capricorn District and each of its five local municipalities.



Capricorn District Municipality	<ul style="list-style-type: none"> • Capricorn District, the home of excellence and opportunities for a better life
Polokwane LM	<ul style="list-style-type: none"> • A safe, prosperous and caring municipality, free of poverty and inequality; promoting participatory development and providing sustainable quality services for a better life for all
Blouberg LM	<ul style="list-style-type: none"> • A participatory municipality that turns prevailing challenges into opportunities for growth and development through optimal utilization of available resources
Aganang LM	<ul style="list-style-type: none"> • A unified and effective municipality with sustainable quality of life for all
Lepelle-Nkumpi LM	<ul style="list-style-type: none"> • To be financially a viable municipal council, geared towards the improvement of the quality of life of the people by providing sustainable services
Molemole LM	<ul style="list-style-type: none"> • A catalyst for sustainable development for a better life for all

Figure 21: Visions of Capricorn District Municipality and Local Municipalities

Source: Retrieved from each of the Municipal websites

The vision of Capricorn District Municipality, namely “Capricorn District, the home of excellence and opportunities for a better life”, is focused on economic development opportunities and being service delivery orientated. Reference to “excellence” and “opportunities” implies providing high quality services to all the communities within the CDM area in order to empower them. Generally, a concerted focus on service delivery and an improvement of the quality of life



for all communities can be derived from the respective visions of the five local municipalities in the Capricorn District. The visions of individual Local Municipalities within CDM do complement the District vision in that they all work towards the sustainable improvement of a better quality of life for all (while addressing municipal specific developmental challenges).

Two of the five (Polokwane and Lepelle-Nkumpi) LMs are explicit about its focus on service delivery, while two others (Aganang and Molemole LMs) are more generic in their approach through statements about “quality of life” or “better life”. On a whole different note, the vision of Blouberg LM rather describes the process to be used in achieving the goals than stating the aim/ goal as such.

Service excellence, opportunities, better life, quality of life and achieving goals are all aspects which attribute to a successful Tourism Industry.

3.2 LOCAL MUNICIPALITY SIZE AND PERCENTAGE WITHIN THE CAPRICORN DISTRICT

The following table outlines the size of the location of each local municipality and the percentage of each LM within the greater Capricorn District.

Table 16: Local Municipalities Area as percentage of Capricorns DM's Area

Local Municipality	Size of Location	% of CDM
Aganang LM	1 880.57	8.7%
Blouberg LM	9 248.12	42.6%
Lepelle-Nkumpi LM	3 463.45	16.0%
Molemole LM	3 347.33	15.4%



Polokwane LM	3 765.98	17.4%
Capricorn DM	21 705.45	100%

Source: Demarcation Board, 2011

As seen above Blouberg Local Municipality covers close to half the area of the District, therefore the tourist product offering is far greater than those of the other local municipalities. The smallest municipality is Aganang Local Municipality, covering only 8.7% of the District. Polokwane, which attracts the largest influx of tourists, is the second largest LM in the district (17.4%).

The next section will give an in-depth analysis of each of these local municipalities and their tourism product offerings.

3.2.1 BLOUBERG LOCAL MUNICIPALITY

Blouberg Municipality already has a large commercial agriculture sector, based primarily on cattle and game farming. Tourism opportunities centre on the two Nature Reserves (Malaboch and Blouberg). The Blouberg Mountain is spectacular in terms of its height, and the vegetation and other resources to be found here. The area also has an interesting history and culture and local communities and entrepreneurs should be assisted to recognise the opportunities that exist to develop the area into an eco-tourism destination with a good variety of contrasting attractions.

Other attractions include the villages of Alldays and Bochum. Around Alldays are a number of large ranches most of which offer hunting and game viewing facilities. Present markets are drawn mainly from within the Province and consist of nature-lovers, hikers, and biltong hunters. In addition, there is a regular flow of travellers from Gauteng en route to the Tuli Block in south-east Botswana. These travellers could be persuaded to stop over if appropriate facilities were created.



3.2.1.1 TOURISM POTENTIAL IN THE BLOUBERG LOCAL MUNICIPALITY REGION

The rich history and diverse landscapes of the region, which contains the Makgabeng and Blouberg Mountain areas, is ideal for building an identity for the product which satisfies the heritage and ecotourism needs of the visitor, the specialist activity operator and accommodation and service providers.

Formulation of the Makgabeng / Blouberg Mountain Area development concept must be about building upon existing strengths and closing in on the weaknesses. It must be about catering to the myriad interests of the visitor, while ensuring that stakeholders' own needs are met. It must be about closely integrating biodiversity, responsible tourism and cultural heritage. Importantly the process must be about turning the proposed project into a well-profiled tourism destination that is differentiated from other South African destinations by its holistic planning, offering of diverse experiences, and ability to attract visitors from a broad cross-section of carefully targeted market segments.

The integrated tourism destination concept must also encompass a number of interesting opportunities — weaving exciting themes around this area with so much potential, to give it a distinct identity and supporting it with infrastructure and a variety of activities (tourism drivers); promoting hassle-free travel with excellent special interest opportunities; and linking the Makgabeng and Blouberg Mountain areas to complimentary regional developments.

3.2.2 LEPELLE-NKUMPI LOCAL MUNICIPALITY

Lepelle-Nkumpi Local Municipality is located 55km south of Polokwane. The municipality is predominantly rural. It is divided into 29 wards, four of them being a township called Lebowakgomo and one of the Capricorn District's growth points. All sittings of the provincial legislature take place at Lebowakgomo Old Parliament for the former homeland.



This municipality has significant agricultural development potential, both in terms of horticulture and in terms of livestock. There are several government-owned irrigation schemes that are operating considerably below potential. There is also extensive land and buildings for broiler farming that is not being utilised. Customised factories for meat and hide processing that are currently vacant in the Lebowakgomo Industrial Park, create the opportunity for this municipality to participate in cluster development for meat production. Such a cluster could incorporate broiler and cattle feed production, livestock farming, slaughtering, processing, packaging and marketing. The cluster development concept should also include specialist skills training for local activity requirements and services to provide the necessary maintenance and support. Platinum mining developments in Lebowakgomo and diamond mining developments in Zebediela create opportunities for SMME development to provide non-core inputs and services. This will require negotiations with mine management.

Tourism opportunities in this Municipal area are vast. The Wolkberg Wilderness area consists of 40 000 hectares of almost pristine Afromontane grasslands, indigenous forests, spectacular mountain scenery and clean, running streams and rivers. It is the largest wilderness area readily available to the public of South Africa and its wilderness qualities and integrity must be retained in the face of possibly inappropriate tourism development. This will require a suitable tourism development plan.

The fact that the Dilokong Corridor is a development priority of the provincial government and that it runs through this municipality, creates a range of opportunities for local economic development and support. Politics could pose a threat to local economic development in this municipality. Commercialisation of government irrigation schemes or any form of public-private partnership will require careful structuring and communication to keep labour on board as a principle stakeholder. The selection of entrepreneurs for the existing but vacant broiler farms has been subject to political manipulation in the past, to the detriment of project sustainability. It is equally important for the success of such partnerships that industry-specific commercial management skills should be obtained. Secondly, the local municipality has limited capacity to deal with development and business matters.



Attractions include the Stydpoortberge, Bewaarkloof, the Wolkberg Wilderness area, the Downs, and Lebowakgomo. The western part of this municipal area (around Lebowakgomo) is dominated by many rural villages and the Zebediela Citrus Estate. Markets are mainly intrepid hikers and campers in the Wolkberg and day picnickers on the Downs, and domestic weekenders at Lekgalameetse Nature Reserve. Accommodation is really only provided at Lekgalameetse and this is considered as one of the least known but most attractive chalet complexes anywhere in the Province.

Opportunities are vast in this municipal area although new physical tourism developments in the Wolkberg Mountains will need to be handled with great sensitivity. There is, for example, an exquisite stream and waterfall known locally as Island Blue which must definitely not be “exploited”, yet; at the same time, it demands adequate protection, management and a strictly controlled access system.

The entire mountain area which lies in the east of this municipality, requires a utilisation plan which can integrate development for the benefit of present local communities with conservation measures that will create benefits for all of South Africa’s communities in the future. An Ivory Route camp has been opened at Mafefe to the south of the Wolkberg peaks on the Mohlapsi River, and there are tentative plans to upgrade the road from this village over the Downs and via the Orrie Baragwanath Pass to Lekgalameetse. This simple act of upgrading the road may lead to tourism development and utilization problems. The eastern boundary of the Lepelle-Nkumpi Municipality borders on the proposed Kruger to Canyon Biosphere Reserve, which is in the Maruleng Municipality of the Bohlabela CB District Municipality.

One of the threats to the appropriate development of the Wolkberg or Drakensberg tourism resource is the fact that three different municipalities have a stake in the area. The mechanisms which allow for consultation and co-operation between District Municipalities on tourism development matters, are not well established and it will have to be a provincial responsibility to co-ordinate any strategic tourism development plans which may be created by individual Local or District Municipalities.



3.2.3 MOLEMOLE LOCAL MUNICIPALITY

Molemole Local Municipality is located in the North Eastern side of Polokwane (Limpopo Province). The N1 highway, which links Molemole (Limpopo Province) to Zimbabwe, passes through Machaka corridor. The Municipality consists of 13 wards.

The municipality has high potential in economic development, especially agricultural development in Mogwadi (tomatoes and potatoes), game farming, forestry (Morebeng) mineral scanning, and tourism (along N1 corridor and Tropic of Capricorn Needle).

The local economic development fortunes of this municipality are inextricably linked to agriculture and particularly to potato and game farming. Import parity pricing has increased the maize price to such an extent that an opportunity is created for potatoes to become an alternative source of basic nutrition. This will result in a considerable increase in the market for potatoes in their raw form, and as a substitute for maize in various food/feed preparations. The development of this opportunity will require a strategy to be formulated in conjunction with representatives of potato farmers, as well as with subsistence farmers. A potential threat could be limitations on the availability of underground water.

Attractions of this Municipality include extensive cattle farming in the Soekmekaar area, the Tropic of Capricorn stopping point on the N1, and the agricultural region around Dendron, well known for its annual potato festival. Markets are not well defined, as there is limited overnight accommodation in the area.

Opportunities include agri-tourism and farm holidays. The rocky outcrops in the Matoks area could possibly be developed into wayside stopping and picnic sites and this could present business opportunities for the local Matoks community. The military land near Duiwekop has some historic value and may be used as a venue for 4x4 or off road bikes.



3.2.4 AGANANG LOCAL MUNICIPALITY

Aganang Local Municipality is situated in the centre of the Limpopo Province, within the central region of the Capricorn District Municipality. Large areas of land in the municipality form part of the former Lebowa homeland and are now held in trust for traditional and community authorities. These traditional authorities play a very important role in terms of their traditional culture and therefore, have a major influence in the manner in which land is made available to individuals for settlement, as well as the use thereof for economic purposes (e.g. agriculture, tourism, etc.). Most of these decisions are made on an ad hoc basis and usually without any consideration of the impact it may have on the spatial pattern and the rendering of cost effective and efficient services to communities.

The majority of the land in the local municipality is under Traditional Authority and protocols for development therefore, requires close collaboration and planning between all interested stakeholders. This can pose as a threat to tourism development. In 2011, Aganang LM had approximately 141 391 people, and is clearly a very small municipality in terms of population and represents only 11% of the District's population, and only 2% of the Provincial population.

Aganang has no established tourism attractions at present. It only has scattered taverns, restaurants and accommodation facilities located in the villages mainly patronised by local residents and business people venturing out into rural areas. There are no significant tourism flows passing through Aganang destination.

The area has two nature reserves namely Ratang Baeng Nature Reserve and Bakone Nature Reserve. Some potential for tourism have been identified for future development such as:

- Lower income residents of Limpopo have no access to appropriate recreational and leisure facilities.
- Research amongst peri-urban and rural communities revealed a demand for day visitor facilities that is family friendly, fun and affordable.
- A young adventure market segment interested in mountain biking, hiking, rock climbing, kayaking and other water based activities.



- Another market segment that will emerge with the development of the Polokwane Conference and Convention is the need to cater for accompanying persons for delegates and attendees from overseas.
- Demand for day excursions from Polokwane are expected to increase – Aganang can offer attractive cultural heritage experiences with ease as it is near to Polokwane.

Mogoshi Mountain and valley offers opportunities for recreation, relaxation and both hard and soft adventure activities in the form of a small-scale resort development, which can include: a central building with dining area, fast food kitchen, retail for snacks and refreshments, public toilets and a sport and entertainment area with big screen, accommodation facilities; e.g. self-catering chalets for families, small dormitory block, camping area with ablutions, “hermit huts” etc.; recreational facilities such as a swimming pool, braai sites, thatched shade umbrellas, food preparation facilities, an amphitheatre/ lapa, open game area for ball games, and hawker stalls.

An activity centre offering mountain bikes for hire, climbing wall, small lecture theatre, base for guided walks, climbs and biking trails within Mogoshi Mountain; and an education centre to interpret nature, history and culture of the Mountain and surrounding areas. The area is 3300ha.

Aganang could be part of the clustering concept where Mogoshi could be included in a route that takes Makapan, Masebe and the sites in the Blouberg, having inter-municipality linkages in selling the destination.

An abundance of local myths and legends and some interesting natural features and habitats exist in the Aganang municipal area. The area that has the most appeal and is reasonably accessible is Ga-Mashashane. It is possible that a short cultural circuit, that would include a village “walkabout”, could be offered to tourists who are going to the Percy Fyfe Nature Reserve. The Mashashane area has some very striking rock formations and it is possible that places of archaeological interest may be available in the local hills. The latter should however be investigated.



The areas in and around Matlala, Mogoshi mountain and the village of Madietane has tourism potential. Apparently the local Chief requested the former Lebowa Government some years ago to declare a botanical reserve around Mogoshi Mountain to protect the wild flowers and other special plants in the area. The community did however not want the mountain to be fenced so the reserve was never formally demarcated.

A network of walking trails could be built up around the mountain and neighbouring hills, with care being taken not to allow any path to reach the summit where visitors may well disintegrate. A local legend has it that this is the fate that will befall anyone climbing to the top of what is a very impressive peak. The rock formations in the hills surrounding Madietane are very photogenic and some historical or archaeological sites may also exist in these hills. An enormous wild fig tree is located in a dry river bed near the village that could be included in any future 'Tree Route' around Limpopo Province.

It has been proposed that a small resort be developed near Matlala to provide recreational facilities for day visitors from neighbouring communities. The facilities should include basic playground equipment for children, a small swimming pool, picnic and braai sites, an entertainment arena, a fast food outlet and shop selling refreshments including liquor, ablutions, thatched umbrellas for shade and a few appropriate indoor games. The resort should only open over weekends using part-time workers.

The Aganang Municipality is connected by both the N11 and the Polokwane-Gilead (R567) roads which connect the municipality with other municipalities such as Mogalakwena and Polokwane, but also with Botswana. These corridors/connections can be strategic linkages to these potential tourist sites.

Together with national and provincial policy directives and previous research that has been conducted in the area and the province, this section seeks to identify a number of development opportunities that can address the current issues experienced within the tourism sector as well as build on potential strengths.



The development opportunities/potential projects identified are:

- Recreation & leisure tourist activities for low-income groups (local market)
- Day visitor facilities
- Adventure tourism (mountain biking, hiking, rock climbing, etc.)
- Catering and Hospitality
- Mogoshi Mountain
- Matlala Resort
- Botanical and Tourism Centre (Matlala)

3.2.5 POLOKWANE LOCAL MUNICIPALITY

Attractions include the City of Polokwane itself with its museums, shopping facilities, art gallery, Bakone Malapa Cultural Village, bird sanctuary, and the Polokwane Nature Reserve. There are abundant accommodation establishments and a wide variety of quality meeting and conference venues.

To the south of the city is the Eersteling Gold Mine with its historic smelting oven and granite chimney. To the north is the Moletzie Vulture Sanctuary, and to the east Turfloop Dam and Nature Reserve, as well as the University of the North and Zion City Moria. A new casino is now available within the city limits and there are excellent sporting facilities available.

Business travellers staying over in the city, as well as shoppers and those from the rural areas seeking specialist medical attention, dominate markets at present. The sporting facilities tend to be under-utilised and flows of visitors to the bird sanctuary (one of the best in South Africa) and the Nature Reserve could be increased quite substantially. Bakone Malapa does attract a number of foreign visitors but a range of improvements at this site would make it more attractive.

Opportunities are abundant to develop Polokwane and the Capricorn Municipal area into a more vibrant tourism destination. Suggestions include the development of Polokwane as a “Green City” where all businesses subscribe to a code of environment-friendly management; opening Eersteling Mine to the public or, at least, making the old chimney more accessible with better



interpretation; providing catering and vastly expanded interpretative systems at Bakone Malapa; using the sporting facilities to better advantage; following up the initiatives to utilise Turfloop Nature Reserve as a day visitor attraction in conjunction with a proper day visitor centre adjacent to the Reserve on tribal land; and offering a range of more exciting game viewing opportunities in the City's Nature Reserve. The day visitor resort (The Chuene) and the crocodile ranch near Chuniespoort require imaginative upgrading.

The total number of tourists visiting Polokwane has increased from 722, 848 in 2009 to 748,189 in 2010. The international tourists have increased from 108,993 to 118,410 in the same period; whilst domestic tourists have increased from 613,855 to 629,779. In percentage terms, growth in tourism has increased from 10, 6% in 2009 to 19, 9% in 2010. International tourists have increased from 4, 2% to 7, 7%; whilst domestic tourists have increased from 11, 8% to 22% between 2009 and 2010.



SECTION FOUR: TOURISM DYNAMICS AND STRUCTURE

4.1 TOURISM PRODUCTS

In accordance with the tourism system, tourism products relates to the tourism components most readily associated with tourism in the Capricorn District. It is this broad category that forms the crux, and determines the tourist experiences currently offered by Capricorn District Municipality. Tourism products include attractions (game reserves, cultural festivals, adventure sports); accommodation; local transport (internal road networks, metered taxis, buses); and hospitality products (restaurants, catering, entertainment such as bars and clubs). If the tourism products are exceptionally good, the tourist will often endure bad tourist channels and even often bad reception in order to experience the attractions themselves.

The following figure demonstrates tourism clusters which have been formulated in the Limpopo Tourism Growth Strategy (2009-2014).

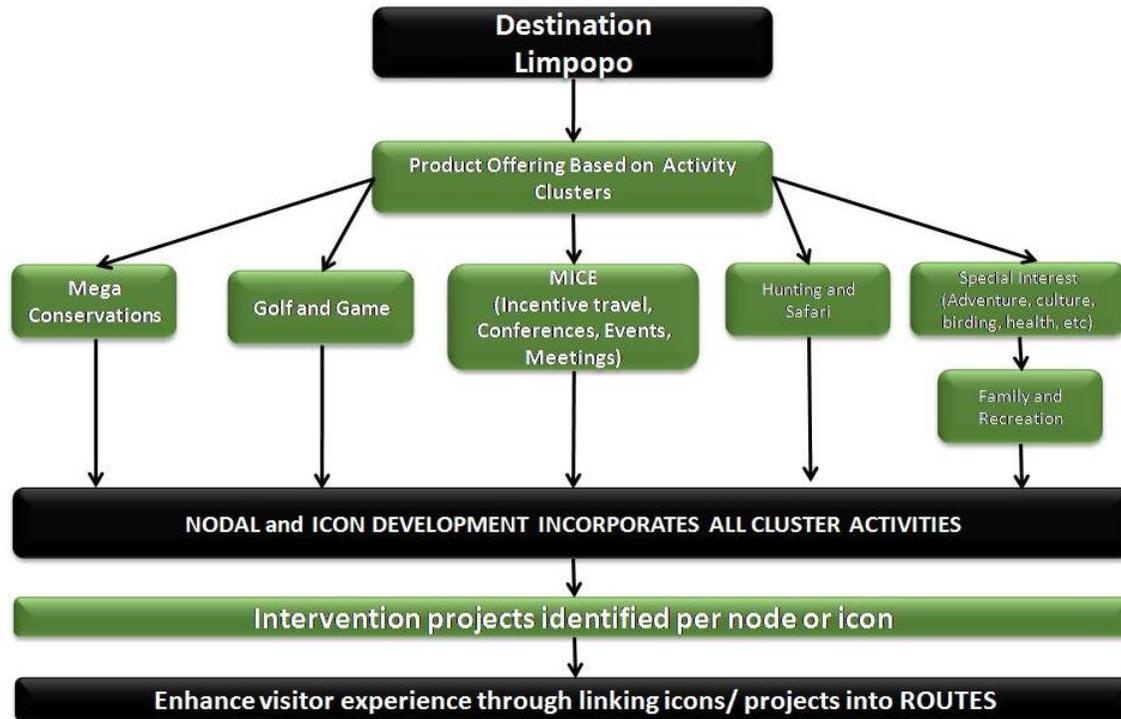


Figure 22: Tourism Clusters formulated in the Limpopo Tourism Growth Strategy

Source: LEDET Limpopo Tourism Growth Strategy

These Tourism clusters have been used to identify the categories (clusters) in which the tourism product offerings in the Capricorn District can be distinguished as seen in the following figure.

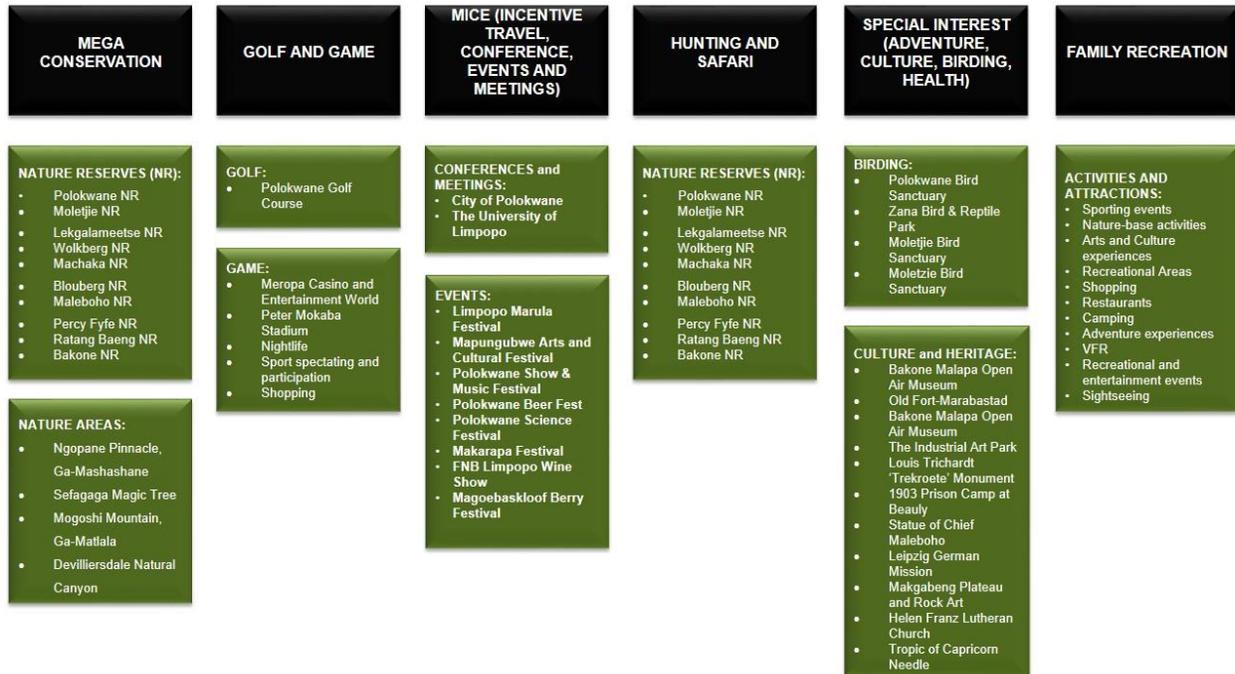


Figure 23: Tourism Clusters / Product Offerings in CDM

Source: Adapted from the Limpopo Tourism Strategy

A tourism product audit has been done of the tourism offerings in the Capricorn District and attached as **Annexure B**. Maps displaying the location of each of these attractions have been given in Annexure B with a table indicating an analytical description of the attraction, the GPS coordinates, a rating of how accessible and functional (utilisation) the attraction is, as well as the condition of the specified attraction. Ratings were awarded using the following criteria:

Table 17: Ratings for Accessibility, Functionality and Condition of sites/ attractions found in Capricorn District Municipality

Accessibility:	
L-low - red	Not accessible -either because tourists aren't allowed to access these attractions without special permission.



L- low-black	Not accessible - because of poor signage or bad road conditions.
M- medium	Accessible but with difficulty – attraction is either out of the way or tourists can only access these sites by 4x4.
H-high-black	Easily accessible– the road conditions and signage to the attraction are good.
H-high-gold	Highly accessible– the attractions are located on a main route and are very easy to access, with very limited difficulty.
Functionality (Utilisation):	
L-low - red	Not functional at all – the site/ attraction is there but is not been utilised at all.
L- low-black	Very low functionality – the site/ attraction is not been used to its full potential.
M- medium	Utilisation and functionality are at a moderate level.
H-high-black	Utilisation and functionality are good – the site/attraction is attracting tourists and it is been properly utilised.
H-high-gold	Utilisation and functionality is excellent – the site/attraction is attracting lots of feet and it is been fully utilised.
Condition (maintenance):	
L-low - red	Very poor- the site/ attraction is derelict and has not been well looked after.
L- low-black	Poor – the site/ attraction needs some maintenance work.
M- medium	The attraction/ site are maintained at a moderate level.

Source: Urban-Econ



H-high-black	Good – the site/attraction is well maintained and attractive.
H-high-gold	Maintenance is excellent – the site/attraction is very well maintained and is very attractive.

4.1.1 NATURE BASED TOURISM

Provincial Tourism Clusters: Mega conservation / Hunting and Safari / Family Recreation

Limpopo's vision is to be the preferred Eco-tourism destination. Therefore, this section gives an in-depth review of this niche. Nature-based tourism aligns directly with the provincial clusters mega conservation, hunting & safari, and family recreation.

Nature based tourism in the Capricorn Region is one of the major draw cards. Nature-based tourism is deemed a core experience through the CDM Tourism Growth Strategy, and should therefore be mainstreamed. Nature based tourism allows for conservation and eco-tourism (as well as green tourism) which contribute toward sustainable tourism development. This is important in order to sustain the natural environment for present and future generations.

Sustainable tourism is prioritised at National and provincial level through the various legislation and policies as described in the contextual analysis above. It is important to note that sustainable tourism is not confined to the natural environment, but deals with the social implications and economic implications to the surrounding communities and therefore, means integrating all three spheres to be taken into regard when making decisions and planning for developments. Nature-based tourism relates to protection and appreciation of the ecosystems and biodiversity of



environmentally sensitive areas. Hiking and nature based activities are also generated from these attractions.

Nature tourism is not only an important strategy for rural tourism, but for assisting in preserving the natural environment and pristine areas in rural areas where there is little to no land use management and much degradation. Sustainable tourism in the Capricorn Region is only recently coming to grips with creating tourism that benefits the local communities. There is a need for communities to become involved and aware of tourism and the economic potential as well as the social responsibility. Nature based tourism includes niche tourism including Avi-tourism and wildlife tourism.

The benefits of managing natural assets sustainably include:

- At the national interest level, natural asset-targeted tourism impact management approaches will help South Africa maintain its competitive edge in “green tourism”;
- At a central governance level such approaches will help South Africa fulfil both international and national obligations and strategies; and
- At the industry operational level such approaches will help ensure that the South Africa tourism industry remains profitable and can expand in a sustainable manner.

At the local government level such approaches will:

- Assist councils in meeting quadruple-bottom-line (environment, social, economic, cultural) reporting objectives.
- Assist councils in meeting the sustainable development requirements of the as stipulated in the White Paper on Local Government (1998).
- Reduce the likelihood of litigation, costly remediation and other reactive measures that tie up valuable council resources.
- Send pro-active leadership and guidance signals from local government to the various tourism sector groups in South Africa.



- Provide a sharper focus for councils in the management of both tourism and recreational activities in their districts and regions.

The following sections explores the Nature Reserves which currently exist in Capricorn District.

4.1.1.2 NATURE RESERVES IN CAPRICORN REGION

The Limpopo Department of Economic Development, Environment & Tourism (LEDET) is the designated management authority for all the Provincial Nature Reserves in the Limpopo Province and is responsible for the compilation of a Protected Area Management Plan (PAMP) for each reserve in accordance with the National Environmental Management: Protected Areas Act, No.57 of 2003.

Capricorn's nature reserves offer excellent game-viewing opportunities. They introduce the wildlife in their natural habitat and provide an outdoors experience of how nature survives. The following Nature Reserves can be found in the Capricorn District:

Table 18: Nature Reserves found in the Capricorn District

Local Municipality	Nature Reserve/ Areas
Polokwane LM	<ul style="list-style-type: none"> • Polokwane Nature Reserve • Moletjie Mature Reserve • <i>Polokwane Bird Sanctuary</i> • Kuschke Nature Reserve
Lepelle-Nkumpi LM	<ul style="list-style-type: none"> • Lekgalameetse Nature Reserve • Wolkberg Nature Reserve



Molemole LM	<ul style="list-style-type: none"> • Machaka Nature Reserve
Blouberg LM	<ul style="list-style-type: none"> • Blouberg Nature Reserve • Maleboho Nature Reserve
Aganang LM	<ul style="list-style-type: none"> • Percy Fyfe Nature Reserve • Ratang Baeng Nature Reserve • Bakone Nature Reserve • Ngopane Pinnacle, Ga-Mashashane • Mogoshi Mountain, Ga-Matlala

Source: Urban-Econ

MALEBOCH NATURE RESERVE

The Maleboch Nature Reserve (MNR) is situated in the Capricorn District of Limpopo Province, South Africa and falls within the western extremity of the Blouberg Mountains. It is located approximately 152 km to the north-north-west of Polokwane, 135 km to the west of Makhado, 60 km to the southwest of Alldays, and 45 km to the west of Vivo. Local rural communities reside adjacent to the southern, eastern and western boundaries of the reserve.

WOLKBERG NATURE RESERVE (WNR)

The Wolkberg Nature Reserve (WNR) is located in the Capricorn District of Limpopo Province, South Africa. It is situated approximately 14 km to the south-east of Haenertsburg, 60 km to the east of Polokwane, and 80 km to the south-west of Tzaneen. The WNR forms part of the northern Drakensberg and Strydpoort Escarpment, and is located in a region that is used extensively for forestry purposes. The reserve is surrounded by private farmland and State forests to the north and west, the Bewaarskloof Nature Reserve to the south-west and the Lekgalameetse Nature Reserve to the south-east.



The WNR could potentially be linked to the adjacent Lekgalameetse, Bewaarskloof and Thabina Nature Reserves, which would result in the establishment of a ≈47 000 ha mega reserve with the potential of supporting the Big Five. The WNR has also been identified as an important potential link between the Kruger National Park (KNP), Great Limpopo Trans-frontier Park (GLTFP), and the Drakensberg Escarpment Reserve as part of the Kruger to Canyons Biosphere Region.

The reserve provides an ideal tropical rain forest, wilderness trails and, an ideal destination for backpackers and mountain climbers. The area offers good angling and boating opportunities, as well as a picnic site and caravan park.

BLOUBERG NATURE RESERVE (WNR)

The Blouberg Nature Reserve (BNR) is located in the Capricorn District of Limpopo Province, South Africa and is situated on the south-eastern extremity of the Blouberg Mountains, approximately 10 km north-west of Vivo. The BNR is located 120 km to the north-west of Polokwane, and 135 km from the Polokwane International Airport; an important source of both domestic and international tourists to the area.

The reserve can be accessed *via* either the R521 from Polokwane, Dendron and Vivo, or *via* the R522 from Makhado to Vivo.

The BNR is located to the south-west of the Langjan Nature Reserve, and to the north-east of the Wonderkop and Maleboch Nature Reserves. It is also located *en route* to the Mapungubwe World Heritage Site and National Park and in close proximity to the Makgabeng rock art destination. The BNR acts as one of the core conservation areas of the Vhembe Biosphere Reserve.

MOLETJIE NATURE RESERVE (WNR)



The Moletjie Nature Reserve (MNR) is located in the Capricorn District of Limpopo Province, South Africa and is situated approximately 25 km to the north-west of Polokwane, and 57 km to the northeast of Mokopane. The Koloti, Ga-Komape and Mabokelele Villages bound the western boundary of the reserve, while the subsistence farmlands of the Rampuru area, south of the Ga-Mabotsa Village, bound the northern and eastern boundaries of the reserve.

The MNR is situated approximately 20 km from the Polokwane International Airport and 325 km from the O.R. Tambo International Airport - two important sources of local and international tourists to the area. The MNR can be accessed *via* a gravel road which runs off the R567 in a northerly direction, before reaching the Mabokelele Village.

LEKGALAMEETSE NATURE RESERVE

Easily accessible from the Tzaneen side of the Drakensburg, this is prime destination for bush camps, farmhouse-style guest houses, fishing, birding, and hiking. Lekgalameetse can also be accessed from the Mafefe side (the home of Sefagafaga) with the use of a good 4 x4 vehicle and an experienced 4x4 driver. Forming part of the Limpopo Drakensburg, Lekgalameetse also offers lovely matrix of grasslands and forests set in a dramatic environment of steep gorges and spectacular vistas. Lekgalameeste – place of water – is a large 18ha mountain wilderness area of protected escarpment, scenic landscapes, mountain vegetation and wildlife bordering the Wolkeberg Wilderness.

MACHAKA NATURE RESERVE



Passing Motumo Trading Post, to the right is the entrance to Machaka Nature Reserve. This 1100ha reserve is set in the beautiful Matoks Mountains, and offers the visitors great game drives, nature trails, quad bikes and rock climbing adventures. The reserve has self-catering as well as bed and breakfast lodges. Small conferences and business sessions are also catered for.

NGOPANE PINNACLE, GA-MASHASHANE

Ngopane is a granite spire, nearly 100m in height, and lies about 45km west of the City of Polokwane in the traditional village of Ga-Mashashane. Ngopane Pinnacle provides a rewarding challenge for rock climbers in the middle of the village with a generally friendly and chilled out reception. All climbers need to report at the traditional council office before climbing. While at the traditional offices, why not indulge in the legend of mamogashwa (mermaid), after which one of the routes up the pinnacle is named.

MOGOSHI MOUNTAIN, GA-MATLALA

Mogoshi Mountain is regarded by Bakone of Matlala-a-Thaba as their scared place. It is a volcano-like peak of about 1 780m above sea level, lying 60km west of Polokwane. To view Mogoshi Mountain and other several rewarding sites of impressive cliffs and distant hills and valleys, a nearby peak called Tafelkop is suggested. This is a flat-topped mountain at 1 523m above sea level. The area around Mogoshi Mountain provides several trails that require some boulder-hopping and uphill walking, but it is not a difficult walk. A courtesy visit to the traditional council office is required before embarking on the exploration of Mogoshi Mountain. It is a traditional way to report one's presence in the area to the royal house.



4.2 TOURIST CHANNEL: HARD INFRASTRUCTURE

Attracting investments, economic growth and expansion, accessibility and efficient communication are the primary drivers of infrastructure development. The degree of concentration of industry, agriculture, settlements, tourism, mining, and the general flow of goods and services has influenced the distribution of necessary infrastructure.⁵

Infrastructure plays an important role in the success of tourism in a destination, as well as tourism having the reversed effect on infrastructure. According to Draghici *et al.* (2010) the development of infrastructure represents a key decision-making factor for tourist during their pre-planning/decision-making phase.⁶

4.2.1 TRANSPORTATION INFRASTRUCTURE AND NETWORK

Considering the remoteness of the CDM in relation to other main economic centres in the country, transportation costs are a key factor that affects competitiveness in the District.

Ownership and responsibilities for roads in the CDM according to the CDM Infrastructure Investment Plan (2007) are as follows:

- RAL provides initial support and resources to the CDM to manage the road network, i.e. all major roads linking towns, villages and settlements in the province;
- The Department of Roads and Transport provides maintenance support;
- Streets in towns and villages are the responsibility of local municipalities.

⁵ Chapter 7: major industrial and economic activities, by Visser, D. *et al.*

⁶ The role of infrastructure in generating multiplying effects for tourism development, by Draghici, C.C. *et al.* in 2010



4.2.1.1 AIR TRANSPORT



Table 19: Polokwane International Airport

Source: Urban-Econ

Despite a number of landing strips existing across the District, Polokwane International Airport/ Gateway International Airport is the only commercial airport in the region from where both passenger services and freight movements are undertaken. The numerous private airstrips in the District are mainly used for private purposes and tourism. Currently the Polokwane Airport operates eight flights per day.

The construction of a new terminal building has been completed and includes restaurants, car rental companies, commercial banks and kiosks.

The Master Plan of Polokwane International Airport makes provision for a cargo hub to cater for exports of agricultural produce. The Integrated Transport Plan in 2007 reported that the development of an Aero City was also in the planning stage. The Aero City, to be located around the new terminal building, will include open and covered parking, as well as a site for a hotel and related facilities (CDM ITP, 2007).



SA Airlink has scheduled flights from Johannesburg to Polokwane. There are several flights a day depending in the day of the week. The duration of the flight is 1 hour⁷.

4.2.1.2 ROADS

The basic function of the road network is to provide access and mobility to facilitate economic and social linkages and ultimately promote economic development, stimulate exports and grow tourism visitations to the area.⁸ Road quality is an important element in the delivery of a tourism product in a destination. Proper road infrastructure plays a role in the accessibility of a tourism product and decision-making process of a tourist.

The location of the CDM is strategic in that it borders on the neighbouring countries of Zimbabwe and Botswana. It is also located central in the Limpopo Province, with many major provincial routes traversing the municipal area.

Major routes that traverse the CDM are depicted on Figure 25 and include:

- N1 / R101 – Linking Polokwane to Gauteng (specifically Tshwane and Johannesburg);
- N11 – To Botswana, via the Groblersbrug Border Post;
- R521 – To the Vhembe District and Makhado town and the Beit Bridge Border Post, via Dendron;
- R37 – To the Mpumalanga Province/ Lydenburg via Burgersfort and Lebowakgomo;
- R71 – To Tzaneen and Phalaborwa.

⁷ Extracted from the Polokwane Visitors Guide

⁸ The state of South Africa's economic infrastructure: Opportunities and Challenges, by DBSA. 2012



The above mentioned roads are in a good condition which correlates with what is said about the majority of the roads in Limpopo in the figure below. These major routes are well maintained and account for Limpopo's status as having the best roads across the country when compared to other provinces. However this is not the case with most of the municipal areas in the more remote areas as they either have gravel roads or poorly maintained tarred roads. This can be attributed to a shortages of skilled personnel, inadequate funding and outdated systems, and the lack of routine and periodic maintenance. Unfortunately these roads lead to key tourist sites and this can add to a negative tourism experience. Upgrading the roads will have a positive impact on the accessibility aspect of tourism product in the Capricorn District.

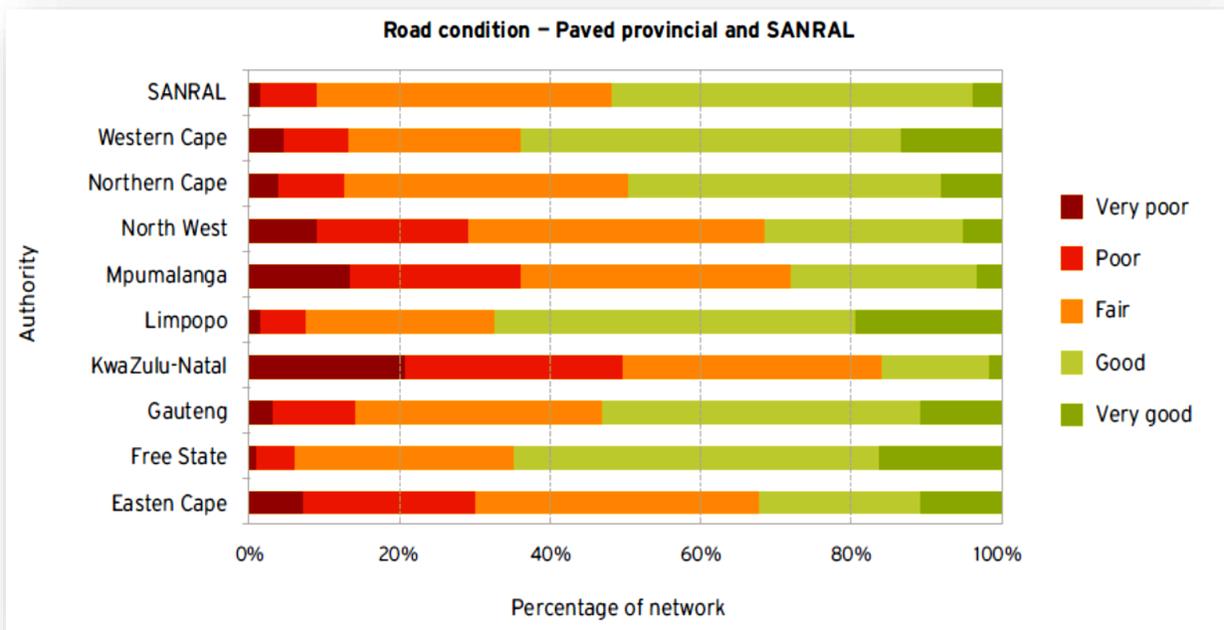


Figure 24: South Africa's road infrastructure

Source: The state of South Africa's economic infrastructure (2012)

Gravel roads constitutes 75% of the total length of the proclaimed South African road network (Figure 23). The gravel road conditions in Capricorn are poor, therefore impairing the accessibility of most rural areas in the province and Capricorn. This is attributed to the neglected maintenance of gravel roads (Figure 24).

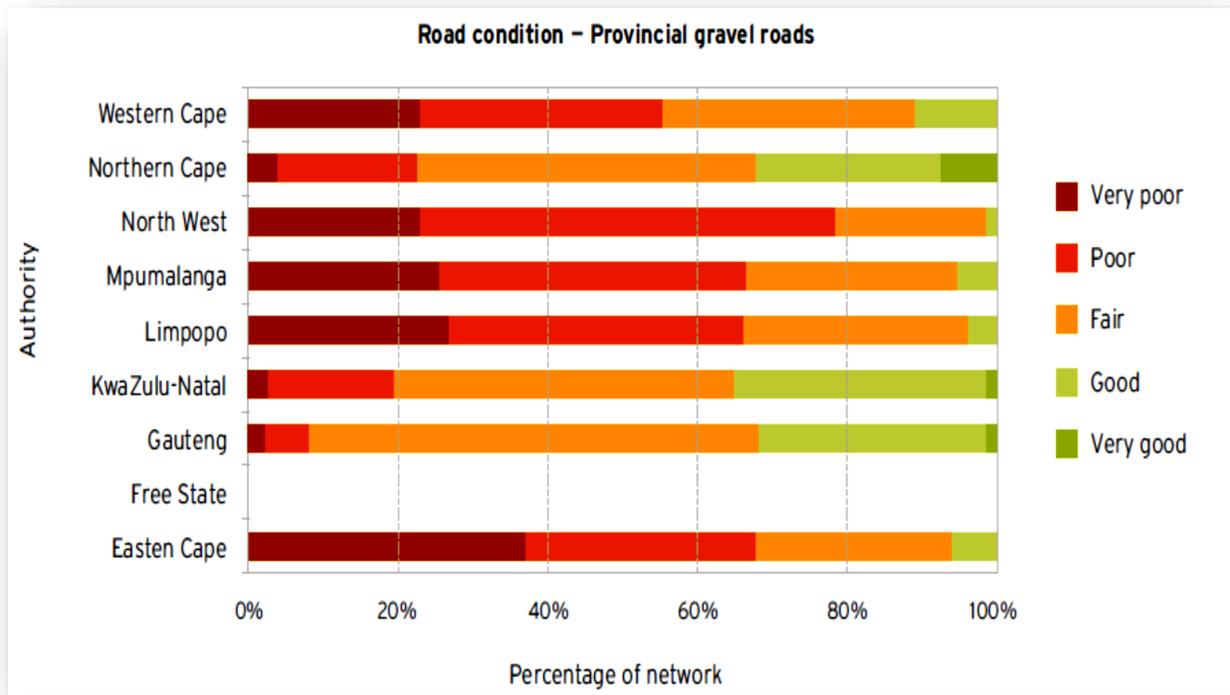


Figure 25: Road conditions of Provincial gravel roads

Source: The state of South Africa’s economic infrastructure (2012)

Roads are an important transport infrastructure for Capricorn’s tourism industry, as the largest segment of their tourist market use private or sometimes public road transport to travel to Capricorn and move around within Capricorn Region. Consequently this affects the tourism industry, through reducing the access convenience factor for most travellers, thus creating a barrier in their decision-making process. This limits the amount of tourist that can be motivated to visit other attractions throughout the destination.



- N11 = Primary Transportation Corridor (national corridor),
- R521 / R37 = Secondary Transportation Corridor and Freight Corridor (provincial corridor),
- R71 = Secondary Transportation Corridor (provincial corridor),
- R518 = East-West Corridor linking Polokwane to Lephalale,
- R37 = Dilokong Corridor linking Polokwane to Tubatse (Platinum Corridor),
- R36/ R40 = Phalaborwa Corridor linking the N1 freeway to the N4 freeway from Soekmekaar, past Phalaborwa, through Bushbuckridge and up to Mbombela (and completing the triangle N4, N1, R36/R40).

As is evident from the amount of identified corridors in the District, noteworthy freight transportation takes place in and through the area. This is due to Mining and Agricultural activities taking place across the Province. The increased pressure on the road network has to be mitigated though. The ITP (2007) mentions that the R101 is preferred to the N1 toll road due to the toll fees. This creates a safety risk, seeing as the R101 is a single carriageway road, and the high volumes of heavy vehicles damage both the R101 and local roads.

In terms of the regional road network, the northern rural extents of Capricorn are not very accessible.

The majority of roads in the CDM are unsurfaced (gravel), which hampers accessibility to a large number of communities, especially after rainy weather. Stormwater management is also a problem throughout the municipal area. Figure 26 gives an indication of road conditions, as rated by NATMAP. It shows a concentration of 'very poor' and 'poor' road sections at the approaches to Polokwane City and along the Dilokong Corridor (R37). Poor road conditions have adverse effects on economic growth, as well as on public transport in the District.

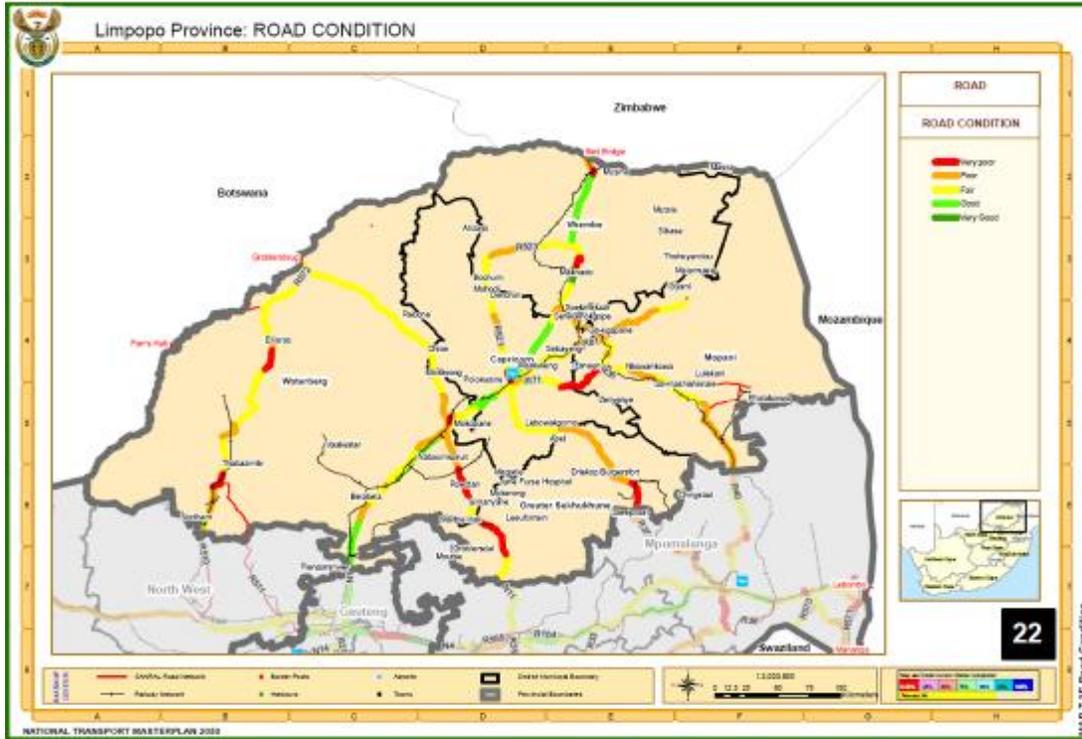


Figure 27: Road Conditions

Source: Extracted from the CDM Spatial Development Plan (2011)

Figure 26 provides a summary of District roads that are to be upgraded, according to the Capricorn Roads Master Plan:

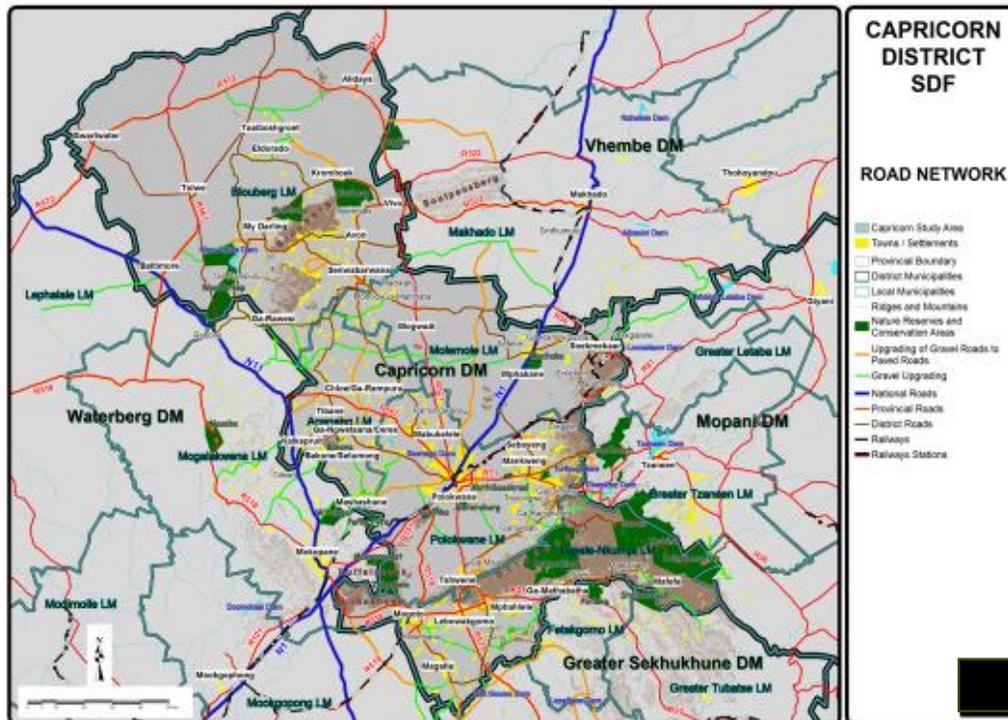


Figure 28: Road Network

Source: Extracted from the CDM Spatial Development Plan (2011)

4.2.2 PUBLIC/ PRIVATE TRANSPORT

Car ownership in the CDM is low and commuters are heavily dependent on public transport, specifically bus and taxi services. In the Integrated Transport Plan (ITP) for the CDM, three salient public transport corridors were identified. These are 1) Seshego to Polokwane City, 2) Mankweng to Polokwane City, and 3) Lebowakgomo to Polokwane City.



4.2.2.1 COACH / BUS TRAVEL

Bus facilities in the Capricorn Municipality consist of the main bus terminus in Polokwane City and the many loading facilities/ stops throughout the District. There are plans to construct a Multi-Modal Transfer Facility at Mankweng. Surveys have been conducted and it was found that there is definitely a need to upgrade and consolidate public transport services, specifically in the Mankweng CBD area. Generally, the majority of bus traffic follows the same desire lines as the taxi commuters, according to NATMAP (refer to Figure 28).

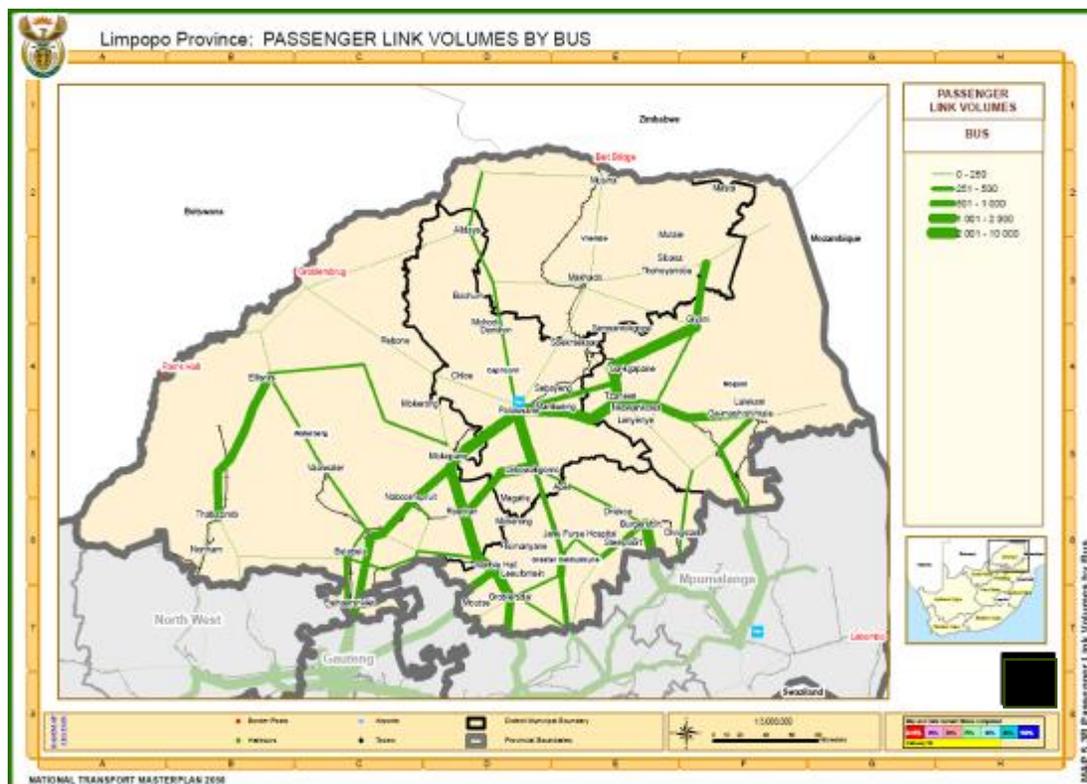


Figure 29: Passenger link volumes

Source: Extracted from the CDM Spatial Development Plan (2011)



Commuter travel is the main travel pattern in the CDM with regards to subsidised bus services and 60% of the subsidised bus routes in the District are located in Polokwane LM. Some commuters travel in excess of two hours on one trip. There is no policy for scholar transport in the province or in the CDM.

The poor road conditions in the CDM negatively impact the operating life of public transport vehicles, which in turn affects operating costs and the level of service to passengers. Bus services are operated by one parastatal and a number of private sector companies contracted to the Limpopo Department of Roads and Transport.

Several Intercity bus services operate routes between Polokwane and destinations in the province and Gauteng, Luxury bus services operate daily between city and other major centres, especially Johannesburg.

4.2.2.2 RAIL

There is a commuter rail service along the route from Tshwane to Musina. The Polokwane, Groenbult and Morebeng Stations are the major points of access for mainline passengers in the CDM area, restricting railway access to the central areas of Polokwane LM (ITP 2007). The side-line to the Zebediela Citrus production facilities holds no commuter service.

There is a mainline service operating on a daily frequency along this line is the Bosveldier. This service runs to and from Johannesburg, via Makhado, to Musina. Figure 29 graphically depicts the passenger volumes along the rail line serving the District. From this it is evident that volumes increase from north to south (closer to Gauteng) in the Province.

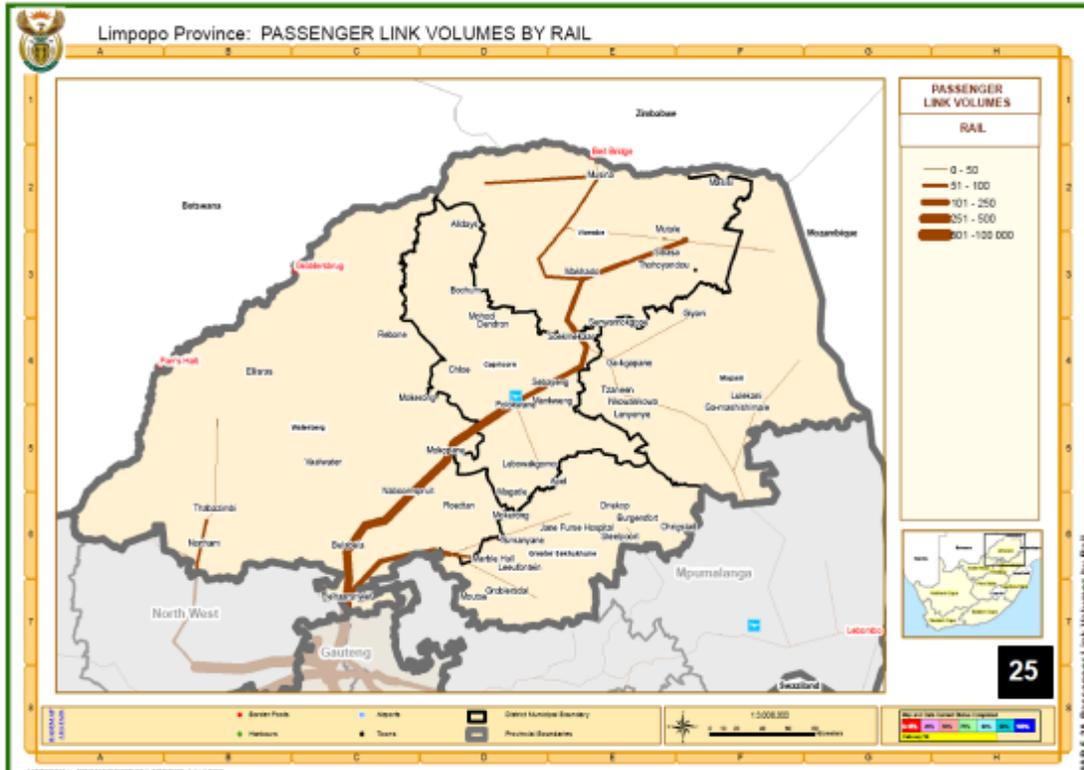


Figure 30: Passenger link volumes 2

Source: Extracted from the CDM Spatial Development Plan (2011)

South Africa’s intercity rail service, Shosholozameyl operates a daily service (except Saturday) between Johannesburg, Pretoria and Polokwane⁹.

⁹ www.shosholozameyl.co.za



4.2.2.3 SIGNAGE

Signage is one of the major constraints regarding tourism in the Capricorn District. Signage is of utmost importance in directing a tourist around. A big set-back in the Capricorn District is that visitors who make use of their GPS's often get led astray because of lack of knowledge and end up on sand roads between farms, with no exit.

Signage refers to provision of new signage and maintenance of existing signage. The general impression from stakeholders is that signage in Capricorn is poor. This hampers tourism development as visitors are discouraged should it be extremely difficult to navigate through the area.

4.2.3 TOURISM INFORMATION CENTRES

This section explores Tourism Information Centres at a Provincial, Regional (District) and Local Level.

4.2.3.1 PROVINCIAL INFORMATION CENTRE: LIMPOPO TOURISM AGENCY

Limpopo Tourism Agency has recently built a new Information Centre which can be found on the N1 just before travellers enter Polokwane. This is a lovely Tourism Centre and really sets the par for other Information Centers in the area.

- **Physical address:** Southern Gateway Ext. 4, N1 Main Road, Polokwane, 0700, South Africa.
- **Postal address:** P O Box 2814, Polokwane, 0700, South Africa.



- **Polokwane Office Tel :** +27 (0) 15 293 3600
- **Polokwane Office Fax :** +27 (0) 15 293 3655
- **E-mail:** info@golimpopo.com
- **Website:** www.golimpopo.com

4.2.3.2 REGIONAL INFORMATION CENTRES

The following regional Information Centres can be found in Limpopo:

- Mopani Tourism and Parks Resource Centre
- Vhembe Tourism and Parks Resource Centre
- Waterberg Tourism and Parks Resource Centre
- Sekhukhune Tourism and Parks Resource Centre

Currently Capricorn District Municipality is the only District Municipality in Limpopo without an Information/ Resource Centre. It is strongly advised that Capricorn DM build a Resource Information Centre as most tourists strongly rely on them for information, assistance with reservations and help with directions. This will also enhance the visitor experience and greatly assist in marketing the local municipalities found in CDM and their product offerings.

4.2.3.3. LOCAL INFORMATION CENTRES

Currently there is only one information centre which can be found in all five local municipalities of the Capricorn District. This is cause for concern as there is a lack of available information to tourists.



Polokwane Information Centre: Polokwane visitors Centre provides a one-stop information service to tourists requiring information on accommodation, tours, vehicle hire, adventure, shopping, business and reservations¹⁰. This Information Centre is situated in the heart of Polokwane on the corner of Church and Thabo Mbeki Street, adjacent to the Irish House Museum.

4.2.4 ICT'S

¹⁰ Extracted from the Polokwane Visitors Guide.



Figure 31: South Africa’s Broadband Infracore Grid

Source: The state of South Africa’s economic infrastructure, 2012

The above Figure gives an overview of the internet access situation across South Africa. Internet Access is crucially important in Limpopo and CDM since the third most important motive for travel to the province is business. Polokwane, as seen in the Provincial Broadband Figure below has relatively good broadband access, and most certainly the best compared to the rest of the Province. However, the other local municipalities in the area lack greatly when it comes to this added feature. Most Tourism Establishments have implemented Wi-Fi Routers / Boosters because of the lack of proper connectivity in their areas. This is something which needs to be attended to as most tourists these days travel with the expectation that there will be internet



access. Limited Internet access also creates a great barrier for tourism development, marketing, accessibility and attractiveness in the area.

Provincial Broadband Province of Limpopo

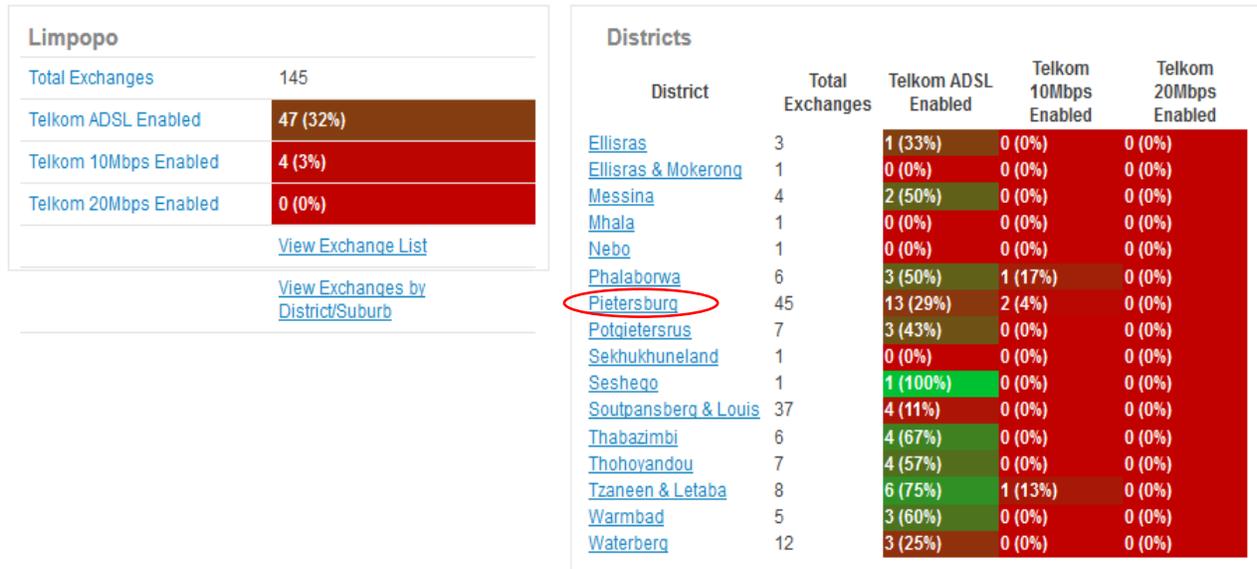


Figure 32: Provincial Broadband- Limpopo Province

Source: Broadband Stats (online, 2015)¹¹

4.2.5 SERVICES AND OTHER FACILITIES

Related and unrelated support services to tourism, for example petrol stations, police stations, retail stores, etc., contribute to the attractiveness and delivery of tourism products in a tourism destination. These facilities and services provides an external structure which supports the

¹¹ <http://www.broadbandstats.co.za/exchanges/province/Limpopo/district/pietersburg>



development and success of tourism in an area through facilitating tourists Maslow's needs hierarchy.

4.2.5.1 EDUCATIONAL CENTRES

ECs play an important role to learners as well as bringing back the value of education to the youth. The Education centres are designed to accommodate learners' needs as well as providing necessary learning equipment to the youth such as libraries, extra lessons and classes.

4.2.5.2. UNIVERSITIES IN CAPRICORN

The University of Limpopo is a world-class African university, which responds to education, research and community development needs through partnerships, and knowledge generation - continuing the long tradition of empowerment.

Capricorn College is a product of a merger of three Colleges with very distinct and diverse historical backgrounds. These were the former Pietersburg Technical College (PTC), Bochum College of Education and the former Northern Province Community College (NPCC). Capricorn Colleges for FET has become the first choice institution for further education for many young people as the programmes offered directly respond to the priority skills demands of the South African economy. The College further offers theory and practical learning. There are many exit options for young people to choose.

4.2.5.3 INDUSTRY IN CAPRICORN

Industrial in Limpopo is based on Industrial land that is intended for power generation, manufacturing, industrial plants, distribution hubs, or major infrastructural facilities such as roads.



4.2.5.4 MEDICAL FACILITIES

Health Care and emergency services are available in Polokwane (Polokwane Provincial Hospital, Limpopo Medi-Clinic, Unicare) and health care centres are available in most local municipalities. Therefore, emergency services in the other local municipalities of CDM is scarce and susceptible to delays. This poses a threat to CDM travellers due to the risk of not receiving proper care during an emergency.

4.2.5.5 POLICE SERVICES AND SECURITY

In the tourism industry safety is a very important aspect to ensure proper product delivery for tourists. Unfortunately South Africa is plagued with crime and an international image that relates to this aspect of our country. Regrettably the CDM's tourism industry has to take this aspect into account by ensuring proper security measures are implemented at all establishments, a structure be provided for establishments and tourist alike to seek assists relating to safety concerns and criminal offences. Based on a public security aspect, there are police stations present in all the local municipalities and police are often seen patrolling. Sadly most of the attractions are guarded by security and tourists have been told to rather leave as the area is unsafe (e.g. The Tropic of Capricorn Monument).

4.2.5.6 MALL AND SHOPPING CENTRES

There is a wide variety of retail stores to choose from in Polokwane. The following malls and shopping centres can be found in the vicinity:

- Checkers Centre
- Cycad Centre
- Game Centre
- Lifestyle Centre
- Limpopo Mall



- Mall of the North (also a major tourist attraction)
- Palm Centre
- Seshego Mall
- Platinum Park
- Savannah Mall
- Shoprite Centre Metropolitan
- Standard Bank Square
- Taxi Centre
- The Crossing
- The Mall
- Thornhill Shopping Centre (popular among tourists)

The other local municipalities have basic one stop stalls and petrol stations, but tourists should be advised to do all their shopping in Polokwane before venturing into the more rural areas.

4.2.4 SOFT INFRASTRUCTURE

4.2.4.1 HUMAN RESOURCE SITUATION IN TOURISM ESTABLISHMENTS

The role of human resources are essential to the delivery of a tourism product as tourism is a service dependent, perishable product. With the large skills gap in South Africa and the excessive pressure international and domestic tourism places on the service capacity of tourism suppliers stresses the ability of tourism operators to provide sufficient staffing¹². The lack of skilled people in the Capricorn Region creates a barrier for establishment and the combat of unemployment with tourism. The main concerns and barrier in human resources relates to:

¹² Role of Tourism in Human Resource development in Darjeeling Hills by Dr. Mir Abdul Sofique



- Larger well established accommodation and attraction facilities prefer to hire already well trained and educated personnel. This create a barrier for disadvantaged community members with no skills set. It has been noted that these establishments do give preference to local community members but only if they have the correct skills and experience
- Small establishment do however hire unskilled persons and provide onsite training. This coincides with the development and support of SMME's and job creation. Unfortunately this can also mean that these personnel do not get proper training necessarily.
- The local poor and disadvantaged community lacks access to facilities and support systems to assist them with job preparation, job seeking and allocation, and accessible training.

"Tourism education has become the subject of prime concern in the whole world as number of travellers continues to grow and markets become more sophisticated."¹³ Therefore, improvement of educational systems, occupational qualifications, higher studies and sectorial, training schemes has been encouraged to improve travel and tourism service quality.

4.3 SKILLS DEVELOPMENT

4.3.1 TOURISM EDUCATION/ SKILLS DEVELOPMENT AND ENTITIES

Capricorn District offers a variety of training and skills development in Tourism. There are higher education institutions who specialise in Tourism fields. The following section will explore some of these areas.

4.3.1.1 CAPRICORN COLLEGE

¹³ Role of Tourism in Human Resource development in Darjeeling Hills by Dr. Mir Abdul Sofique



Capricorn College is a product of a merger of three Colleges with very distinct and diverse historical backgrounds. These were the former Pietersburg Technical College (PTC), Bochum College of Education and the former Northern Province Community College (NPCC). Capricorn Colleges for FET has become the first choice institution for further education for many young people as the programmes offered directly respond to the priority skills demands of the South African economy. The College further offers theory and practical learning. There are many exit options for young people to choose.

Capricorn College offer a National Certificate in Tourism. The holder of such a certificate will be able to:

- Work as a tour guide
- Own a tourism business
- Work at a Hotel or any other travel site
- Provide an opportunity to market South Africa
- Plan tours of South Africa and SADC

4.3.1.2 ROSEBANK COLLEGE – POLOKWANE TRAINING CENTRE

Rosebank College is dedicated to providing students with a solid foundation, creating future thinkers to build successful careers. Their quality, accredited courses have a strong technological focus enabling students to thrive in today's working world. Rosebank College offers a Higher Certificate in Events Management, which is becoming a niche area in the Tourism Industry.

4.3.1.3 MSC BUSINESS COLLEGE



The MSC Business College has programme accreditation with the Culture Arts, Tourism, Hospitality and Sport Education and Training Authority (CATHSSETA). CATHSSETA is the quality council for the Hospitality and Tourism related programmes.

Galileo is a computer reservations system owned by Travelport. Galileo GDS training is offered at selected MSC Business College campuses, as part of the Travel programme or as a standalone programme.

4.3.1.4 THE TOURISM ENTERPRISE PROGRAMME

The TEP is a countrywide initiative of the Business Trust and is implemented under contract by ECI (Pty) Ltd. “The main aim of the TEP is to encourage and facilitate the growth and expansion of small enterprises in response to the increasing demand for tourism activity. The key outputs of the programme are job creation and human capacity development in the tourism economy.”

4.3.1.5 THE DRUM BEAT ACADEMY

The Drum Academy offer THETA accredited Tourist Guide qualifications as well as other Tourism related courses. These courses will enhance a learner’s skills as a Tourist Guide and enable them to interpret our natural and cultural heritage in an interesting informative way.

Once qualified a Tourist Guide can move from province to province finding employment with tour operators, working as a freelance Tourist Guide, working on private game reserves, or at historic cultural sites in the provinces he/she is qualified for. Tourist guiding is a recognised profession in the tourism sector and a key provider to job creation. Tourist guiding as a career will let learners play a part in the promotion of the diverse cultures, histories and heritage of the peoples of South Africa. Tourist Guiding boosts growth in the regional tourism markets, encouraging local



communities to participate in the tourism sector, helping to develop rural communities and offer international and local tourists alike a chance to experience previously unknown tourist attractions, getting a unique local view on the history and culture of the site.

Tourist Guiding is a specialised field that necessitates in depth knowledge, training, study and assessment of a particular area (culture / nature). All Tourist Guides in South Africa are registered with the Provincial Tourism Department. Tourist Guides are only allowed to operate in an area in which they have been trained and for which they have been registered. To register as a Tourist Guide a person must complete one (or more) of the many Tourist Guide qualifications registered with CATHSSETA.

It is important to know that there is a huge difference between a Tour Operator and a Tourist Guide. A Tour Operator is a person / company that make all the arrangements regarding transport, accommodation, tour packages, etc. Basically the Tour Operator is the person that sits in the office and makes all the preparations. A Tourist Guide is the person that guides visitors, for a fee, interpreting cultural and natural heritage and is effectively in charge of the group for the duration of the tour. The Tourist Guide has no part in the organising component of the tour. It is the Tour Operator's responsibility to organise a well thought out, all inclusive tour package that will entice international, as well as local, tourists to explore our country from west coast to east coast, Cape Point to the Limpopo river¹⁴.

4.3.2 TOURISM SUPPORT ENTITIES

The following entities provide support to tourism companies or entities in the Capricorn District Region.

¹⁴ <http://www.drumbeatacademy.co.za/Courses-TouristGuiding.html>



4.3.2.1 SATOURISM

Involved primarily in international marketing of South Africa as a tourism destination. The use of certain “icons” in the international promotional strategies may not always seem to be to the advantage of certain Provinces or regions, but SATourism’s key function is to create a favourable overall image of the country as a whole and for Provincial or regional marketing to supplement and complement these efforts. There has been a suggestion that SATourism may finally settle on one South African “icon” to be used in international marketing. The merits of this concept are being widely debated at present.

In addition to the marketing function, SATourism plays a valuable role in gathering statistics regarding international visitors and developing tourist profiles for the individual provinces. Whilst this information is far from ideal, it is extremely useful in providing an ongoing picture of national and provincial tourism trends, an essential management tool for both tourism authorities and operators.

It is relevant to note, at this stage, that Limpopo Province has made no progress at all in setting up its own tourism measuring or performance monitoring system. In view of the fact that tourism is regarded as one of the three “pillars of economic growth”, this shortcoming raises the question of exactly how does the Provincial Government know what its tourism industry is currently worth, and what exactly is it contributing towards not only economic, but also social and environmental objectives.

SATourism also “manages” the system that grades the quality of tourism operations. The Tourism Grading Council plays a vital role in giving the visitor a clear indication of the standards of hotels, guest houses, bed and breakfasts and other establishments. It should be noted that there are other organisations that are offering a grading service but there is a clear recommendation that



all grading should now be done by the official Grading Council as confusion amongst the travelling public is already becoming a problem.

4.3.2.2 DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM

The national department is a major part of the process of setting policy on tourism development and administering the National Tourism Act. In practical terms, however, its key activities that affect tourism planning and operations are as follows:

- Administering of the regulations dealing with the registration of tourist guides;
- The Poverty Relief Programme – through this programme funds can be made available for projects that will create jobs and benefits for historically disadvantaged communities. The “chances” of having projects approved is about 1:10, so it should not be regarded as a guaranteed source of development funding;
- The Responsible Tourism Guidelines – The recent publication of these guidelines is a major step forward to giving practical direction to all sectors of the tourism industry in terms of how to implement the concept of “responsible tourism”. It is noted that these guidelines are not prescriptive and the various sectors e.g. the hotel or the game lodge operators etc. should access and adopt those guidelines that are most appropriate, implementable and, most importantly, measurable for their sectors. As an example, city hotels may adopt a wide range of economic and social guidelines compared to a rural hotel where environmental and social guidelines may be more important and relevant. The adoption of the concept of responsible tourism will be strongly recommended in later phases of this project; and
- ITMAS – This is the International Tourism Marketing Aid Scheme and is applicable to operators who are trading for commercial gain and are registered members of an official trade organisation. Other conditions apply, but the scheme does help in the production and distribution of international marketing material, as well as



meeting certain specified costs associated with attendance at international travel and tourism exhibitions.

4.3.2.3 DEPARTMENT OF TRADE AND INDUSTRY

This Department is involved in the SDI (Spatial Development Initiatives) planning and the Small Medium Enterprise Development Programme (SMEDP), as well as Khula Enterprise Finance. These latter schemes can provide cash grants new tourism enterprises, as well as helping to facilitate access to capital “by people who have not had the opportunity to accumulate sufficient wealth (such as fixed property or insurance policies) to provide as collateral security to banks to obtain a loan for starting a new business”. For information, Khula Enterprise Finance also provides funding for Business Plan Development (pre-loans); and mentorship (after loans). Accessing this is not easy!



4.3.2.4 DEVELOPMENT BANK OF SOUTHERN AFRICA

The DBSA does fund tourism planning processes by local and district Municipalities, as well as major planning of SDIs and the provision of infrastructure and institutional capacity building. It can also assist with individual tourism projects (accommodation establishments), as well as the development of attractions (natural, cultural and man-made) that have tourism potential. It is valuable to note that the DBSA emphasises the “financial sustainability of investments and projects; notes the affordability of services by communities and borrowers, and pursues full cost recovery on its initiatives”.

4.3.2.5 OTHER GOVERNMENT DEPARTMENTS

It should be noted that the actions of a number of Government Departments impact in one way or another on the tourism industry. These include the Department of Transport (Roads and Airports), the Department of Home Affairs (Immigration), and the Department of Arts, Sports, Culture and Technology (Heritage Resources), etc. These are not dealt with in detail in this report.

THE PEACE PARKS FOUNDATION

Special mention must be made of the Peace Parks Foundation, as their strategy to create two Trans-frontier Parks adjacent to Limpopo Province will not only have enormous conservation value, but will also focus tourist attention on the Province and create a series of “knock-on” benefits for the tourism economy of the Region. Both Transfrontier parks must be regarded as medium to long term projects as far as the generation of significant new tourist volumes are concerned.



4.3.4 COMMUNITY INVOLVEMENT AND DEVELOPMENT

Most community members in CDM do not interact with tourists and have very little to do with tourism products in the CDM area. This can create a negative relationship between the community and the tourism industry, as the allocation of resources to tourism products and industry development can be seen as wasteful to the community.

4.3.4.1 COMMUNITY PARTICIPATION

The Limpopo Marula Festival which is held over a period of two weekends in February every year attracts and involves more community participants than tourists.

4.3.4.2 COMMUNITY CENTRE

To ensure community support community centres must be provided in rural settlements, unfortunately there aren't many community centres in the Capricorn Region and there is truly a need to build these facilities. CDM can utilise these community centres by implementing training programmes, assistance and business advisory services and ICT4D centres.

4.3.5 FUNDING FOR TOURISM PROJECTS

Tourism in an area has a fundamental relationship with local government that reaches across a myriad of touch points. This can involve everything from regional marketing to infrastructure



planning. Local government investment in the industry is vital to the health of tourism industry and its ongoing growth.¹⁵

Unfortunately funds in the whole Capricorn District are very limited and is causing the biggest hindrance for tourism growth in the area. Stakeholders and LED Managers from the local municipalities feel discouraged because of this. Their suggestion is that CDM combine projects which they can help fund in the local municipalities.

The following establishments provide support services to tourism entities and should be approach for funding of the combined tourism projects which are suggested in Chapter 3¹⁶.

4.3.5.1 TRADE AND INVESTMENT LIMPOPO (TIL)

Trade and Investment Limpopo was established in September 1996 as the official investment and trade promotion, and facilitation agency of the Limpopo Provincial Government. TIL researches, packages and markets investment opportunities, as well as offers a wide range of services aimed at assisting and supporting investors to establish themselves in Limpopo or to trade with the province.

4.3.5.2 TOURISM ENTERPRISE PARTNERSHIP

TEP facilitates the growth, development and sustainability of small tourism businesses. This is achieved through a number of services that provide hands-on, step-by-step support and guidance which ultimately improves the tourism businesses' product quality, operational efficiency and

¹⁵ Local government & the visitor industry, article on tourism2025.org.nz

¹⁶ [For more information about each of the above listed projects follow this hyperlink: http://www.til.co.za/tourism.php](http://www.til.co.za/tourism.php)

¹⁷ <http://www.til.co.za>



market reach. With a particular focus on businesses that are owned and managed by previously disadvantaged individuals or groups, TEP works to facilitate the transformation of the tourism industry through its focused and integrated graduation programme. This results in small businesses being assisted to become sustainable, while supporting both existing jobs as well as creating new employment opportunities. TEP has developed two online guides assisting business through the registration process and on how to work and claim from TEP.

4.3.5.3 IKWEZI TOURISM FACILITY

Tourism Enterprise Partnership (TEP) and SEFA (Small Enterprise Finance Agency Ltd) have joined forces to develop an assistance facility which will be able to support a more holistic approach to developing small, micro and medium enterprises (SMMEs) in the tourism industry. Whilst “access to finance” is often cited as the cause for the lack of entrepreneurial tourism development in South Africa, studies have found that funding alone will not ensure the success of any business. The Ikwezi fund combines the ability to access various types of loans, whilst receiving dedicated enterprise support through TEP’s proven development methodology. A fund of R50 million has been ring-fenced specifically for the Ikwezi Tourism Facility, which is managed by a dedicated team at TEP. Loans ranging from a minimum of R10 000 to a maximum of R5 million will be available to qualifying enterprises. Only TEP registered clients can apply for Ikwezi funding¹⁸.

4.3.5.4 SMALL ENTERPRISE FINANCE AGENCY (SEFA)

Small Enterprise Finance Agency (SOC) Ltd commonly known as SEFA was established on 1st April 2012 as a result of the merger of South African Micro Apex Fund, Khula Enterprise Finance Ltd, and the small business activities of IDC. SEFA's mandate is to foster the establishment,

¹⁸ <http://www.ikwezifacility.co.za/>



survival and growth of SMMEs and contribute towards poverty alleviation and job creation. SEFA has a regional footprint of 9 offices around the country. SEFA provides loans to SMEs as well as co-operatives operating in all sectors of the economy. The facilities range from a minimum of R50 000 to a maximum of R5 million. SEFA has partnered with TEP to create the Ikwezi Tourism Facility specifically for funding tourism businesses, as listed above¹⁹.

4.3.5.5 BLACK BUSINESS SUPPLIER DEVELOPMENT PROGRAMME (BBSDP) – THE DTI

BBSDP is a cost-sharing grant offered to small black-owned enterprises to assist them to improve their competitiveness and sustainability in order to become part of the mainstream economy and create employment. BBSDP provides a grant to a maximum of R1 million. The enterprise must be majority black-owned with a predominantly black management team, and have a turnover of between R250 000 and R35 million per year, as well as been operating and trading for at least one year, and be formally registered for VAT²⁰

¹⁹ www.sefa.org.za

²⁰ http://www.thedti.gov.za/financial_assistance/financial_incentive.jsp?id=40&subthemeid=1



4.3.5.6 ISIVANDE WOMAN'S FUND

The Isivande Women's Fund (IWF) aims at accelerating women's economic empowerment by providing more affordable, usable and responsive finance. IWF targets formally registered enterprises, 60% of which are owned and/or managed by women. The enterprises must have been existing and operating for two or more years and must fall within a loan range of R30 000 to R2 million. The IWF assists with support services to enhance the success of businesses. It pursues deals involving start-up funding, business expansion, business rehabilitation, franchising and bridging finance²¹.

4.3.5.7 NATIONAL EMPOWERMENT FUND

The National Empowerment Fund (NEF) was established by the National Empowerment Fund Act No 105 of 1998, to promote and facilitate black economic equality and transformation. Its mandate and mission is to be a vehicle for Broad-based Black Economic Empowerment (BB-BEE). Its goals are to:

- Foster and support business ventures pioneered and run by black enterprises
- Improve the universal understanding of equity ownership among black people
- Contribute to the creation of employment opportunities
- Encourage the development of a competitive and effective equities market inclusive of all South Africans
- Encourage and promote savings, investments and meaningful participation by black people
- Provide black people with the opportunity of, directly or indirectly, acquiring shares or interest in private business enterprises

²¹ <http://www.idf.co.za/>



- Assist State allocated investment (SAIs) that are being restructured or in private business enterprises

The NEF's products and service offerings include:

1. Non-financial Support
2. Imbewu Fund: This fund is designed to promote the creation of new businesses and provide expansion capital to early stage businesses. The iMbewu Fund aims to cultivate a culture of entrepreneurship by offering debt, quasi-equity and equity finance of up to R20m comprising:
 - Entrepreneurship Finance
 - Procurement Finance
 - Franchise Finance
 - Rural & Community Development Projects
3. Corporate Fund: This fund is designed to improve access to BEE capital and has three products: Acquisition Finance, Project finance and Expansion Finance. These products provide capital to Black owned and managed enterprises, black entrepreneurs who are buying equity shares in established white owned enterprises, project finance and BEE businesses that are or with to be listed on the JSE²².

4.3.5.8 SMALL ENTERPRISE DEVELOPMENT AGENCY (SEDA):

Seda was established in December 2004 as an agency under the Department of Trade and Industry, (the dti). This was achieved by merging three organisations; Ntsika Enterprise Promotion

²² <http://www.nefcorp.co.za/>



Agency, National Manufacturing Advisory Centre (NAMAC) and the Community Public Private Partnership Programme (CPPP). The GODISA Trust and the Technology Programmes were later integrated into seda in April 2006, becoming the Seda Technology Programme (Stp). Seda provides business development and support services for small enterprises through its national network in partnership with other role players in the small enterprise support. Seda also implements programmes targeted at business development in areas prioritised by the Government. Seda offers a number of advisory services on various topics relevant to small businesses including:

- Finance for start-up businesses
- Management for small businesses
- Tender opportunities
- Quality control
- Management systems and technology
- Business performance assessment
- Global marketing²³

4.3.5.9 INDUSTRIAL DEVELOPMENT CORPORATION

The IDC's Tourism Business Unit finances institutions offering accommodation to bona fide tourist and other capital investment tourism projects "with potential to significantly impact on the growth of the tourism industry". This funding source is generally unattractive to emerging operators, as a 25% "own equity" contribution is required. Note that the "own equity" share is 40% for non-empowerment entrepreneurs.

²³ www.seda.org.za:



4.3.5.10 THE IUCN (INTERNATIONAL UNION FOR THE CONSERVATION OF NATURE)

The initiative of the IUCN-lead team to develop the Fair Trade in Tourism guidelines will also be relevant in the future development of new tourism products as well as in the re-orientation of established operators to stimulate more productive involvement in the tourism economy by emerging entrepreneurs and local suppliers of goods and services to the industry. This initiative, as well as the Responsible Tourism Guidelines, will be dealt with in more detail in Phase 3 where “investment opportunities” and the new “product portfolio” for the Capricorn destination will be proposed.

4.3.5.11 OTHER ORGANIZATIONS

There are many donor and aid agencies that can play a role in tourism development, especially as far as emerging entrepreneurs and community-based tourism projects are concerned. The conditions of assistance all vary and cannot be detailed here as they lie beyond the terms of reference of this project.

However, a comment must be made of the most important source of tourism development funding and that is the private sector. As noted earlier, tourism is expected to be “private sector driven” and major new tourism products will only be feasible if they can attract the attention of, and investment by, the private sector. It should be noted, therefore, that this development plan can only indicate areas or products that have been professionally assessed as having significant tourism opportunities, and the onus will eventually rests on the individual private sector operators, who are excited by these “windows of opportunity”, to undertake their own detailed feasibility and sustainability studies – economic, social and environmental.



SECTION FIVE: TOURISM DISTRIBUTION AND MARKETING CHANNELS

Information is recognised to be the lifeblood of tourism. Without effective distribution of information, the potential customer’s incentive and ability to book and participate in the tourism product is limited in this day and age. Therefore, the tourism distribution channel plays an important part in the acquisition of information by potential tourist to the actual trip and participation in tourism activities in a specific destination.

This section will review the state of marketing attempts of the tourism products in CDM. This will relate to the private industry’s marketing and also central bodies marketing efforts to advertise the region. Therefore, identifying any gaps in the marketing aspect of the tourism industry in CDM and improving the market reach the current tourism environment in CDM has.

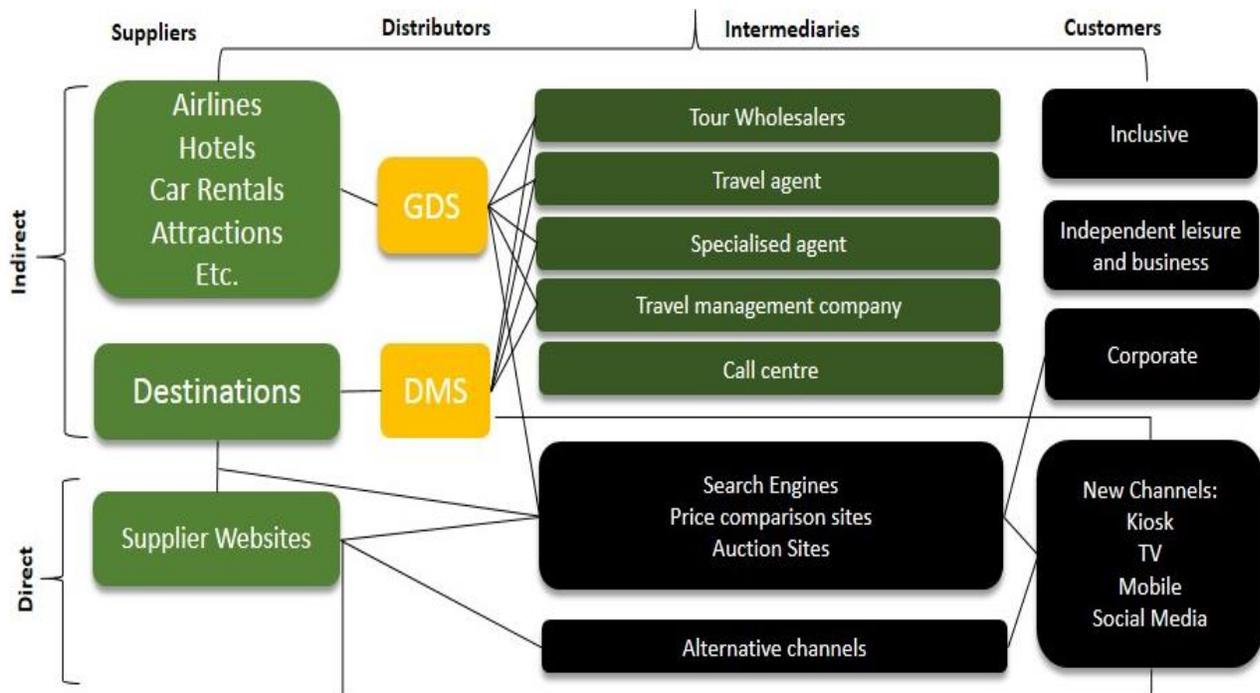


Figure 33: Tourism Distribution System

Source: Urban-Econ



5.1 DIRECT CHANNELS

5.1.1 SUPPLIER WEBSITES

Supplier websites can distribute information, and in most cases, process direct reservations from consumers. An official website for a tourism product is very important, as this creates a good platform to connect with consumers directly and is more cost effective.

Limpopo Tourism Agency has recently updated their website, providing an excellent platform for Limpopo's District Municipalities to follow par. LTA's website can be accessed through the following hyperlink: <http://www.golimpopo.com/#>

LTA's website allows users to search for attractions and accommodation by District.

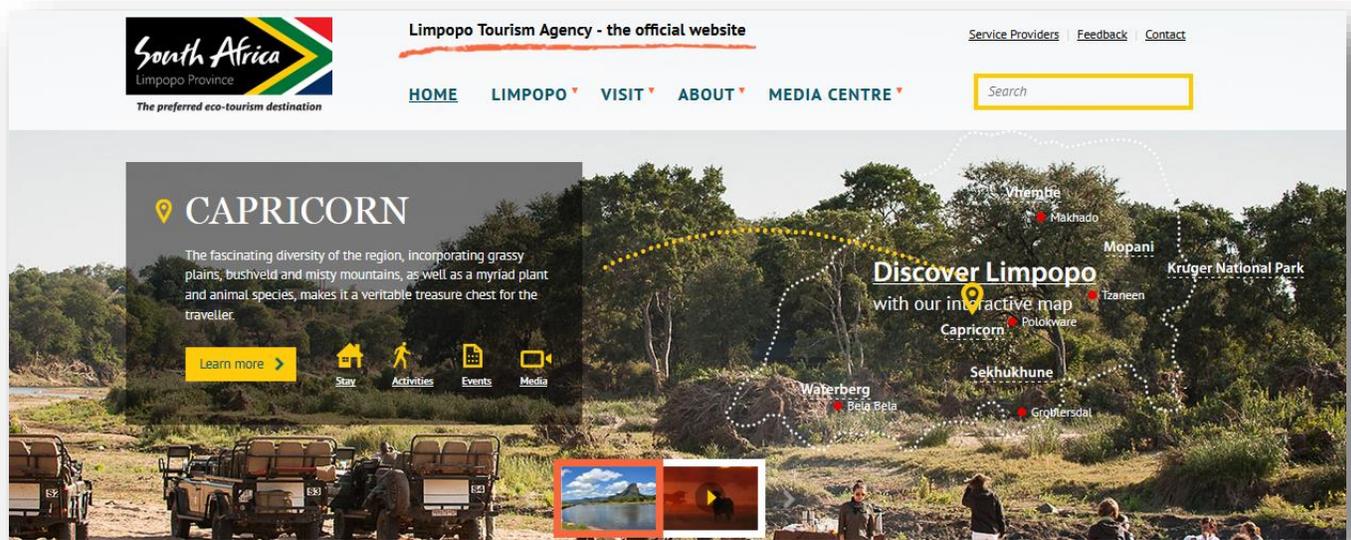


Figure 34: An example of LTA's Website

Source: Limpopo Tourism Agency Website (2015)



Capricorn District Municipality has a well-designed webpage. Unfortunately only an overview of Tourism is given. There is a need to further develop this section on the webpage to supply tourists with more information. The following is an example of the Capricorn District Municipality's webpage:



Figure 35: A screenshot the Capricorn District Municipality's webpage

Source: CDM webpage (online:2015)



5.1.1.1 SOCIAL MEDIA

A significant 92% of global marketers said that social media was important to their businesses.²⁴ Social media is an integral part of tourism. Travellers use social media in their planning phase, during their trip and after their trip, by doing research, finding inspirations, connecting with friends, satisfying their social status and using as a bases for suggestion.

Social Media has been identified as the cheapest form of marketing, after word-of-mouth references. Currently CDM runs a very active Facebook Page with weekly updates about news pertaining to the District. Since CDM has mastered this area of marketing, it is Urban-Econ's suggestion that as a cheaper alternative to building Information Centres and developing special CDM websites which focus solely on Tourism, that CDM should develop their own cell phone application.

5.1.1.2 CELL PHONE APPS

Technology has certainly changed the way we communicate with our clients. The smartphone has brought a total revolution to the Tourism Industry. To adapt to the new digital era and to stay ahead of trends many tourism companies are adapting their content to this new paradigm. Tourism businesses use mobile applications to interact with their customers in a completely novel and exciting way.

Instead of driving to a Tourism Information Office, tourists can simply pick-up their phones and access all the information they need without the hassle. But to ensure that Tourism regions don't miss out –they need to ensure that they stay ahead.

²⁴ 2014 Social Media Marketing Industry report



Apps are very useful for tourists and companies in the sector, offering multiple possibilities for information and interaction with other users, promotion and marketing of tourism offers and locating companies and users in the destination, among other advantages.

THE BENEFITS OF APPS

The introduction of mobile apps to the Tourism Industry has offered obvious potential possibilities for increased Tourism in this sector. The benefits of these apps are vast, not only for tourism orientated companies but also for service users.

According to a study done by The Tourism Business Portal Apps hold the following benefits for users and their suppliers in the Tourism Industry.

Table 11: Benefits of Tourism Apps

Benefit	Description
Simplification of the reservation process	Not too long ago, making reservations could be a long and complicated process. But thanks to mobile apps, this process is now quicker and more comfortable. Many applications save user data, ID information, payment details and even preferences, thus reducing the online reservation to just a few clicks.
Reduce costs	The cost of travelling has been reduced through the use of mobile apps. By sending discounts and personalised promotional offers to the app users, this has allowed the user to save not just money but also the time previously spent on internet searches.



Improve access to local information

Using mobile applications, the traveller or tourist can improve their access to information about restaurants, markets, accommodation, public transport and other aspects of the city they are visiting.

Share experiences

Many travellers or tourists want to share details of their trip with friends and family. Using social network applications on mobile devices enables them to share this information in real time whilst also collaborating in the promotion of the destination.

Source: The Tourism Business Portal Apps

WHY USE APPS IN A DISTRICT MUNICIPALITY SUCH AS CAPRICORN?

Incorporating Capricorn District into the world of Apps will bring the following benefits:

- Greater visibility for users
- Easier geographical positioning for customers
- Easier access to important information such as contact details, GPS co-ordinates and website details
- Access to a photo gallery of current up-to-date photos of the attraction

When thinking about the development of a CDM App, it is essential that a comprehensive definition of the project is provided.

A report on the development of a cell phone application for the Capricorn District Municipality is attached as Annexure E.



5.1.1.3 PRODUCT OWNER WEBSITES

There is an opportunity for the surrounding local tourism industry to develop a partnership with LTA in order to create links to their establishments and tourism product offerings.

Some local well establish tourism products do have websites, but not all in the best and most user-friendly condition. Some of the establishments' website hyperlinks need to be reviewed as they are currently inactive. Other websites are well designed and user-friendly, while some need to be redesigned.

5.1.1.4 SEARCH ENGINE STATUS

As search engines like Google are used to search for places, accommodation, flights and information relating to an area, it is important that suppliers, intermediaries, and DMO's have the right content, key words, social media and up-to-date relevant data to ensure that potential tourism can find them on the first page or three when doing a search.

Currently the search result for Capricorn District Municipality is good as it appears when people search Capricorn Tourism, Blouberg Tourism, Aganang Tourism and South Africa Tourism.

5.1.1.5 BROCHURES AND NON ICT BASED ADVERTISEMENT

One of the deliverables of this project is to develop a tourism guide book with updated information about the Capricorn Region. Currently, brochures and information can be retrieved from Limpopo Tourism Agency, Polokwane Information Centre and the Blouberg Resource Centre.

Other forms of exposure of the tourism industry arises from tourism-related magazines and articles.



Although there is definitely a gap to produce an updated guide book, which will assist tourists on their journey through Capricorn.

5.2 DESTINATION MARKETING ORGANISATION (DMO)

DMO's are important for destinations and the tourism industry, as it creates an umbrella platform for all relevant suppliers to showcase their products and creates a single platform for potential tourist to find and compare tourism offerings within a region. Currently there are no existing DMOs in the Capricorn Region. This is definitely an opportunity which needs to be attended to.

Another important DMO is South Africa Tourism. This DMO's website and advertising capabilities plays a very important role in marketing of tourism products and places in South Africa towards international tourists and domestic travellers. It has been noted that there are mentions on the South Africa Tourism website offer places of interest in CDM, like the Tropic of Capricorn Monument.

5.3 INTERMEDIARY CHANNELS

Intermediaries match buyers and sellers with each other, facilitate transactions, and provide an institutional infrastructure, which assists potential tourists with acquiring tourism products on an independent basis or inclusive tour.



5.3.1 TRAVEL AGENTS

Travel agents develop and offer products and package deals for potential customers. The link between the consumer and the booked establishment is not direct and can therefore incur a cost for the supplier or buyer. These travel agents can be based online (Safari Now, Rooms for Africa, Travel grounds, etc.) and offline (STA travel, Pent travel, etc.).

These platforms play a very important role in the advertising and generating of bookings in CDM, as most establishments do not get enough exposure on their direct marketing channels. It has been noted that most establishments can be found on these sites which gives potential tourists an easier and more efficient way to find and compare options of tourism products in the area.

5.3.2 TOUR WHOLESALERS AND OPERATORS

Tour operators package, sell and conduct tour for tourist. Where tour wholesalers only package and sell tours. These intermediaries play a very important role in the tourism market in CDM relating to international travellers.

The tour operators available in the Capricorn District Region are:



- ArePhuthaneng Basadi Multi Projects
- Tembele Ecological Services
- Serabuho Transport & Projects
- Ecolo Reatswelela Travel & Tours
- Nhlamulo Destinations
- Malate Travel & Tours
- Mafahla Travelc CC
- Good Guide Travel and Tours (Pty) Ltd
- Gajeni Travel and Events
- Fihla Ka Lethabo Travel Agency
- Essence Travel Services
- Easyman transport and services (pty) Ltd
- Country Mountain Trips
- Babylon Travellers

Figure 36: CDM Tour Operators

Source: Polokwane Visitors Guide

These tour operators attract adventure and cultural interest tourist though providing information and activities relating to the surrounding area. Therefore, these operators advertise specific tourism products to potential tourist to the area and tourist within CDM.

A complete list of LEDET register tour guides who operate in the Capricorn District has been added as Annexure F.



5.5 BRAND THEME AND LOGO OF CDM

The Marketing role of district/local municipalities is limited largely to tourism information provision within the framework of the provincial experience led marketing and the provincial branding; there should be no, or limited, separate tourism branding activities. It is important for the District and local municipalities to understand their role on Marketing.

One of the deliverables required of the Capricorn Growth Strategy is the development of a brand theme and logo. The following example has been issued as a guideline by SATourism.

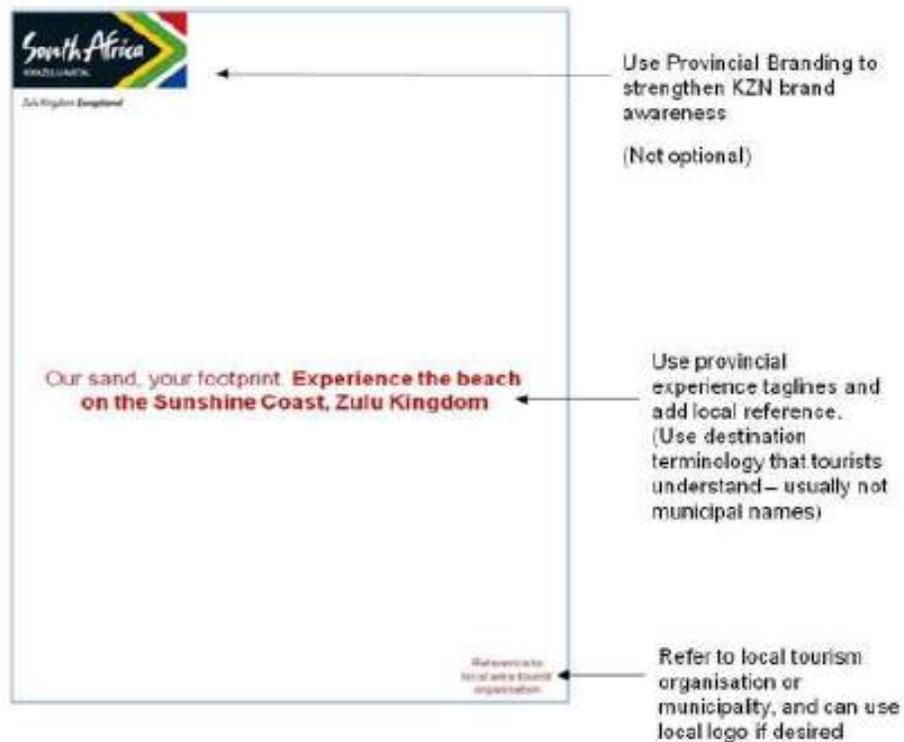


Figure 37: Example of layout and use of branding and experience specific tags

Source: KZN Tourism Master Plan 2011, Executive Summary



This will be further analysed in Chapter 3.

5.6 CONCLUSION OF MARKETING STATUS OF CDM

It is evident that CDM's regional tourism is advertised either by suppliers or intermediaries and currently there is little contribution from CDM's side. Suppliers' marketing lacks in some aspects relating to the training and capacity of front office staff. Another issue with local suppliers' marketing is the effectiveness of their websites usability and visibility, and response functions. There is also a need for more umbrella associations like CDM in order to assist the tourism industry in the rest of the CDM region.



SECTION SIX: TOURISM DEMAND ANALYSIS

This section of the report turns to the visitor demand analysis which is essential in understanding the demand for tourism products within Capricorn District by analysing trends of the local, national and provincial tourism market.

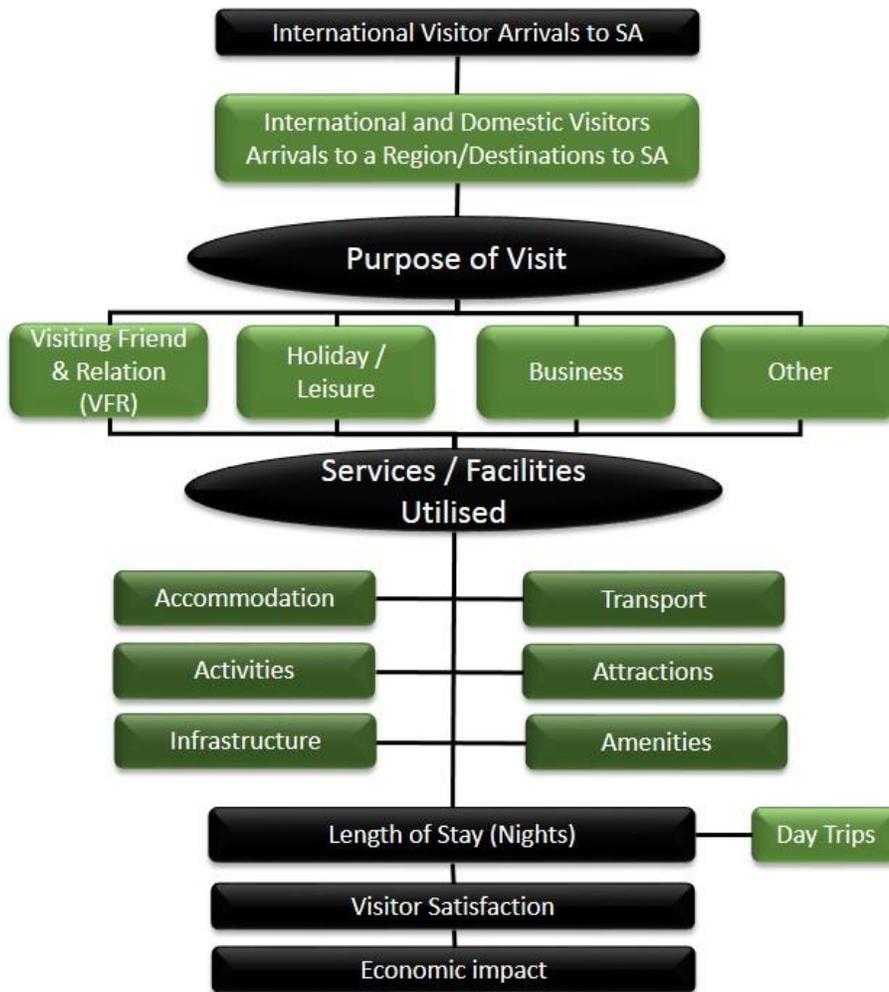


Figure 38: South African Tourism Planning Toolkit

Source: Department of Environmental Affairs and Tourism



6.1 TOURIST MARKET TRENDS

This section will explore tourism market trends at an International, National and Provincial (Limpopo) Level. The section provides an overview of the trends and visitor numbers in the national and provincial tourism industry.

6.1.1 INTERNATIONAL TOURISM IN SOUTH AFRICA

While the appropriateness of current foreign arrivals statistics in South Africa are questioned by many stakeholders and not a 100% true reflection of the actual number of tourists, they still show that there is growth taking place in arrivals²⁵. According to the World Tourism Organisation, tourism contributes 9% to global GDP. Globally, one out of eleven jobs are jobs in the tourism industry, or are jobs which are an indirect or reduced result of the tourism industry. In 2011 this was 255 million people. Tourism accounts for US\$1.3 trillion in exports globally. This is 6% of the world's exports, and 6% of all least developed country's exports. This is an indication of the global importance of the tourism sector. In South Africa, the tourism sector accounted for 1.2 million jobs in 2011, and contributed 8.6% to total GDP. This is 2.9% down from the previous year, although tourism contribution in 2010 was relatively inflated, due to the 2010 FIFA World Cup.

All long-term international tourism indicators indicate that long term growth prospects for South Africa tourism are high, due to a forecasted increase in international visitors to the country. An overview of current international tourism trends assert this. International tourist arrivals worldwide are expected to increase by an average 3.3% a year over the period 2010 to 2030. This is 43 million arrivals a year, compared with an average increase of 28 million a year during the period 1995 to 2010. When broken down, international tourist arrivals in the emerging economy destinations (SA included) will grow at double the pace (+4.4% a year) of that in advanced economy destinations (+2.2% a year). Arrivals in emerging economies (like South Africa) are

²⁵ Tourism Update; 10 Wed, Sep 2014



expected to exceed those in advanced economies by 2015. In 2030, almost 60% of international arrivals will be in emerging economy destinations. Africa is expected to more than double their arrivals in this period, from 50 million to 134 million.

South Africa has seen an increase in its Africa land markets and new non-traditional markets. The domestic market has been identified as a growth market and strategies to get more South African's travelling and exploring their country are now forming the basis of marketing strategies. Traditional markets for South Africa are Germany, Netherlands, UK and the US. At a provincial level, data is limited to SA Tourism statistics and Statistics South Africa Domestic Household Survey.

Travel and Tourism is an important economic activity around the world and the sector is experiencing a global recovery after the 2009 financial crisis. Global tourism trends seem positive but the international tourism market is fiercely competitive. In 2012, Travel and Tourism generated a direct contribution of 5.2% of global GDP and total contribution of 14.1%. The sector's total contribution to global employment was 10.3% in 2012. Travel and Tourism's total contribution to global GDP is expected to grow at 4.2% per year between 2013 and 2023 (Travel and Tourism Economic Impact 2013).²⁶

Travel and Tourism has proven to be one of South Africa's most resilient sectors, continuing to grow and create new jobs through a global recession. Although growth in South Africa's economy has weakened, growth in international travel is rising and room rates have bolstered the market. Total room revenue in South Africa rose 14.0% in 2013, and hotel-room revenue increased 14.6%²⁷. According to the World Travel and Tourism Council (WTTC) Benchmarking Report for 2013, the total contribution to GDP by Travel and Tourism in South Africa was 9.8% in 2013. The WTTC forecasts that the sector will grow by 4.4% p.a. until 2023.

²⁶ Direct contribution includes those employees and related value added for the Travel and Tourism sector. Total contribution includes the direct, indirect and induced contributions. The indirect contributions measure the supply chain influence for each sector and the induced contributions measure the impact of incomes earned directly and indirectly as they are spent in the economy. Source: Benchmarking Travel and Tourism in South Africa 2013

²⁷ PWC; Hospitality Outlook: 2014-2018 Fourth edition



Travel and Tourism generated 619 500 direct jobs in 2012, and sustained a total of 1.4 million jobs in 2013. The sector generated, directly or indirectly, 10.3% of South African employment in 2013. Thus, the tourism sector can be considered a strategic sector in the South African economy. The table below summarises the contribution of the tourism sector on the world and South African economies.

Table 20: Total and Direct Contribution Comparisons of the World and South Africa, 2013

	World Average	South Africa Average
Total Contribution to GDP	14.1%	9.8%
Direct Contribution to GDP	5.2%	3.2%
Total Contribution to Employment	13.9%	10.3%
Direct Contribution to Employment	5.4%	4.6%

Source: WTTC Benchmarking Report 2013

South Africa noted an increase in tourist arrivals from every region in the world in 2012. There were approximately 13 million arrivals into South Africa in 2012 (SA Tourism, 2013). Of which 9.2 million or 71% were tourist arrivals. Tourist arrivals into South Africa grew by 10.2% in 2012, while global growth only saw a 3.8% increase for the same period. The most notable increase was from the Asia and Australia markets with a 33.7% and 16.4% increase, respectively. Tourists from African source markets saw an 8.5% increase. In absolute terms, the largest number of tourists entering South Africa is still from the African countries. Between January and August 2013, tourist arrivals increased by 6.3% for the same time period in 2012.



Table 21: Regional Tourist Arrivals in South Africa, 2012

Region	Tourist Arrivals 2012	% Annual Growth
North America	393 446	13.9%
Central and South America	119 913	37.0%
Africa	6 634 933	8.5%
Europe	1 396 978	9.5%
Middle East	54 172	14.1%
Asia	398 304	33.7%
Australia	142 949	16.4%
Indian Ocean Islands	21 525	9.1%
Total	9 188 368	10.2%

Source: South African Tourism Annual Report, 2012/13

The total amount spent by tourists indicated an increase from R71 billion in 2011 to R76.4 billion in 2012 (7%). The average spent by each tourist decreased from R8 900 to R8 700 for the same period (2.2%). The average length of stay also declined from 8.5 nights in 2010 to 7.6 nights in 2012. This indicates that although tourist numbers have increased, the industry is more competitive, less money is being spent by travellers and travellers are spending a shorter period in the country. Foreign visitor inflows are highly seasonal, traditional markets in North America and Europe visit in September-November and again February-March.



Table 22: Top ten overnight visitors to South Africa from non-African Countries

	2012	2013	% CHANGE
UNITED KINGDOM	438 023	432 186	-1.3
UNITED STATES	326 644	347 030	6.2
GERMANY	266 333	300 531	12.8
CHINA	132 327	153 662	16.1
FRANCE	122 244	133 642	9.3
AUSTRALIA	120 315	124 717	3.7
NETHERLANDS	117 935	120 707	2.4
INDIA	106 774	111 930	4.8
BRAZIL	78 376	82 437	5.2
CANADA	66 802	68 511	2.6

Source: StatsSA; PWC Wilkofsky Gruen and Ass in PWC's Hospitality Outlook, 2014

PWC's Hospitality Outlook: 2014-2018, Fourth edition reports that increases in foreign overnight visitors were recorded from each region. Despite sluggish economies, travellers from Europe increased 5.4 %, while the number of North American visitors rose 5.6%. In Latin America and Asia-Pacific, where economic conditions have been relatively healthy, travel to South Africa rose by 7.4% and 6.7%, respectively.

The number of visitors from countries outside of Africa rose 5.7% in 2013. Visitors from other countries in Africa totalled 6.9 million in 2013, up 3.3% from 2012 and accounting for 72% of the total number of foreign visitors to South Africa. Of non-African countries, the United Kingdom remains the largest source of visitors to South Africa at 432 186 in 2013, down 1.3% from 2012. There were more than 347 000 visitors from the United States in 2013, an increase of 6.2%, and more than 300 000 from Germany, an increase of 12.8%. South Africa also generated more than



100 000 visitors from each of China, France, Australia, the Netherlands and India. Of non-African countries with the largest number of visitors to South Africa, China posted the largest growth in 2013 with a 16.1% increase. The introduction of direct non-stop flights to China in 2012 led to a jump in visitor numbers in 2012, which continued in 2013.

Of visitors from China in 2013, 67.2% came on holiday, 29.3% were travelling to South Africa as part of a longer trip that included other destinations, 3.2% came on business and 0.3% came here for study and/or education purposes.

The largest number of foreign visitors to South Africa in 2013 came from Zimbabwe at 1.9 million, followed by Lesotho at 1.5 million and Mozambique at 1.1 million. Of visitors from the Southern African Development Community (SADC) countries, Lesotho was the only country to record a decline, falling 9.7% from 2012. SADC countries in total accounted for 69% of South Africa's foreign visitors. Overall, visits from SADC were up 2.7% in 2013 to 6.6 million.

PWC in their Hospitality Outlook, 2014 expect South Africa to expand at a 10.7% compound annual rate overall, and by 11.2% compounded annually for hotels. Growth in room rates will be the principal driver in South Africa, aided by the positive impact of the depreciating rand on the number of foreign visitors and by growth in real terms following a period of low rate increases.

6.1.1.2 DOMESTIC TOURISM IN SOUTH AFRICA

The domestic market has been identified as still having untapped potential and offers a resilient market for sustainable growth, as foreign markets can be fickle. Domestic trips, however, fell from 26.4 million to 25.4 million in 2012. Whilst domestic travellers are going on less trips, the average number of nights spent has increased from 4.4 to 4.8 in 2012. Domestic tourism spending grew from R20.3 billion in 2011 to R21.8 billion in 2012 (6.9%). Average expenditure per domestic tourist rose to R850 a day in 2012. Financial constraints remain the primary barrier for domestic trips; these include increasing cost of living, higher fuel costs, and job losses in some sectors. Households chose rather to spend their income on basic necessities rather than travel. When households travel they are far more cost conscious- seeking better value options and staying



longer once there. Domestic travel is mainly driven by people visiting friends and relatives (VFR), this market is not usually associated with overnight accommodation or has limited spend on overnight accommodation. Domestic tourism is seasonal and mainly occurs during the summer school holidays.

Growth rates of tourists into the country indicate that South Africa is particularly susceptible to international trends, particularly in European countries. Between 2010 and 2011, the growth rate of tourists into the country had plummeted to 3% (after having reached 15.1% between 2009 and 2010). The dismal growth rate of tourists into the country between 2010 and 2011, can be directly linked to the 2011 Eurozone Crisis, which indicates the country's dependence on these markets. South Africa's key source markets for international visitors are typically SADC countries, and European travellers, as well as visitors from the USA.

6.2 TOURISM IN LIMPOPO

The following information was retrieved from the document 'Brief Analysis of the State of Tourism in the Limpopo Province, 2014'. Limpopo and Western Cape are the only provinces released an increase in share of tourists' arrivals in 2013. Limpopo recorded the second highest growth in the number of tourists that visited the province with an increase of 22.1% (266 026), after Western Cape with 39.8% (49 990). See the table below the Limpopo performance:

Table 23: State of Tourism in Limpopo 2011-2013

	2011	2012	2013
Arrivals	1 009 562 (12.1%)	1206 147 (13.1%)	1 472 173 (15.3%)
Bed nights	3 454 139 (5.2%)	3 354 922 (5.0%)	3 967 088 (5.0%)
Direct spend	R 3.7 billion	R 3.7 billion	R 3.5 billion

Source: SAT Departure Survey 2013



6.2.1 DOMESTIC PERFORMANCE (NATIONAL)

Nationally, the number of domestic trips taken declined by 1% from 25.4% million in 2012 to 25.2 million in 2013. Although the average number of trips taken by South African adults increased from 2.0 trips in 2012 to 2.1 trips in 2013, fewer adults took domestic trips in 2013 as incidence of travel dropped to 35% in 2013 from 40% in 2012.

6.2.2. LIMPOPO PROVINCE' SHARES

Gauteng and KwaZulu-Natal continues to be the main source markets accounting for approximately two thirds of trips taken (66%). Limpopo province recorded 5% decrease in 2013 from 15% to 10%.

Provincial distribution, trips to Limpopo grew by 9% to 5.6 million trips in 2013. See Annual trips to Limpopo Province (Destination Markets) below:

Table 24: Trips to Limpopo

	2011	2012	2013
Annual trips (m)	1.3 m (13%)	5.1 m (20%)	5.6 m (20%)
Inter %	49%	28%	27%
Intra %	51%	72%	73%

Source: SAT Departure Survey 2013



6.2.3 TRIPS TO LIMPOPO PROVINCE BY PURPOSE

In 2013 the majority of trips to Limpopo are VFR 74%, followed by Religious trips 13% and Business trips at 7%. See table below:

Table 25: Motives to travel

	VFR	Holiday	Business	Religious
2012	74%	6%	7%	13%
2013	69%	11%	4%	14%

Source: SAT Departure Survey 2013

6.2.4 NUMBER OF DAY TRIPS TO LIMPOPO

In Limpopo domestic day trips decreased by 22%, from 324.8 million in 2012 to 253.5 million in 2013. Despite an increase in the number of day travellers, the average number of day trips taken decreased from 24.8 trips in 2012 to 18.7 trips in 2013. See monthly travel incidence for single day trips by province of residence as well as number of day trips by province of residence below:

Table 26: Day visits to Limpopo

	2011	2012	2013
Monthly single day trips	71%	56%	43%
No of days trips	18 m (8%)	33 m (7%)	32m (10%)

Source: SAT Departure Survey 2013



6.2.5 TOURISM IN CDM

Limpopo consists of five District Municipalities: namely, Capricorn DM, Mopani DM, Vhembe DM, Waterberg DM and the Greater Sekhukhune DM. The following table was set-up from information retrieved from the Quantec Database System. A study done in 2012 tested visitation numbers to the various District Municipalities in Limpopo. A total of 2387 questionnaires were collated and the results relay the following:

Table 27: Visitation numbers to Limpopo's District Municipalities during 2012

District Municipality	Number of visitations	Percentage
Capricorn DM	928	38.7%
Mopani DM	385	16.1%
Vhembe DM	431	18.1%
Waterberg DM	272	11.3%
Greater Sekhukhune DM	371	15.8%
Total	2387	100%

Source: Urban-Econ's own calculations from Quantec

From the above it can be deduced that Capricorn District Municipality is the most visited DM in Limpopo with 39% of visitors in 2012. This can be due to the fact that Limpopo's Capital City, Polokwane is situated in the district.

Through stakeholder consultation it was discovered that the following are motives for tourists to travel to the Capricorn District:

- Nature-based Tourism (Avi-Tourism, Eco-tourism, hunting and wildlife/game viewing)
- Visiting Friends and Family
- Conferencing and Business
- Adventure Tourism and Sports (Biking, Hiking, Water sports)



There is an urgent gap to collect tourism data at district, local and destination level in the Capricorn Region as currently no statistics exist.



SECTION SEVEN: POLICY AND STRATEGY REVIEW

This section of the report carries out a review and interpretation of all the relevant and appropriate South African national, provincial, district and Local Economic Development and Tourism-related legislation, policies and strategies. This section is divided into two sub-sections

Section 6 South African tourism strategy and policies- (national, provincial, district) policies reviewed in this sub-section include:

- National Tourism Sector Strategy 2011
- Rural Tourism Strategy, Final Draft 2012
- National Heritage and Cultural Tourism Strategy 2012
- Domestic Tourism Growth Strategy , 2012
- Marketing Tourism Growth Strategy 2011-2013
- The Department of Tourism Medium Term Strategic Plan, 2010/2011-2014/2015
- Tourism BEE Charter and Scorecard, 2005
- The Tourism White Paper of 1996
- Other government and related strategies relevant to tourism development
- Limpopo Provincial And Development Strategy
- Observations: a Framework of Policy and Strategies

7.1 NATIONAL TOURISM SECTOR STRATEGY 2011

The guiding principles of the National Tourism Sector Strategy are designed to position South Africa as:

- One of the top 20 tourism destination in the world by 2020



- Having significant growth in the sustainable tourism economy, with domestic, regional and international components, based on innovation, service excellence, meaningful participation and partnerships

The National Tourism Sector Strategy is premised on the values of:

- Mutual trust
- Accountability
- Respect for our culture and heritage
- Responsible tourism
- Transparency and integrity
- Service excellence
- Upholding the values of our Constitution
- Commitment to transformation, and flexibility and adapting to change.

The key themes and strategies of the National Tourism Sector Strategy are presented in Table 20 below:

Table 28: Key themes and strategies of the National Tourism Sector Strategy

THEMES	STRATEGIES
1. Tourism growth and the economy	<ul style="list-style-type: none"> • To grow the tourism sector's absolute contribution to the economy. • To provide excellent people development and decent work within the tourism sector. • To increase domestic tourism's contribution to the tourism economy. • To contribute to the regional tourism economy.
2. Visitor experience and the brand	<ul style="list-style-type: none"> • To deliver a world-class visitor experience. • To entrench a tourism culture among South Africans.



	<ul style="list-style-type: none"> • To position South Africa as a globally recognised tourism destination brand.
<p>3. Sustainability and good governance</p>	<ul style="list-style-type: none"> • To achieve transformation within the tourism sector. • To address the issue of geographic, seasonal and rural spread. • To promote 'responsible tourism' practices within the sector. • To unlock tourism economic development at a provincial and local government level.

Source: Urban-Econ's own compilation

These clusters emphasise the strategic areas of the strategy. These are not discussed in their entirety and readers are referred to the strategy for the full list of strategic areas and interventions. The demand side was identified as a focus area and interventions around marketing and brand management, domestic and regional travel and business and event tourism were identified. On the supply side the focus was on interventions around capacity development, niche product development, product information, responsible tourism, investment promotion and quality assurance.

The strategy specifically indicates interventions to build municipal capacity with the assistance of the Department of Cooperative Governance and Traditional Affairs (COGTA), and The South African Local Government Association (SALGA) to ensure that all municipalities have:

- A comprehensive tourism framework
- Budget is allocated to also ensure that tourism features strongly in the IDP
- To identify key infrastructure projects that would have an impact on tourism

It also advises on the development of mechanisms to encourage membership of local tourism organisations. Another area specifically targeted at local government was the improvement of local government's capacity for and understanding of community based tourism through the identification of best practise and identifying areas where challenges occur. Linked to this the



importance of building awareness within communities to prevent unrealistic expectations and identifying areas where communities could be beneficiaries of tourism ventures and developing a comprehensive community beneficiation framework were identified.

7.2 RURAL TOURISM STRATEGY, FINAL DRAFT 2012

The vision of the Strategy is: to have a developed rural tourism economy. The mission of the Strategy is defined as achieving, enhanced growth and development of tourism in rural communities particularly in less visited provinces.

Broad objectives of the Strategy:

- Create a platform to share knowledge of best practice, development opportunities, and challenges in rural areas for tourism development;
- Facilitate the coordination of rural tourism development initiatives amongst relevant stakeholders;
- Create an enabling environment for rural tourism development to stimulate job creation and local economies;
- To identify and recommend strategic areas/nodes for tourism development in rural areas within the sector; and
- To guide strategy development within key documentation generated for tourism development and management in South Africa.

Rural Tourism Strategy Emphasis:

- Local communities in rural areas should work together and with other external role-players to improve their lives. The state's role is to create an enabling environment inspired by recommendations emanating from the NSDP, ASGISA, government, business, labour and civil society which have formed a partnership in which government policies, strategies and interventions are cooperatively shaped.



- The purpose of the strategy is to lay a broad and consultative plan on the promotion, development and management of sustainable rural tourism products in South Africa. The strategy outlines recommendations and pillars for building partnerships for product development, tourism marketing, human resource development, tourism infrastructure, tourism research and information, fostering a national stewardship in order to create high quality visitor experiences, conserves resources, and strengthening local economies throughout the identified rural planning areas.

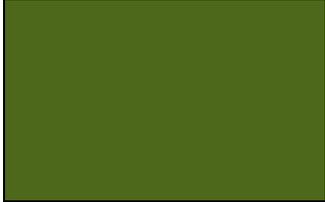
Table 29 provides a representation of the strategic themes, objectives and interventions of the Strategy.

Table 29: Themes, Objectives and Interventions of the Rural Tourism Strategy, 2012

THEME	OBJECTIVES	INTERVENTIONS
Product Development	<ol style="list-style-type: none"> 1. Ensure institutional arrangements are in place to facilitate strategic partnerships. 2. Improve and increase the value and the volume of the products offerings in provinces to showcase unique tourism asset. 	<ul style="list-style-type: none"> • Develop strategic partnerships for rural tourism product development, • Product enhancement of high poverty nodes. • Development of tourism products in areas not defined as high tourist attractions.
	<ol style="list-style-type: none"> 1. Marketing of tourism products in the province to attract a greater share of domestic, international and interprovincial 	<ul style="list-style-type: none"> • Develop communication strategy for media relations to reinforce positive messages about the provinces and the country.



THEME	OBJECTIVES	INTERVENTIONS
	<p>tourists to the province should be mainstreamed.</p> <p>2. Attract tourists to the provinces through targeted marketing linked to their needs, with a focus on rural areas In particular.</p>	<ul style="list-style-type: none"> • Develop packages of rural tourism experiences for target markets through niche market strategies.
<p>Tourism Skills and Development</p>	<p>1. Ensure capacity development of all persons working within the tourism sector to warrant a skills base and sustenance of industry standards.</p>	<ul style="list-style-type: none"> • To build capacity, manage planning and policy development of the sector. • Promote tourism education in schools in the province. • Strengthen the role of industry in tourism training.
<p>Tourism Support Infrastructure</p>	<p>1. Enhance and sustain the infrastructure linkages to tourism products and facilities.</p> <p>2. Promote integration of tourism and infrastructure provision through integrated planning.</p>	<ul style="list-style-type: none"> • Facilitate the provision of greater air access for the provinces which are struggling. • Develop institutional linkages between tourism and infrastructure provision departments / entities.
<p>Tourism Research and Information</p>	<p>1. Precise and frequent tourism research is</p>	<ul style="list-style-type: none"> • Create relations with research institutions and utilise the internal



conducted nationally to assess the profile of visitors and their preferences and demands.

institutional capacity to conduct research per new and old markets.

Source: The Rural Tourism Strategy, 2012



7.3 NATIONAL HERITAGE AND CULTURAL TOURISM STRATEGY 2012

The vision of the Strategy is to realise the global competitiveness of South African heritage and cultural resources through product development for sustainable tourism and economic development.

The mission of the strategy is outlined to:

- Unlock the economic potential of heritage and cultural resources through responsibly and sustainable tourism development; and
- To raise awareness of the ability of heritage and cultural tourism to contribute towards social cohesion.

The Strategy outlines standard definitions of Cultural and Heritage Tourism. It also provides a definition of a place of heritage as well as a heritage object, as defined in the National Heritage Resources Act (1999).

7.3.1 CULTURAL TOURISM

Refers to cultural aspects which are of interest to the visitor and can be marked as such. This would include the customs and traditions of people, their heritage, history and way of life. According to the United Nations World Tourism Organisation (UNWTO), cultural tourism includes movements of persons for essentially cultural motivations such as study tours, performing arts and other cultural tours, travel to festivals and other cultural events, visit to sites and monuments, travel to study nature, folklore or art or pilgrimages.



7.3.2 HERITAGE TOURISM

According to the South African White Paper on Arts and Culture drafted by the Department of Arts and Culture (1996), heritage is the sum total of wildlife and scenic parks, sites of scientific and historical importance, national monuments, historic buildings, works of art, literature and music, oral traditions and museum collections, and their documentation which provides the basis for a shared culture and creativity in the arts.

In terms of the National Heritage Resources Act (1999), it means any place or object of cultural significance, such as the following:

A Place of Heritage includes:

1. A site, area or region;
2. A building or other structure which may include equipment, furniture, fittings and articles associated with or connected with such building or other structure;
3. A group of buildings or other structures which may include equipment, furniture, fittings and articles as an open space, including a public square, street or park; and
4. In relation to the management of a place, includes the immediate surroundings of a place associated with or concerned with such group of buildings or other structures.

A Heritage Object refers to any movable property of cultural significance which may be protected including:

- Any archaeological artefact;
- Paleontological and rare geological specimens; and
- Meteorites.

Table 30 below provides a list of categories of Cultural and Heritage Tourism products in South Africa.



Table 30: Categories of tangible and intangible Heritage and Cultural Tourism Products in South Africa

TANGIBLE	INTANGIBLE
Historical Buildings and Places	Oral History and Traditions
Declared Heritage Sites	Indigenous Knowledge Systems
Cultural Objects and Collections	Rituals and Cultural Performances
Artefacts and Crafts	Art Performances and Creative Arts
Fine Art	Skills and Techniques
Cultural Landscapes (including natural and cultural aspects of the environment)	Belief Systems
TANGIBLE	INTANGIBLE
Archaeological evidence	Cultural Festivals
Geological Evidence	Popular Memory
Paleontological Remains	
Sacred and Spiritual Sites	

Broad objectives of the strategy:

- To provide strategic guidance to support the integration and coordination of heritage and cultural resources into mainstream tourism for product development and sustainable tourism;
- To utilise heritage and cultural tourism products, through strategic partnerships and the participation of local communities, to stimulate sustainable livelihoods at community grass-roots levels;



- To provide an opportunity to raise awareness, increase education and profile the conservation needs of heritage and cultural resources for sustainable tourism which is in line with values of respect for culture and heritage as stated in the NTSS (2011); and
- To provide an opportunity for the diversification of tourism products and the formalisation of the segment or niche of heritage and cultural tourism, towards contributing to the growth of tourism as outlined in the objectives of the NTSS (2011).

The following table provides a representation of the strategic themes, objectives and interventions of the Strategy.

Table 31: Themes, Objectives and Interventions of the Cultural and Heritage Tourism Strategy, 2012

THEME	OBJECTIVES	INTERVENTIONS
Research, Information and Knowledge Management	<ol style="list-style-type: none"> 1. Audit of existing and potential heritage and cultural tourism products, and documentation of information for planning and implementation purposes. 2. Monitoring and evaluation of impact and demand of heritage and cultural tourism products, to inform the planning and implementation of initiatives. 3. Visitor profile and experience, to inform planning regarding the needs and expectations of visitors. 	<ul style="list-style-type: none"> • Conduct a comprehensive audit of heritage and cultural tourism products. • Documentation and compilation of information. • Set appropriate measurable indicators to monitor performance and assess impact. Produce periodic reports on monitoring and evaluation. • Constant research and provide data supply on visitor profile and experience on heritage and cultural tourism.



THEME	OBJECTIVES	INTERVENTIONS
	4. Trends and best practices for benchmarking and planning purposes.	<ul style="list-style-type: none"> Constant research and data supply on current trends and best practices.
Sustainable Development and Management	1. Identification of heritage and cultural tourism products for development and sustainable management.	<ul style="list-style-type: none"> Identify potential heritage and cultural tourism products for current and future development and sustainable management.
	2. Development of an action plan for implementation of identified heritage and cultural tourism products.	<ul style="list-style-type: none"> Appropriate action plans should be developed in the short, medium and long term for the implementation of identified heritage, and cultural tourism products.
	3. Sustainable and integrated management approach to heritage and cultural tourism products.	<ul style="list-style-type: none"> Develop and implement a sustainable and integrated management approach to heritage and cultural tourism products, to ensure that conservation needs of heritage resources and development requirements of tourism are taken into account.
	4. Skills development and training for effective management	<ul style="list-style-type: none"> Develop appropriate skills and training for effective implementation of the strategy.



THEME	OBJECTIVES	INTERVENTIONS
Marketing, Promotion and Raising Awareness	2. Raise awareness and promotion of heritage and cultural tourism products to support tourism products.	<ul style="list-style-type: none"> Develop and implement effective initiatives for raising awareness, publicity and education.
	3. Provide guidance on marketing and promotion of heritage and cultural tourism products.	<ul style="list-style-type: none"> Develop and implement initiatives for effective marketing and promotion of heritage and cultural tourism products.
	1. Environmental scan of heritage and cultural tourism landscape to inform planning and implementation.	<ul style="list-style-type: none"> Conduct an environmental scan of heritage and cultural tourism landscape. Develop and implement appropriate plans and initiatives to ensure cooperation, partnership, institutional arrangement.
Cooperation, Partnership, Institutional Arrangements and Policy	2. Institutional arrangements and policy to support implementation of strategy across the three spheres of government.	<ul style="list-style-type: none"> Establish cooperative governance through formal institutional arrangements, as well as alignment and compliance with relevant policies and strategies.
	3. Establish partnerships and cooperation with stakeholders in order to achieve a shared	<ul style="list-style-type: none"> Establish partnerships with stakeholders for cooperation regarding roles and



THEME	OBJECTIVES	INTERVENTIONS
Resource Mobilisation	responsibility and cooperation amongst stakeholders.	responsibilities in implementing the strategy.
	1. Identify and seek funding opportunities in order to support heritage and cultural tourism products.	<ul style="list-style-type: none"> Seek funding sources and establish resource mobilisation initiatives to support heritage and cultural tourism products.

Additional Considerations: Formulation of GRAP 103

The Standard of Generally Recognised Accounting Practice 103 (GRAP 103) indicates that the heritage assets of municipalities should be recognised when it is probable that economic benefits or service potential will flow to the entity and the cost or fair value can be measured reliably. When a heritage asset cannot be measured reliably on initial recognition, municipalities disclose information about those assets in the notes to the financial statements. Heritage assets are measured at cost less impairment, or using a revaluation model (i.e. fair value less impairment). The introduction of GRAP 103 is hallmarked as a progressive step and National Treasury's Accounting Guidelines published in 2008 and January 2014, will go a long way in providing direction to the industry in setting up standard procedures and methodologies. However, there are a number of uncertainties not yet accounted for that will only be developed and formulated through experience and the application of the guidelines.

The heritage industry has been debating the complexities of how to assess the value of heritage product for some time and certain indicative directions is emerging from international experiences. The heritage industry will therefore, progressively develop these principle and practices over the next couple of years. Treasury's guideline document recognises, for example, that heritage assets displayed some of the following characteristics, but that they certainly do not apply in all cases:



- Their value in cultural, environmental, educational and historical terms is unlikely to be fully reflected in monetary terms;
- The value of these assets tend to increase over time even if their physical condition deteriorates;
- They are often irreplaceable;
- They have indefinite useful lives and their value appreciates over time due to their cultural, environmental, historical, natural, scientific, technological or artistic significance (refer to example below); and
- Ethical, legal and/or statutory obligations may impose prohibitions or severe stipulations on disposal by sale.

It is therefore, clear from the afore-going that the identification and valuation of the heritage assets are inherently fraught with difficulty and uncertainty and that methodologies and practices still need to be developed that are unique to South Africa. International practices may not be quite applicable to South African (or African, for that matter) circumstances.



7.4 DOMESTIC TOURISM GROWTH STRATEGY, 2012 TO 2020

The National Domestic Tourism Growth Strategy aims to coordinate the roles and efforts of all stakeholders in the stimulation and acceleration of the growth of the domestic tourism sector. This is a very important sector of the tourism market for the Limpopo Province and the Capricorn District. The domestic market is most important for the future development of the tourism industry in the District. The development of the domestic market is as important as the development of the international portfolio for the growth of the tourism industry. The domestic industry provides the foundation of the industry, especially in times of global uncertainty. There is, however, a gap in the South African local market of a culture of local tourism, particularly amongst the black Africans with only 44% of adults traveling.

The situation review revealed the current challenges are, in summary, the following:

- The Sho't left Campaign is too narrow and focuses only on one specific segment, the Young and Upcoming;
- Historically limited resources has been dedicated to domestic tourism;
- The focus has been on marketing and other important limitations such as infrastructure capacity limitations, and access and conversion channels did not receive enough attention;
- The quality of tourism research needs to be improved and there is a need to harmonise indicators and tourism statistics;
- There is an under-utilisation of some products, both publicly and privately owned;
- Limited implementation capacity of the local government;
- Investment is not always linked to demand;
- Lack of integrated packaging and differentiated demand;
- Partnerships and cooperation levels for domestic tourism can be improved;
- Inadequate attention given to affordability;
- Limited leveraging of Visiting Friends and Relatives; and
- Domestic Business Tourism is not explored sufficiently.



The Growth Strategy identifies the follow main growth market segments:

Table 32: Main Growth Market Segments

SEGMENT ONE: Spontaneous Budget Explorers	<ul style="list-style-type: none"> • Aged 18-24, all races. Have about R5 000 disposable income a month • Travel as a way to discover new people, places and adventures. Consumers in this segment travel to get away from the monotony of daily life, to add to their life experiences and fond memories. • 79% of Spontaneous Budget Explorers prefer a weekend holiday filled with activities compared to a quiet weekend getaway.
SEGMENT TWO: New Horizon Families	<ul style="list-style-type: none"> • Aged 35 and older, black, coloured and Indian. Have R5 000 to R10 000 disposable income a month • Travel is a way to educate their children, and to provide them with the opportunity to broaden their perspectives. It is also seen as quality time for the family to spend together, and a reward for hard work • 46% of New Horizon Families say that special offers on flights would make them travel more, while 45% felt that special offers on hotels would encourage them to travel.
SEGMENT THREE: High-Life Enthusiasts	<ul style="list-style-type: none"> • Aged 25-45, black, coloured and Indian. Have R10 000 or more disposable income a month • Travel is a way to boost one's social status, and to experience the finer things in life in new and different settings • 78% of High-Life Enthusiasts prefer a weekend holiday filled with activities compared to a quiet weekend getaway
SEGMENT FOUR:	<ul style="list-style-type: none"> • Aged 25-45, white. Have R5 000 or more disposable income a month



Seasoned Leisure Seekers	<ul style="list-style-type: none"> • Travel is a way of life and something of a necessity. Having grown up going on regular holidays, this group of consumers understands the value of travel experiences and memories over commodities • Travel to escape, relax and spend quality time with loved-ones.
SEGMENT FIVE: Well-to-Do Mzansi Families	<ul style="list-style-type: none"> • 25-45, black. Have R10 000 or more disposable income a month • Travel is all about escaping the city, and being able to spend time with friends and family in new and different locations. • To a certain extent travel is also about exposing the children to alternative ways of life and activities • 53% of Well-to-Do Mzansi families said that special offers on flights as well as special offers on hotels would encourage them to travel within South Africa.

Source: SAT, Domestic Campaign, 2013/14

7.5 MARKETING TOURISM GROWTH STRATEGY

The South African Tourism's (SAT) Marketing Tourism Growth Strategy sets out key focus areas as being defending market share, whilst aggressively pursuing increase in volume, value and reduced seasonality. Targeted growth areas are:

- Leisure travel both domestic and foreign
- Business tourism conferences, meetings, and incentives
- Mega events both sporting and cultural

The growth strategy is based on the assumption that different markets and segments drive growth in different ways. The growth strategy looks at targeting existing customers and new customers through new –to-you and new-to-category approaches.



The strategy identified the key challenges for SA Tourism marketing being:

- Volume
- Value
- Transformation
- Distribution
- Seasonality
- Risk Management
- Sustainability
- Competitiveness

Key segments selected for focus were the traditional outbound travel markets. In terms of domestic tourism strategy, the young and up-and-coming segment was selected. The tourism marketing strategy strives to increase tourist volumes, tourists spend, length of stay, geographic spread, seasonality patterns and transformation through developing a holiday culture, creating year round destinations, optimising spend across segments and reducing the geographic polarisation of holiday travel.

Key steps identified that needs to be undertaken to remove barriers to entry that would assist in marketing included:

- Maintain presence in non-core markets.
- Align tourism products and services, thus promoting tourism products to be developed ahead of the competition and also focusing on key detractors such as levels of crime.
- Easier access to South Africa, improving access of certain markets into South Africa.
- Adequate and competitive air travel.



7.6 THE DEPARTMENT OF TOURISM MEDIUM TERM STRATEGIC PLAN, 2010/2011-2014/2015

The vision of the MTSP is to be globally celebrated as a leader in tourism excellence, and its mission is to collectively and boldly promote responsible and sustainable tourism for the benefit of all South Africans.

Table 33 below provides a representation of the strategic themes and objectives for tourism in the Medium Term Strategic Plan.

Table 33: Strategic themes and objectives for tourism in the MTSP

THEMES	OBJECTIVES
People Empowerment and Job Creation	<ul style="list-style-type: none"> Contribute to job creation through the use of labour-intensive methods targeting the unemployed, youth, women, the disabled and SMMEs. Build and improve the skills and capacity levels of the Expanded Public Works workers employed in Social Responsibility projects.
Tourism Sector Transformation	<ul style="list-style-type: none"> Ensure demographic representation within the tourism sector.
Sustainable Tourism Growth and Development	<ul style="list-style-type: none"> Address imbalanced geographic spread and seasonality of tourism Ensure involvement of rural communities in mainstream tourism Entrench a culture of travel amongst South Africans Increase the travel and tourism sector's contribution to economic growth Promote enterprise development in the tourism sector Ensure provision of decent work within the tourism sector Provide excellent people development within the tourism sector, targeting young people



THEMES	OBJECTIVES
Responsible Tourism Promotion	<ul style="list-style-type: none"> • Ensure Responsible Tourism Best Practices
Tourism Service Excellence	<ul style="list-style-type: none"> • Ensure competitiveness of the tourism sector
Tourism Sector Knowledge and Policy Leadership	<ul style="list-style-type: none"> • Inform tourism planning and decision making with timeous and relevant tourism information • Ensure uniformity and functionality of the tourism sector Monitoring and Evaluation (M&E) system • Create an enabling policy and legislative environment for tourism growth and development • Support local government tourism growth and development • Manage and conduct tourism research to assist tourism growth and development
Integrated Tourism Governance	<ul style="list-style-type: none"> • Ensure integration of tourism priorities into provincial and local government planning • Provide information to encourage domestic tourism • Facilitate interdepartmental contribution to tourism growth
Public Education, Awareness and Outreach	<ul style="list-style-type: none"> • Encourage a positive image of the department • Create a culture of tourism in the country • Empower South Africans through access to tourism information • Create collective ownership of the sector through stakeholder participation • Create a caring and compassionate department
A better Africa and a better world	<ul style="list-style-type: none"> • Facilitate a conducive global environment that supports growth, development and sustainability of tourism in South Africa • Contribute to Good Global Tourism Governance



THEMES	OBJECTIVES
	<ul style="list-style-type: none"> Contribute to the strengthening of Regional, South-South and South-North Cooperation and Integration strategy
Human Capital Management	<ul style="list-style-type: none"> Ensure availability of adequate human capital Ensure availability of skilled, capable and competitive human capital Ensure employee well-being and productivity
Good Governance	<ul style="list-style-type: none"> Ensure economic, efficient and effective use of departmental resources towards achievement of government mandate Reduce departmental risk exposure Maximise the use of allocated financial resources Ensure the use of government procurement to promote transformation Ensure alignment and cooperation with public entities Ensure public accountability and transparency

7.7 TOURISM BEE CHARTER AND SCORECARD, 2005

The Tourism BEE Charter and Scorecard expresses the commitment of all stakeholders in the Tourism Sector to the empowerment and transformation of the sector and its commitment to working collectively to ensure that the opportunities and benefits of the Tourism Sector are extended to black South Africans as well. It is set to further the transformation of Black Economic Empowerment in the Tourism Sector. The objective of the charter and scorecard is to make the tourism sector more accessible, relevant and beneficial to all South Africans. The charter and scorecard acknowledges that the legacy of Apartheid remains apparent in some of the Tourism Sector's associations. Therefore, transformation is needed within these associations, so that they may become truly representative and reflective of our society.

The key focus for empowerment and transformation in the BEE Charter and Scorecard are:



- Ownership
- Strategic representation
- Employment equity
- Skills development
- Preferential procurement
- Enterprise development
- Social development
- Industry specific indicators

The Charter and Scorecard has been developed to advance the objectives of the Broad-based Black Economic Empowerment Act no. 53 of 2003 (BEE Act), which:

- Constitutes a framework and establishes the principles upon which BEE will be implemented in the Tourism Sector;
- Represents a partnership programme as outlined in government's Strategy for Broad-based BEE;
- Provides the basis for the sector's engagement with other stakeholders including government and labour;
- Establishes targets and unquantifiable responsibilities in respect of each principle
- Outlines processes for implementing the Scorecard and mechanisms to monitor and report on progress; and
- Provides a framework for the Tourism Charter.

This Charter and Scorecard applies to all privately owned enterprises within the Tourism Sector, and to all parts of the value chain in that sector. In addition, this Charter also applies to all organs of state and public entities, organised labour, and communities involved with or interested in the Tourism Sector. Table 34 below indicates the scope of application for the Tourism BEE Charter and Scorecard.



Table 34: Scope of Application of the Tourism BEE Charter and Scorecard

SCOPE	APPLICATION
Accommodation	<ul style="list-style-type: none"> hotels resort properties and timeshare bed and breakfasts guesthouses game lodges backpackers and hostels
Hospitality and Related Services	<ul style="list-style-type: none"> restaurants (not attached to hotels) conference venues (not attached to hotels) professional catering attractions consulting and professional services companies
Travel Distribution Systems	<ul style="list-style-type: none"> tour wholesalers tour operators travel agents tourist guides car rental companies coach operators

Source: Tourism B-BBEE Sector Code, by Department of Tourism.

The Broad Based BEE Framework entails the economic empowerment of all black people including women, workers, youth, people with disabilities and people living in rural areas through diverse but integrated socio-economic strategies that include:

- Increasing the number of black people that manage, own and control enterprises and productive assets;
- Facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises;



- Human resource and skills development;
- Achieving equitable representation in all occupational categories and levels in the workforce;
- Preferential procurement; and
- Investment in enterprises that are owned or managed by black people.

7.8 THE TOURISM WHITE PAPER OF 1996

The potential of tourism to contribute to economic growth and job creation was recognised and emphasised shortly after South Africa's first democratic elections. In 1996, the Tourism White Paper was developed by the former national Department of Environmental Affairs and Tourism. This document identified a clear economic growth role for tourism. The White Paper identifies the guiding principles for tourism as follows:



**Guiding principles
 of the Tourism
 White Paper of
 1996**

- Tourism will be private sector driven
- Government will provide the enabling framework for the industry to flourish
- Effective community involvement will form the basis of tourism growth
- Tourism will be underpinned by sustainable environmental practices
- Tourism development is dependent on the establishment of cooperation and close partnerships among key stakeholders
- Tourism will be used as a development tool for the empowerment of previously neglected communities and should particularly focus on the empowerment of women in such communities
- Tourism development will support the economic, social and environmental goals and policies of the government

Figure 39: Guiding principles for tourism

Source: Tourism White Paper 1996

7.8.1 RESPONSIBLE TOURISM

Responsible tourism is a pathway towards sustainable tourism. Sustainable tourism is, in its purest sense, an activity which attempts to have a low impact on the environment and local culture, while helping to generate income, employment, and the conservation of local ecosystems. Thus, ideally, sustainable tourism activities have minimal impact on the environment and culture of the host community. Both strive for the same goal, that of sustainable development. However, in responsible tourism, individuals, organisations and businesses are asked to take responsibility



for their own actions and their impacts. This means that everyone involved in tourism- governments, operators, NGOs, tourists, local communities and industry associations- are responsible for achieving the goals of responsible tourism. One of the ways to make sure this happen is via a sustainable framework.

7.8.2 ENVIRONMENTAL PRACTICES INCLUDE

- Location land: all environmental issues, zoning were taken into account
- Responsible use of electricity, apply design on it
- Responsible use of water, e.g. re-use grey water where possible
- Host stakeholders have workshops in saving electricity/water, guidelines for the hotels, B&BS, etc.
- Sensitive areas must be saved, so tourists can still visit them in 20 years, and planning for this was instituted in projects
- All business plans included an environmental impact assessment:
 - Example of environmental programme - route development such as heritage routes, freedom and township tourism routes; trees and working for water; pollution/waste management; pick up project; recycling.
- Promoting indigenous species
- Minimise waste problems

7.8.3 SOCIO-CULTURAL

- Very important to conserve authentic community heritage - initiatives were made in this regard with each project.
- Location land: community graves were taken into account where relevant.
- Special attention was given to women, youth and disabled.



7.8.4 ECONOMIC

- Community must benefit from the project - and this was ensured with each project undertaken.
- 90% of the labour must come from locals – and this was ensured with each project undertaken.
- SMME Development and Support.
- Transformation.

These principles promote tourism development that ensures benefits to the local community, reduces poverty and suggests ways to minimise the negative impacts of tourism on the environment. Furthermore, tourists increasingly tend to be attracted to areas that show components of responsible or sustainable tourism practices. Responsible tourism is therefore, tourism development that avoids any damage to the environment, culture, and economy of the area where it takes place. This study will be based on these principles.

7.9 OTHER GOVERNMENT AND RELATED STRATEGIES RELEVANT TO TOURISM DEVELOPMENT

Tourism has been identified in numerous national policies as being a strategic sector that is the focus of government interventions. The sector has been identified as a multi-faceted industry that is connected to a number of different industries, and is a labour intensive industry. Tourism was identified as a priority economic sector in the Medium Term Strategic Framework (MTSF) of 2009. It was also identified as one of the six core pillars of growth in the New Growth Path approved in October 2010. Tourism was emphasised in the Industrial Policy Action Plan (IPAP2) as an industry that is expected to have a positive impact on the development of rural areas and craft.



IPAP2 identified niche tourism development, tourism export development and airline pricing structures as key areas of investment.

An aspect that has been receiving much attention over last 6 months in South Africa is the introductions of format of applying for new visas to South Africa by the Department of Home Affairs. Visitors to South Africa now need to apply in person for visas. It has been estimated that the impact of these regulations will have a significant impact on the tourism industry, and that as many as 80 100 jobs could be lost as a result of the requirement that people travelling to South Africa on a visa need to apply for these visas in person. This is based on research compiled by consultancy firm Grant Thornton in July 2014 that was commissioned by the TBCSA. According to the report, the requirement could cost R7, 4 bn in direct tourism spend; while R36, 7 bn could be lost in terms of GDP. This is calculated based on previous arrivals from countries that require a visa to SA and assumes 30% of these visitors will choose an alternative destination to SA as a result of having to appear in person for a visa.

The Minister of Tourism, Derek Hanekom, stated that they did not expect a drop in arrivals once the Immigration Act was implemented. Following the publication of the new regulations, two concessions had been achieved. Firstly, for the unabridged birth certificates which is required for tourist travelling with their children, a concession was made that countries outside of South Africa may use the normal birth certificate untranslated. The second concession relates to the issuing of visas in China. China is one of South Africa's biggest emerging tourist markets. The lack of visa centres throughout China is a challenge, therefore, the DHA will be implementing more visa centres in China to make the process easier, but it is unclear if this will address the problem.

7.10 OBSERVATIONS: A FRAMEWORK OF POLICY AND STRATEGIES

The information in the preceding sections indicates that South Africa has a comprehensive set of tourism-related policies and strategies that gives sound structure to the development of the tourism industry in the country. The economic impact of the 2008/2009 global economy has had



a significant impact on the performance of the industry and also on the implementation of the national and provincial policies and strategies. It is however, true to say that South Africa has some of the most progressive tourism policies and strategies.



SECTION EIGHT: INSTITUTIONAL ANALYSIS AND TOURISM

The purpose of this section is to provide a brief overview of the existing institutional structures that impacts on CDMs Tourism Plans. According to Hodgson, institutions are systems of established and prevalent social rules that structure social interactions. An institution is recognised as an organisation, establishment, foundation, or society which is devoted to the elevation of a particular interest of the institutional unit. Institutions play an important part in the development of a base foundation which the tourism- and other industries can use as a base-line to form their business on. The following institutions play an important role in the tourism industry in CDM:

SECTION EIGHT: LOCAL PRIVATE AND PUBLIC INSTITUTIONS

8.1.1 TOURISM WORKING GROUP

A working group is a committee or group appointed to study and report on a particular question and make recommendations based on its findings. A Tourism Working Group is a body that needs to be established in the Capricorn District Municipality in order to create a platform for the private tourism industry to ensure that the public infrastructure and environment is made suitable to boost tourism in the local area.



The Tourism Working Group (TWG) should strive to achieve the following strategic objectives²⁸:

Destination Development

- Positioning the Tourism CDM as a destination of choice.

Product Development

- To coordinate and facilitate Municipal Product Packaging for a sustainable market.
- To integrate creative industries into the tourism industry.
- To promote responsible tourism.

Tourism SMME and Corporate Development

- Access to funding schemes to ensure entrepreneurship development.
- Information dissemination to ensure proper planning and interventions.
- Create a conducive environment for businesses to access market opportunities in the mainstream economy.
- Ensure a capable and adequate workforce for the development of the Tourism Industry.
- Ensure quality assurance.

Governance: Programme of Action

- Enhance the local government's role in tourism development.
- Develop a conducive regulatory environment for tourism (tourism policies, legislation and regulations).
- Institutional arrangements.

Tourism Support Infrastructure

- Ensure that roads are safer, well maintained, and properly upgraded.

²⁸ Data collected from Tourism Working Group objective meeting



- Develop tourism around water resources, for instance water sport, accommodation at lakes, etc.
- Develop appropriate incentive schemes to improve and increase infrastructure maintenance, funding, and Investment budgets in the region.
- Ensure proper accessibility to Tourism Icons, and sufficient land to generate more investments.



8.2 PROVINCIAL LEVEL INSTITUTIONS

8.2.1 LIMPOPO PROVINCIAL GOVERNMENT: DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM (LEDET)

The department of Economic Development, Environment and Tourism is responsible for promoting economic growth in the province, whilst ensuring the conservation of the environment and positioning the province as a preferred tourism destination within the Southern African Development Community (SADC).

Vision: To be a competitive economy within a sustainable environment.

Mission: To enable a competitive economy, sustainable environment and tourism development towards an improved quality of life for all.

The main activities for Limpopo Economic Development, Environment and Tourism (LEDET) are to:

- To protect consumers from unfair business practices and educate them on their rights.
- Issuing liquor licences, educating them on responsible consumption, as well as ensuring compliance.
- Issuing of environmental authorisations for property development.
- Issuing of permits for professional hunting, taxidermy, keeping animals in captivity, possession of protected plants and rehabilitation centres for wild animals.
- Issuing of atmospheric emission licences and waste management licences for general waste.
- Registration of tour guides.



Objectives of the programme-Tourism:

- To facilitate the development of roads and accommodation facilities within 12 state-owned natural reserves and promote, assist and support private sector tourism infrastructure development initiatives.
- To develop and implement a revised tourism marketing plan that promotes and brands Limpopo to increase the destinations competitive edge with SADC, Europe, the USA and the East/Asia. Ensure sound management of waste and air quality.
- To register all tourism amenities, services and tourist guides in terms of applicable legislation
- To promote transformation in the tourism industry advancing full compliance to the tourism BEE charter and scorecard.
- To promote and support the establishment of tourism products through marketing and capacity building programmes.

Tourism Projects:

- Upgrading of provincial nature reserves
- Marketing Limpopo as a preferred tourist destination

The sub programme Environmental empowerment services contribute towards the achievement of three departmental objectives:

- To develop and implement the green economy strategy.
- Improve the state of the environment of Limpopo.
- Ensure or enhance a representative network of protected areas.



8.2.2 LIMPOPO TOURISM AGENCY²⁹

The Limpopo Tourism Agency (LTA) was established in terms of the Northern Province Tourism and Parks Board Act 8 of 2001. The mandate of the LTA is to promote, foster and develop tourism to and within the Limpopo Province.

Vision: To make Limpopo Province the preferred eco-tourism destination in Southern Africa.

Mission:

- To encourage and facilitate the holistic development and promotion of the tourism industry in Limpopo.
- To encourage the participation of all people in the tourism industry.
- To ensure that all people have equal access to the social, economic, and environmental opportunities and benefits created by the tourism industry.
- To facilitate community empowerment as an essential part of tourism development.
- To ensure that nature reserves and protected areas are developed, promoted, managed and conserved effectively.
- To facilitate hospitality management in the province.

8.2.3 LIMPOPO GAMBLING BOARD (LGB)

The mandate of the Limpopo Gambling Board (LGB) is to regulate, control, and monitor gambling activities in the Province.

²⁹ <http://www.golimpopo.com/about-us>



Vision: Limpopo Gambling Board envisages a credible, viable and regulated gambling industry in the province, which provided exciting leisure opportunities that contribute to economic development.

Mission: Limpopo Gambling Board is committed to the promotion of the gambling industry for the benefit of the people of the Province, by ensuring:

- Compliance with the law,
- Provision of appropriate leisure facilities; and
- Sustainable Local Economic Development.

Philosophy:

- To operate in accordance with the highest moral standards.
- To accept responsibility towards our most important resources, our employees and to maximise the development and utilization thereof.
- To strive towards a healthy relationship with our stakeholders.

8.2.4 LIMPOPO ECONOMIC DEVELOPMENT AGENCY³⁰

Vision: A vision is an inspiring picture of a preferred future. It is not time-bound and serves as a foundation for all policy development and planning, including strategic planning. In delivering on its purpose discussed above, LEDA sets for itself the following vision: To lead economic growth through industrial diversification.

Mission: To provide an integrated platform for the full implementation of economic development activities leading to accelerated industrialisation in Limpopo, through a focus on stimulating and diversifying the industrial base.

³⁰ http://lieda.co.za/Wordpress/?page_id=269



Its primary task is to drive policy implementation through high-impact, catalytic growth projects that will result in inclusive economic development and accelerate and sustain the growth of the provincial economy; so as to create productive and sustainable employment.

The mission outlines the role of the Limpopo Economic Development Agency as the policy implementing arm of the province and LEDET, as follows:

- 1) **To provide business intelligence and research and development towards innovative solutions** – use scientific impact assessment tools and approaches to develop scenarios and business intelligence, monitor and evaluate the impact of projects, provide capacity support in areas of development – such as economic development research. Be a first point of call in terms of business and market intelligence.
- 2) **To conceptualise economic programmes and drivers** – unpacking policy directives, understanding what is unique to the region and will stimulate growth. Supporting integrated region-wide planning on economic development and investment planning and promotion. Understand the provincial value proposition and its comparative global competitiveness.
- 3) **To identify and package development opportunities and leverage partnerships** – to develop bankable business and/or project plans to best attract and leverage private sector and other partnerships and investment into targeted projects, to frame government's involvement and exit / handover strategy and approach for identified projects and programmes. To optimise and leverage on what other partners are doing in the space.
- 4) **To support Local Economic Development capabilities** – where LED is by definition localised, to provide a regional view and supportive framework to LED in terms of how they might integrate with, and benefit from, a regional focus and strategic framework, and to identify and leverage opportunities for collaboration.
- 5) **To customise support for priority economic sectors and sub-sectors** – understand the value chain of the sectors targeted for support – then clearly target support towards



industrialisation and the growth of labour intensive industries. Focus only on sectors that will most likely demonstrate impact and be consistent in terms of growth and development. Understand the unique selling proposition of Limpopo. Drive the global competitiveness of Limpopo – understand the global value chain.

6) **To coordinate and manage the implementation of strategic infrastructure and economic interventions** – to act as a “Centre of Excellence” providing capacity, capability and competence in project and programme management, project planning, project oversight and the management of development interventions.

7) **To facilitate trade and investment** - sourcing and facilitating funding for investment projects within the province; support business expansion and retention; support and drive Enterprise Development and attracting new industries to the province.

8.2.5 INDUSTRIAL DEVELOPMENT CORPORATION (IDC) IN LIMPOPO

Established in 1940, IDC are a national development finance institution set up to promote economic growth and industrial development. IDC is owned by the South African government under the supervision of the Economic Development Department.

Vision: IDC aims to be the primary source of commercially sustainable industrial development and innovation to benefit both South Africa and the rest of Africa.

Mission: IDC’s mandate is to contribute to the creation of balanced, sustainable economic growth in South Africa and on the rest of the continent.

We promote entrepreneurship through the building of competitive industries and enterprises based on sound business principles.



Limpopo is South Africa's northernmost province and is seen as the gateway to the rest of Africa. It is bordered by Botswana to the west, Zimbabwe to the north and Mozambique to the east, making it favourably situated for economic co-operation with other parts of southern Africa.

The Industrial Development Corporation's Limpopo regional office, which was set up five years ago, is well-placed to help reach this economic potential. The office's main economic driver is agro-processing, but with the future of the province's mining industry looking quite prosperous it might overtake agriculture in the near future.

The region aims to get a large chunk of the IDC's R7.2-billion earmarked for agro-processing in the next five years in all regions by at least being able to dispense R200-million a year. This will mean it will have funded agro-processing ventures worth R1-billion by the time the five years is up.

With its large reserves of platinum group metals and nearly 100 new mines, the regional IDC manager believes Limpopo might be the new Gauteng if it can get right the water supply to mine.

Limpopo also has vast potential as a tourist destination, particularly given that 75% of the Kruger National Park is in the province.

8.3 NATIONAL LEVEL INSTITUTIONS

8.3.1 NATIONAL DEPARTMENT OF TOURISM (NDT)

The National Department of Tourism was established in 2009, when it was separated from the then Department of Environmental Affairs and Tourism (DEAT) to create an independent ministry. Its main role is to be a catalyst for tourism growth and development in South Africa. It is the responsibility of NDT to have appropriate legislation, policies and strategies in place to enable the growth of the tourism industry in the country. NDT is also the custodian of the following



Government agencies: South African Tourism, the Tourism Grading Council of South Africa and the Tourism B-BBEE Charter Council.

NDT is divided up into 3 branches:

- Domestic Tourism.
- International Tourism.
- Policy and knowledge services.

The NDT website hosts a large number of documents including the latest strategies, guidelines and legislation. Look out for the NDT Policy Watch Quarterly Update - there is always something relevant and interesting.

Key targets had been set for 2015 and 2020:

- Tourism's direct contribution to GDP was set at R118.4bn and R188bn respectively, for 2015 and 2020.
- Visitors' arrival numbers were to reach 12.1m by 2015 and 15m by 2020, respectively.
- By 2015 and 2020, to create 403 000 and 461 700 direct jobs.
- Tourism's domestic contribution to GDP reaching 55% in 2015 and 60% in 2020.
- The opening up of three marketing offices in Africa by 2015, and five marketing offices by 2020.

The NDT had received an unqualified audit report for the past three years. For the 2013/14 period under review the Auditor General of SA had identified issues on Information Technology and control systems, predetermined objectives and the dependency of the NDT on some of its stakeholders. The NDT had utilised 99.5% of its allocated resources, and had abided by its payment of suppliers within 30 days.

The NDT has conducted a total of 41 projects throughout the provinces. Some of the successful projects were the Hector Pietersen Memorial Square in Soweto which currently received 20 000 visitors annually, the Zithabiseni Resort in Mpumalanga, the Ubuntu Craft Market and the Steve Biko Centre both in the Eastern Cape, the Witsieshoek Mountain Lodge located in the Free State Province, the George Tourism Information Centre in the Western Cape, as well as the National



Chefs Training Project. In addition the projects that had challenges were, the Barolong Boo Seleka Project in the Free State which was incomplete and the project implementer had been liquidated; another was the Qwaqwa Guest House Project also in the Free State Province which was incomplete.³¹ The tourist arrival result also have a delay for 2015.

It is evident that the NDT is contributing to the tourism industry, but efficiency and tentativeness does lack with some projects.

8.3.2 SOUTH AFRICAN TOURISM (SAT)

The role of South African Tourism is to market the entire country, both internationally and domestically. This is done through a number of ways including direct consumer marketing, travel trade fairs, advertising and promotions.

Head Office is based in Johannesburg. There are dedicated international offices in the following countries:

- Australia
- China
- France
- Germany
- India
- Italy
- Japan
- Netherlands
- United Kingdom (servicing Ireland)

³¹ Social Responsibility Implementation programme: Department of Tourism on briefing, on 12 Sep 2014, chaired by Ms B Ngcobo (ANC)



- United States of America

Where South African Tourism does not have a dedicated tourism office, assistance is given by the Embassies and High Commissions around the world. SAT is funded by Treasury through the National Department of Tourism.

SA Tourism is the NDT's destination marketing mechanism. For the financial period under review SA Tourism had received R866m from the NDT and R131m from Tourism Marketing SA (TOMSA). Both the NDT and SA Tourism had received unqualified audits for 2013/14. SA Tourism had received 13 unqualified audits in a row.³²

SAT is a strong and important body in the tourism industry. Their audits indicated that they are inefficient, but they play an important role in the advertising of South Africa in international markets and motivating domestic people to travel more. They are also responsible for the statistics made available to the tourism industry relating to arrivals and visitors preferences.

8.3.3 THE DEPARTMENT OF TRADE AND INDUSTRY (DTI)

The Department of Trade and Industry is responsible for the promotion of industrial development, investment, competitiveness and employment creation. In addition, it has the role of building mutually beneficial regional and global relations to advance South Africa's trade, industrial policy and economic development objectives. The DTI is responsible for most of the national regulations that govern how business works in South Africa.

The DTI has a number of different agencies. Some of these which might be encounter in tourism are:

- Small Enterprise Development Agency (SEDA).

³² National Department of Tourism & SA Tourism on their 2013/14 Annual Reports speech, on 24 Oct 2014, chairs by Ms B Ngcobo (ANC)



- Companies and Intellectual Property Commission (CIPC).
- National Empowerment Fund.
- South African Bureau of Standards.
- National Consumer Commission.
- National Credit Regulator.

The DTI runs a number of incentive schemes, some of which will be dealt with under the topic of Funding.

8.3.4 TOURISM MARKETING SOUTH AFRICA (TOMSA)

TOMSA is an organisation established to collect and administer the tourism levy collected by businesses in South Africa. This voluntary levy system was created in 1998 for the specific purpose of contributing to the marketing and promotion of South Africa as the preferred tourist destination, both locally and internationally. Levies collected are transferred to South African Tourism to be for use against a mutually-agreed business plan. TOMSA is administered by the Tourism Business Council of South Africa.

8.3.5 SOUTH AFRICAN LEISURE TOURISM AND HOSPITALITY ASSOCIATION (SALTHA)

SALTHA was established to promote the development of tourism in South Africa, with a particular focus on the inclusion of the previously disadvantaged communities in the tourism sector. SALTHA's segments include restaurants, tour operators, guides, sports, accommodation, arts and crafts and traditional healers. The organisation has particular initiatives to assist entrepreneurs in the rural areas.



8.3.6 TOURISM GRADING COUNCIL OF SOUTH AFRICA (TGCSA)

Tourism Grading Council of South Africa is the official quality assurance body for tourism products in South Africa and owner of the Star grading scheme. Only products graded by this organisation are allowed to use the "stars" in their marketing collateral or any in other form.

Grading is currently provided for accommodation providers and MESE (meetings, exhibitions and special events) venues only. TEP clients can apply for assistance with the costs of grading through the TEP Business Development Fund.

8.3.7 CATHSSETA

CATHSSETA, the Culture, Art, Tourism, Hospitality and Sport Education and Training Authority, is the Sector Education and Training Authority (SETA) established under the Skills Development Act (No 97 of 1998) [the Skills Act] for the Tourism, Hospitality and Sport Economic Sector.

CATHSSETA's main function is to contribute to the raising of skills - to bring skills to the employed, or those wanting to be employed, in their sector. It does this by developing and administering learnerships, developing and implementing a sector skills plan, as well as disbursing the skills levy collected from employers.

If a company has staff registered for PAYE and the annual payroll exceeds R500 000 per annum, the company must register with SARS and pay a skills levy of 1% of the monthly payroll. If the company does not fall within these criteria, it does not have to pay levies or register with SARS. A company can claim the cost of recognised training back from CATHSSETA, but it is important to ensure that all requirements have been fulfilled. CATHSSETA reports to the Department of Labour.



8.4 SADC INSTITUTIONAL BODIES

8.4.1 REGIONAL TOURISM ORGANISATION OF SOUTHERN AFRICA (RETOSA)

Regional Tourism Organisation of Southern Africa (RETOSA) is the Southern African Development Community (SADC) body responsible for the development of tourism through the marketing and promotion of sustainable regional tourism in 15 Southern African countries: Angola, Botswana, the Democratic Republic of the Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe

Its mandate is to market and promote tourism in the region in close cooperation with the region's national tourism organisations and the private sector. In the South African context, RETOSA works with the National Department of Tourism (NDT) and to a lesser degree with the private sector, predominantly through the Tourism Business Council of South Africa (TBCSA).

Two of RETOSA's key projects at the moment are the establishment of one entrance visa for the entire SADC region, and harmonisation of quality standards, and classification such as accommodation grading.

8.4.2 SOUTHERN AFRICA TOURISM SERVICES ASSOCIATION (SATSA)

SATSA represents companies operating in the inbound tourism market. The organisation represents an array of companies including:

- Transport providers.
- Tour operators.



- Destination management companies.
- Accommodation suppliers.
- Tourism brokers.
- Adventure tourism providers.
- Business tourism providers.
- Tourism services provider.

SATSA members are bonded, providing a financial guarantee of deposits in case of the voluntary liquidation of a member. Being a member of SATSA offers a number of benefits such as an Employee Benefits and Provident Fund, a Legal Advice Club and various negotiated discounts.

8.4.3 FAIR TRADE TOURISM

Fair Trade Tourism (FTT) is a non-profit organisation that promotes responsible tourism in southern Africa and beyond. The aim of FTT is to make tourism more sustainable by ensuring that the people who contribute their land, resources, labour, and knowledge to tourism are the ones who reap the benefits. This is done by growing awareness about responsible tourism to travellers; assisting tourism businesses to operate more sustainably; and by facilitating a Fair Trade Tourism certification programme across Southern Africa.

Tourism businesses that adhere to the FTT standard use the FTT label as a way of signifying their commitment to fair and responsible tourism. This includes fair wages and working conditions, fair purchasing and operations, equitable distribution of benefits and respect for human rights, culture and the environment.

By selecting an FTT-certified business, travellers are not only assured that their holiday benefits local communities and economies, and that the business is operated ethically and in a socially and environmentally responsible manner, but they will also have a more fulfilling holiday experience.



8.5 GLOBAL LEVEL INSTITUTIONS

8.5.1 GLOBAL SUSTAINABLE TOURISM COUNCIL (GSTC)

The Global Sustainable Tourism Council (GSTC) serves as the international body for fostering increased knowledge and understanding of sustainable tourism practices, promoting the adoption of universal sustainable tourism principles and building demand for sustainable travel. It has a number of programmes including the setting of international standards for accreditation agencies (the organisations that would inspect a tourism product, and certify them as a sustainable company).

The website is very useful to benchmark your business's activities against the globally accepted norm, and also to judge any accreditation scheme you might consider joining. There are useful tips in their "Resource Center" section, including a glossary of terms that often come up in discussions on this topic.

8.5.2 UNITED NATIONS WORLD TOURISM ORGANISATION (UNWTO)

The World Tourism Organization (UNWTO) is the United Nations' agency responsible for the promotion of responsible, sustainable and universally accessible tourism. Its membership is made up of 156 countries, as well as some affiliate members representing the private sector, education institutions and tourism authorities.

The UNWTO's role is to promote tourism globally as a driver of economic growth, inclusive development and environmental sustainability. Currently, it provides assistance for development projects in over 100 countries around the world. These include projects around sustainable development, governance and biodiversity, and take place mainly in developing countries. The



Organisation also carries out substantial research on its member countries and the tourism industry as a whole, much of which is available on their website.

8.5.3 WORLD TRAVEL & TOURISM COUNCIL (WTTC)

The World Travel & Tourism Council is the global forum for business leaders in the travel and tourism industry. The Council works to raise awareness of travel and tourism as one of the world's largest industries.

WTTC advocates partnership between the public and private sectors, delivering results that match the needs of economies, local and regional authorities and local communities with those of business, based on:

1. Governments recognising Travel & Tourism as a top priority
2. Business balancing economics with people, culture and environment
3. A shared pursuit of long-term growth and prosperity

International Hotel & Restaurant Association is an international trade association representing the interests of the hotel and restaurant industries. Its members are national hotel and restaurant associations throughout the world, and international and national hotel and restaurant chains representing 50 brands.

8.6 CONCLUSION

The key issues identified in the institutional framework relating to CDM, mostly on governmental level are:

- Need to establish good relations tourism role player.



- Resuscitate tourism associations.
- Establish new associations.
- National, provincial, district and local municipalities do not have a common tourism vision and therefore lack proper linkages and interaction between marketing efforts and strategies implemented.



SECTION NINE: SWOT ANALYSIS

The following analysis details the strengths, opportunities, weaknesses and threats related to tourism in the Capricorn District as gathered from the above Situational and contextual analysis.

9.1 STRENGTHS

Tourism Products/ Attractions

- The Makgabeng and Blouberg mountain areas are contained within Limpopo Province – a province that possesses substantial and diverse tourism resources:
 - substantial cultural heritage which could form the basis of diverse cultural and community based tourism activities;
 - extensive protected areas of great biodiversity value and scenic areas for nature-based tourism;
 - substantial existing tourism and eco-tourism operations which have already established the Province as an appealing and viable tourism destination.
- Within the CDM there is considerable development of hotels, resorts, lodges, B&Bs and other tourist facilities and services which means there is an established pool of tourism skill and experience in the Province.
- The Province has a clear vision for tourism growth as articulated in the Tourism Growth and Development Plan for Limpopo Province; District and Local Municipality IDPs and District Tourism Development Plans.
- Clearly defined institutional frameworks are in place in terms of the necessary Framework Conditions for Sustainable Tourism Development in the Makgabeng and Blouberg area – within the context of the surrounding region and the Province rates well as an area for potential development.



- Access to the province by air and road from the main urban centres of the country is well developed and being improved with major access road improvements underway in support of the 2010 Football World Cup.
- Other infrastructure is reasonably well developed and more specialised support services such as medical services and emergency rescue services of international standard can be readily accessed in Polokwane and Makhado.
- Some tourism-related training programmes (Professional and Artisanal) are offered within CDM.
- Both the government and private sector supports and encourages the development of tourism. Good potential for Community Based Tourism and SMMEs related to cross-sectoral linkages.
- Existing community could provide labour, participate in CBT projects or take up SMME opportunities.
- The Makgabeng and Blouberg Mountain area, surrounding countryside and the main access routes offer interesting landscapes and vistas.
- Local handicrafts of interest to tourists are produced in the CDM.
- Lepelle-Nkumpi forms part of the Platinum Mining Cluster on the Dilokong Corridor. Although a sluggish sector within the district context, Mining is a strategic sector to Lepelle-Nkumpi and has potential to act as a catalyst to stimulate further growth in the value-adding activities across the district.
- A large part of Molemole Local Municipality is ideally located along the N1 highway which attracts thousands of travellers either passing through to Mapungubwe, the Kruger Park or Mozambique, Botswana, and Zimbabwe. People who are travelling like to stop along the way to buy refreshments, stretch their legs and to learn more about the area, making Molemole a tourism mecca if utilised properly.
- The Motumo Trading Post can be seen from far and is an attractive lure to travellers passing by. If utilised properly local craftsman and woman can sell their goods here.
- There is good signage to the Capricorn Needle. This is Capricorn District Municipality's pride and joy – most travellers will stop here to take a photo for the authenticity it creates.



- There is good road accessibility and linkages (N1, N11, R567) to Aganang Local Municipality.
- Existing nature reserves in CDM have potential if utilised properly.
- Events tourism drawing visitors to the area, which exposes the district.

Support Services

- Excellent national linkages – N1.
- Existing International Airport and other landing strips.
- Existing rail network.
- Existing tourism offices in all two out of five LMs.
- Existing Museums in one out of five LMs.
- Current tourism awareness programmes.
- Skilled crafters.
- Marketing.
- There is a brochure at district level (and another one which will be released soon).

Demand

- Many foreign tourists coming into the district.
- The domestic market is growing.
- There is a range of market segments on a domestic and international scale.

Institutional Structure

- Blouberg is affiliated with Open Africa.



9.2 WEAKNESSES

Tourism Products/ Attractions

- Although there are some initiatives, aspects of soft culture are not yet well developed in a tourism context (traditional dance, music, theatre and storytelling).
- Education and training of people to work in tourism is still limited within the CDM.
- High summer temperatures could cause visitor seasonality.
- The ongoing cutting of trees for fuel has denuded many areas and the Makgabeng is under serious threat. This will require immediate action, and in some cases proactive restoration if the tourism appeal is not to be lost forever.
- Sadly some tourist attractions in CDM are run down and have not been looked after. Poor maintenance of tourism facilities, museums and theatres.
- Attractions around Molemole Local Municipality have been described by the locals and the police as unsafe for tourists to stop.
- The Capricorn Needle has graffiti spray painted on it and it is covered with litter. This is sadly not what tourists would perceive as the pride and joy of the Capricorn District. Although there is a beautifully built visitor's centre by the Capricorn Needle access was denied by a security guard. Stakeholders say that the local community and the municipality are in conflict about the use of the mountain where the Needle is located as it is seen as sacred. Thus the reason for tourists not been able to access it.
- The Motumo Trading Post is completely rundown and inaccessible to the public. A security guard living on the premises says that the area is only for use by the municipality.
- Machaka Nature Reserve is inaccessible as there is no signage to direct drivers.
- Traditional authorities play a very important role in terms of their traditional culture and therefore have a major influence in the manner in which land is made available to individuals for settlement, as well as the use thereof for economic purposes such as tourism.
- Aganang Local Municipality has no significant tourism flows, there is also no major leisure attraction base and no iconic tourist attraction.



- Aganang has no major economic centre and there is a lack of tourism capacity, funding and investment.
- There are limited craft/ cultural amenities in Aganang Local Municipality.
- There is a lack of accommodation Aganang and Lepelle-Nkumpi LMs.
- There is a lack of land to build accommodation facilities.
- Dilapidated buildings which fail to attract tourists.

Support Services

- Once tourists leave main centres, there are very few existing tourism support services (banks, restaurants, vehicle repair, etc.).
- Possible lack of capacity to deal with environmental and social impacts tourism development could bring.
- Alongside other rural municipalities, Lepelle-Nkumpi and Molemole are marked by a very high Information, Communications and Technology (ICT) - divide. These areas are affected by factors such as illiteracy, lack of computer skills and lower household incomes that contribute to the urban-rural gap. The low penetration and quality of fixed line telecommunication services remains a key challenge and an important aspect to tourism growth in the area.
- Roads to tourists some tourist attractions are in a poor condition and need to be maintained.
- Lack of political government support from district level with regard to tourism.
- Lack of maintenance of facilities (public and private).
- No sport facilities (recreational facilities) are available in Aganang.
- Poor basic services from Local Municipalities.
- Lack of standards with regard to accommodation.
- Limited/No By-laws at district level.
- Poor unmaintained signage in certain areas.
- Poor road infrastructure and maintenance.



- Tourism amenities are not graded.
- No infrastructural facilities near most tourism facilities.
- Poor quality of tourism products.

Marketing

- No branded marketable image at district level.
- Poor uncoordinated marketing and advertising.
- Brochures are not distributed appropriately.
- Cultural events are not well marketed.

Institutional Structure

- Possible lack of institutional capacity at District Municipal level to deal with an integrated destination development process (destination management).
- Poor institutional organisation at district level.
- No coordination and lack of communication/synergy between private and public sector as well as the local traditional authorities.
- Lack of communication between local and district stakeholders.

Investments, Emerging Business Developments and SMME's:

- Lack of information (workshops).
- Lack of proper implementation.
- Lack of budget.
- No proper integration and co-ordination of historical background.
- Local communities are not able to recognise unique features because the features are common/ familiar.

Transformation and Rural Tourism:

- No development, lack of facilities e.g. higher education.
- No community halls.



- No recreational centres.
- Lack of knowledge and appreciation.

9.3 OPPORTUNITIES

Tourism Products/ Attractions

- Capricorn is fortunate to have a variety of tourist experiences suiting various preferences and personalities. This can be seen as an opportunity for the district as a whole.
- The Makgabeng and Blouberg Mountain areas offers excellent possibilities to create new and diverse tourism activities and products catering to both a range of interest groups and a spectrum of age groups.
- There is particular potential to develop special interest markets to complement and enhance the cultural and heritage experience.
- Special cultural events of interest to tourists can be organised and handicrafts relevant to the province can be developed and sold on site.
- By joining hands with communities and local government, development of small and medium size tourism enterprises (SMEs) can be fostered to provide employment for local communities and, through education and training programmes including public awareness programmes on tourism, more people from local communities can eventually be directly employed in the tourism sector.
- The site lies close to the popular Polokwane / Alldays access route to Mapungubwe, lies within the newly proclaimed Soutpansberg Biosphere, and lies within easy reach of many interesting and scenic sites in the Soutpansberg. Great opportunities exist for the development of special interest tourist routes and support products and services.
- As Mapungubwe and new tourism projects to the west of Mapungubwe and in the Soutpansberg come on stream, tourism related traffic into the western Capricorn District will increase dramatically. Opportunities will exist to tap into this flow of visitors by offering interesting and unusual special interest tours and packages in the Makgabeng and Blouberg Mountain areas.



- Customised factories for meat and hide processing that are currently vacant in the Lebowakgomo Industrial Park create the opportunity for this municipality to participate in cluster development for meat production.
- Tourism opportunities in Lepelle-Nkumpi can be introduced in the Wolkberg Wilderness area which consists of 40 000 hectares of almost pristine Afromontane grasslands, indigenous forests, spectacular mountain scenery and clean, running streams and rivers.
- Polokwane is the Capital City of Limpopo Province, strategically located with favourable weather conditions and diverse cultures where all government head offices and the international airport are situated.
- The City of Polokwane has the potential to develop a regional transport and logistics hub, bus rapid transport system and integrated human settlement.
- Rich in diverse natural resources and culture, eco-tourism and potential in mining, the City of Polokwane can become an industrial development zone.
- It has a comparative advantage of having existing and potential higher learning institutions, sports, recreational and health facilities to promote the social, economical well-being of the communities within the municipal area and the Province. These create opportunities to further implement Tourism Training and Courses which are on offer in the Polokwane area.
- Introduce Community-based tourism to empower rural communities.
- Introduce rail tourism.
- Grow business and MICE tourism in conjunction with TEP.
- Capitalise on nature based tourism.
- Also mainstream niche tourism areas to increase revenue and create local employment.
- Preserve the natural environment.
- Township and rural tourism.
- Restoration of existing tourist attractions / Refurbishment of tourism icons.
- Development of tourism attraction facilities around beautiful rocks at Aganang.
- Refurbishment and Operation of Motumo Trading Post.



- Development of PIA to that of an international standard.
- Redesign routes to suite the current tourism offering and the needs of modern day tourists.
- Opportunity to host big events (e.g. festivals).
- There is an opportunity to develop leisure parks within the district.
- Opportunity for collaboration and partnership by International tourists and local businesses.

Support Services

- Research and development.
- Transformation and skills transfer.
- Train local communities.
- Create awareness among scholars and communities.
- Exploit inherent skills of rural communities.
- Tour operators.

Marketing

- Brand the district and advertise accordingly.
- Market through alternative medians (e.g. App).
- Promotion of Rural Tourism (e.g. storytelling and cultural dances).

Demand

- Grow the domestic market as aligned with policy.
- Aim to retain and attract more international visitors.
- Focus on current sectors and experience in demand.

Institutional Structure

- Develop a tourism department within the current institutional structure and encourage participation and communication among local municipalities to the district.



- Appoint a tourism officer at CDM.

Investments, Emerging Business Developments and SMME's:

- History and culture of the local people.
- Intervention of tourism development.
- Organised group of entertainment e.g. dance, port etc.
- Safe environment.
- Unique features and investment opportunities.

Transformation and Rural Tourism:

- Job creation for the local people.
- Availability of accommodation.
- The rescue and revival of heritage.
- Ritual places can be accessed easily.
- People from outside can learn more about the local culture.

9.5 THREATS

- Inadequate awareness of tourism among communities.
- Crime.
- Inflation.
- Seasonality brought about by high summer temperatures.
- Lack of Local Government capacity for destination management including environmental management, urban creep, solid waste management etc.
- Lack of capacity for effective environmental management on access routes to the area.
- Lack of financial capacity at municipal level to provide and maintain essential bulk.
- Infrastructure.



SECTION TEN: TOURISM SECTOR STRATEGY DEVELOPMENT FRAMEWORK

The Tourism Growth Strategy formulation comprises of phase three of the Review and Development of a Tourism Growth Strategy for the Capricorn District Municipality. This phase consists of the formulation of a tourism vision, goals and strategies for Capricorn DM. The strategies will then be broken down into implementable projects for implementation and thereafter prioritised according to specific priority principles. This phase is informed by conclusions drawn from the previous phases, the Situational and Contextual Analysis.

The intention of this strategy is to provide a comprehensive over-arching framework that will guide Capricorn District Municipality, and the local municipalities in developing sustainable tourism initiatives that promote greater economic development for the widest possible community. It will also facilitate tourism development initiatives, provide marketing directive, unlock latent tourism and economic development potential of the area, come up with a number of tourism projects to be implemented, encourage private sector investment, and create economic development and sustainable job opportunities for the local urban and rural communities.



Figure 40: The Tourism Sector Plan

Source: Urban-Econ



Objectives:

The objectives of this phase are as follows:

- To formulate a detailed concept, vision, goals and strategies for tourism in Capricorn aligned to relevant policy and national, provincial and district imperatives as well as issues identified in previous phases.
- To formulate a development and management plan, as well as institutional structures relevant to achieving tourism growth in Capricorn
- To Identify and conceptualise suitable complementary products that could add value to the local tourism sector and projects linked to the strategies and aligned to issues identified.
- To formulate prioritisation principles for projects identified.

Methodology, Process and Report Structure

The methodology adopted throughout the process of formulating the Capricorn District Municipality Tourism Growth Strategy is outlined in the figure below. This process involves extensive consultation throughout the process through a visionary workshop, stakeholder consultation, meetings and personal interviews. Public participation is an essential element of this project, during all phases of the work. To this end a series of interactions with product owners, via telephone and an e-mail survey, together with personal interviews has taken place.

The figure below shows the process of the project and its different phases. As indicated this is now Phase 4, the Tourism Growth Strategy which was preceded by the Situational Analysis and an Implementation plan will follow.

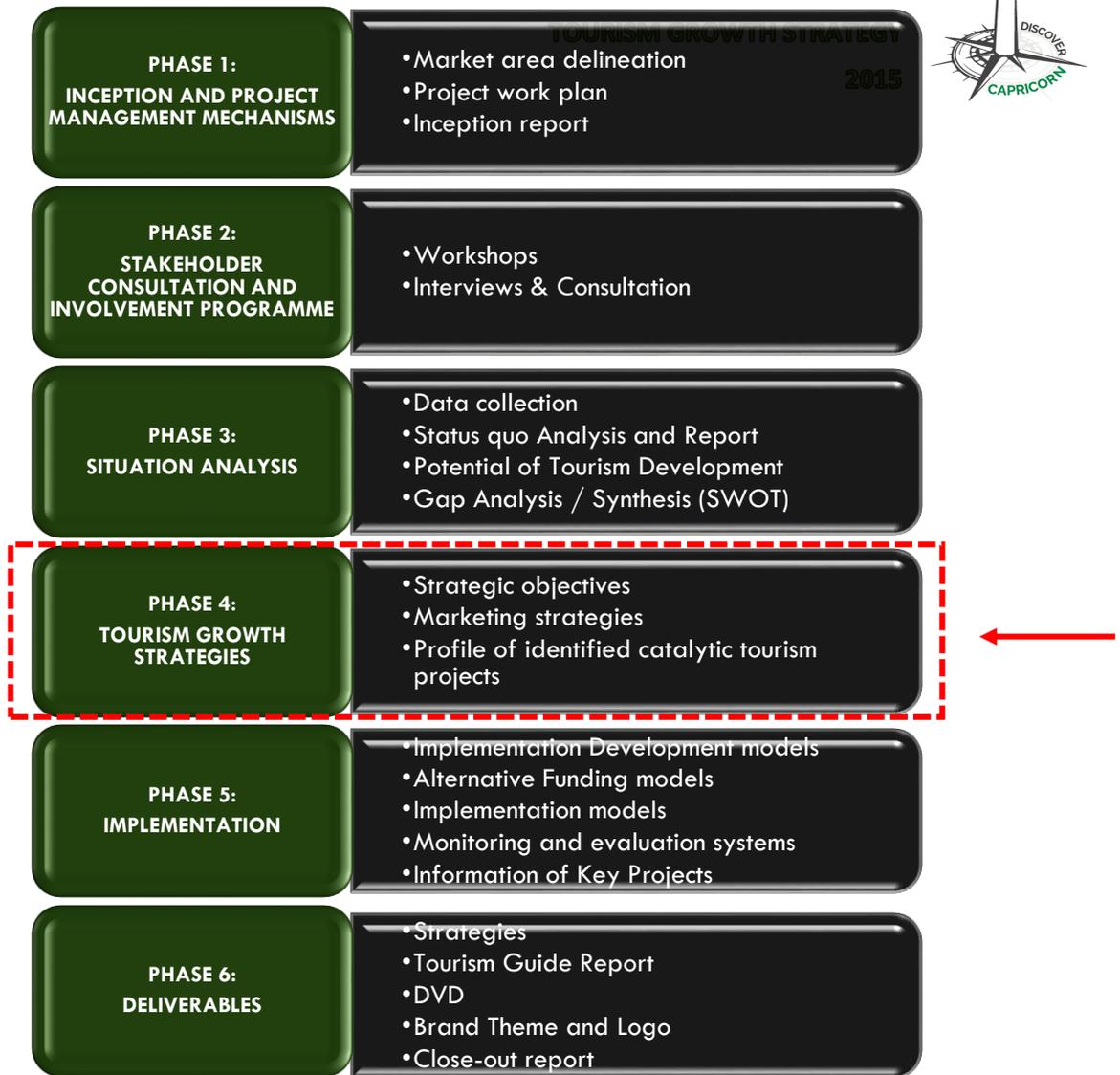


Figure 41: TGS Methodology

Source: Urban-Econ



The structure of this report is as follows:

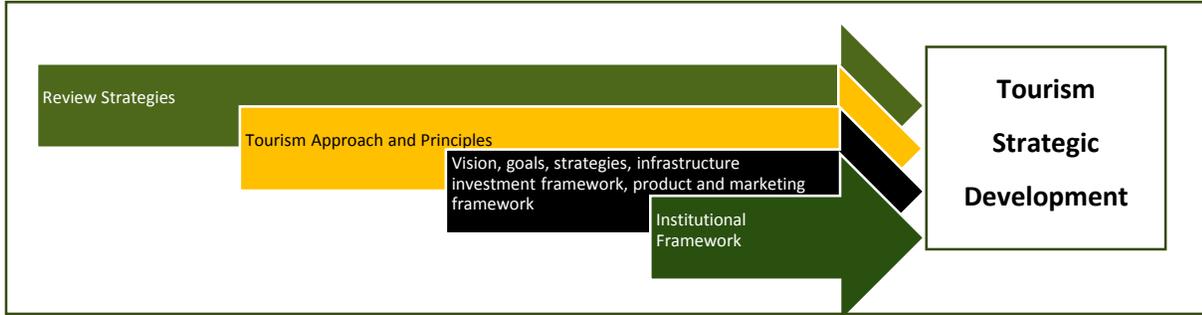


Figure 42: Structure of the Tourism Strategic Development Framework

Source: Urban-Econ



SECTION ELEVEN: OVERALL CHALLENGES

The major challenges which are addressed through and inform this strategic framework are as follows:

Table 35: Overall Challenges

- Inaccurate, incomplete and lack of visitor statistics and inadequate knowledge management.
- Lack of accommodation standards and grading.
- Underdeveloped transport and ICT infrastructure and poor signage throughout the district.
- Poor and uncoordinated marketing and advertising as well as inadequate distribution of marketing material and lack of district wide branding.
- Weak institutional and organisational structures and lack of by-laws.
- Poor community tourism awareness and involvement.
- Lack of market research and development.
- Cultural and heritage attractions not maintained.
- Crime.
- Lack of tour operators, local SMME development and transformation.
- Limited product development.
- Lack of integration and communication with key organisations and surrounding districts.
- Lack of community based initiatives and limited linkages with rural areas and communities.
- Lack of tourist facilities and activities.

Source: Urban-Econ

Intervention Areas and the way forward taking into consideration the above challenges are:



Table 36: Intervention Areas

- Marketing – Experience driven tourism – expand on the brand of the district to local municipalities.
- Institutional Capacitating and staffing.
- Tourism Economic Infrastructure provision/upgrading/maintenance.
- Route Development and Signage.
- *Tourism Information Centres?*
- Empower tourism stakeholders.
- Monitoring and Evaluation data + undertake research and development + tourism statistics and information.
- Development Agency.
- Upgrading of tourism channels (ICT).
- Product Development of niche tourism and enhance existing attractions and tourism Grading.

Source: Urban-Econ



SECTION TWELVE: TOURISM APPROACH AND PRINCIPLES

12.1 THE TOURISM SYSTEM AND DEVELOPING A STRATEGY

The tourism industry represents a group of products and services provided to the tourist. It is important to recognise that the tourism industry needs to act as a system in order to function properly. Therefore, tourism development in CDM needs to create forward and backward linkages between different tourism products and support services. This will ensure that proper links are created in the tourism system in CDM and in addition create a more enabling environment for the tourism industry. The figure below represents the tourism system and showcases where the forward and backward links are important.

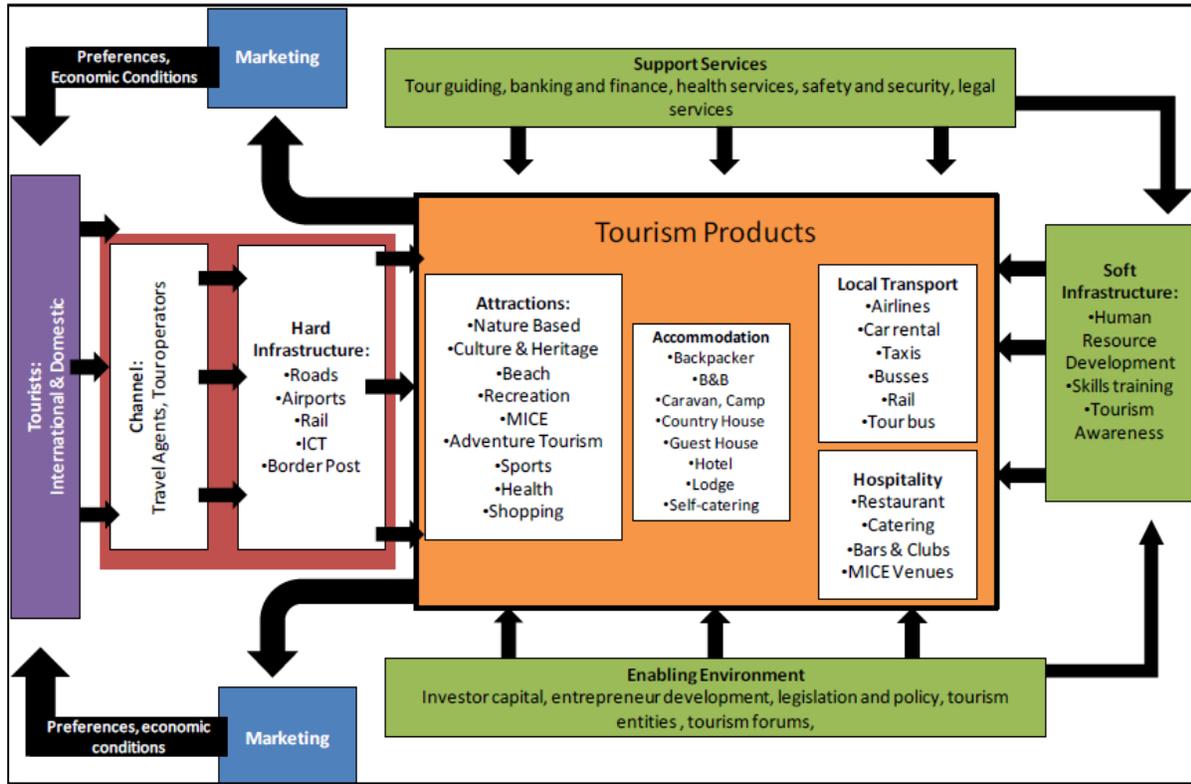


Figure 43: The Tourism System

Source: Urban-Econ

The previous phases identified the challenges and opportunities with regard to the aspects of the ‘tourism system’ as illustrated below. The current phase will provide a directive as to how to tackle the issues identified and fill the missing gaps.

12.2 LINKING THE TOURISM MASTER PLAN WITH THE LED

Tourism is a main economic sector in CDM and the tourism development section links with the Local Economic Development (LED) department in the District Municipality. This implies that



tourism is key to ensuring that the community benefits of economic development occurring in the area. Unfortunately most tourism activities and products only benefit a small percentage of CDM's population, therefore the strategy will try to create more leakages of tourism benefits to the rest of CDM's population.

12.3 LINKING TOURISM DEMAND WITH TOURISM DEVELOPMENT

A key principle for tourism development is that it needs to be **demand driven**, rather than supply driven. Tourism demand refers to the requirements and expectations that tourists have from a particular destination and these requirements and expectations can be created by various push and pull factors. The key principal here is that tourism products in the CDM should only be developed if there is a current demand for that product, or a strong likelihood that there will be future demand for that product. In the long-term, demand can be create for potential tourism area in CDM but need to use the already existing demand to be a catalyst for the other areas.

12.4 PRIVATE SECTOR DRIVEN, GOVERNMENT FACILITATED

Tourism development should be private sector driven, with government facilitating the creation of an enabling environment through policies, strategies, infrastructure provision, etc. In particular, the government's role is largely around the provision of supportive infrastructure to CDM's tourism industry. This supporting role can enable a sustainably developed tourism environment in the district.



12.5 SUSTAINABLE AND RESPONSIBLE TOURISM GROWTH AND DEVELOPMENT IN CDM

This study will develop the tourism environment of CDM on a broad-based strategy which will mainly focus on sustainable tourism development. This concept contains the following aspects as set out by the United Nations Environment Programme:

1. **“Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.**
2. **Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.**
3. **Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.”**

As such, sustainable tourism development seeks to “*Meeting the needs of the present without compromising the ability of the future generations to meet their own needs* Bruntland Report, 1987”. Sustainable tourism development is essential for tourism planning in CDM as one of their objective is to become the leading sustainable eco-tourism destination in Limpopo. This is also based on Limpopo’s vision for tourism in the province.

Responsible tourism is a type of tourism which is strongly advocated by government and tourism planners. Tourists increasingly want to know that the tourist activities that they are engaging in are responsible in nature. The three pillars to responsible tourism are shown in the following diagram which also aligns to sustainable tourism growth and development.



These principles, as indicated through the diagram (see Figure 44), promote tourism development that ensures benefits to the local community, reduces poverty and suggests ways to minimise the negative impacts of tourism on the environment.

Furthermore, tourists increasingly tend to be attracted to areas that show components of responsible or

sustainable tourism practices. Responsible tourism is therefore tourism development that avoids any damage to the environment, culture and economy of the area where it takes place. This strategic framework therefore, aligns to these principles.

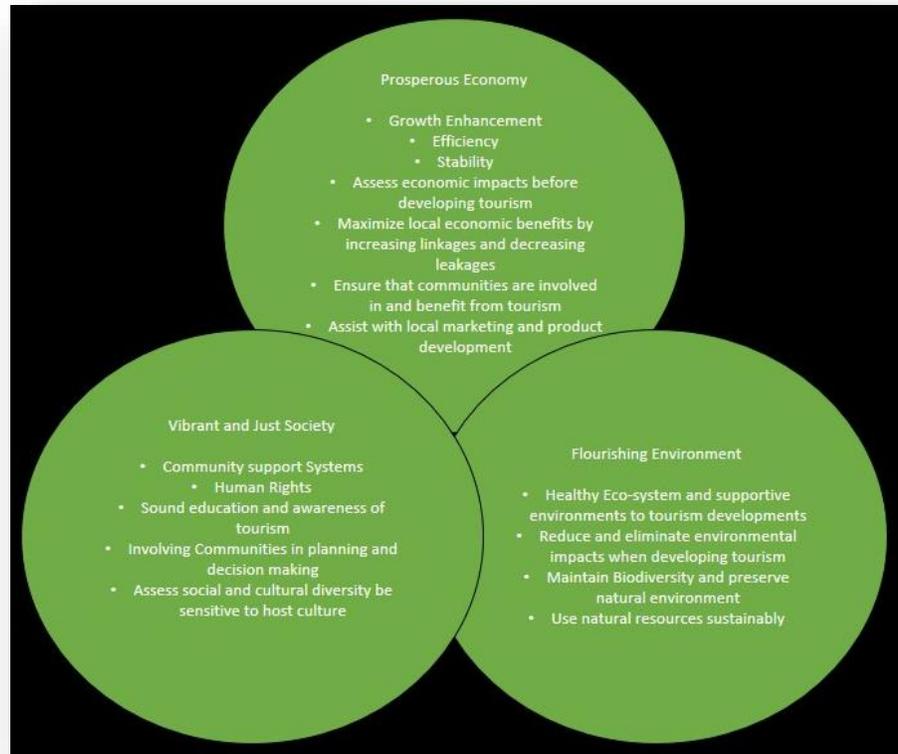


Figure 44: Sustainable and Responsible Tourism Growth

Source: Urban-Econ

12.6 TOURISM CLUSTERING

The clustering of tourism attractions are key to developing a competitive advantage through the following:



- ❖ Sharing of public infrastructure and resources.
- ❖ **Linkages in marketing.**
- ❖ Linkages with independent products adding value to the whole.

Where possible, this study will look to develop tourism products in the district and activity clusters and corridors to increase the viability and attractiveness of the district as a whole. This is particularly relevant to Capricorn as many of the key activities already developed are focused on specific Historical Sites or specific Nature Reserves and Dams, and there is a need to densify tourism offerings based on patterns as well as create opportunities to grow new clusters. Clustering tourism can also be seen in the sense of clustering of existing products in order to market as a whole or collectively. This is imperative in the case of Capricorn as smaller businesses can benefit from this type of marketing.

12.7 TOURISM COMPETITIVE AND COMPARATIVE ADVANTAGE

This study will base its strategy development on key opportunities in the areas which can be used for unique selling points that will generate enough demand for tourism in CDM. Issues will also be addressed to ensure that the CDM tourism environment is competitive and wide spread. This will also ensure that all municipalities gain equally from the tourism benefits.

This strategy will:

- Maximise the use of existing resources
- Create Public Private Partnerships
- Empower the Local Community
- Create an enabling environment
- Create favourable locational factors and improve the investment climate
- Broaden the Economic Base
- Promote SMME's and Local Businesses



The above mentioned approach and principles led to the development of this Tourism Growth Strategy. The next section will provide a draft summary of the tourism vision and strategic framework.



SECTION THIRTEEN: AIM OF THE TOURISM MASTER PLAN

13.1 VISION

This section provides a draft tourism vision for Capricorn District Municipality. The vision statement is informed by the major challenges and opportunities discovered through the situational analysis. The tourism vision statement of CDM aims to create a long-term image with which the tourism industry in CDM will strive for through their actions and strategies.

It is important to align the CDM tourism vision with the national and provincial visions, as well as the district and local municipalities LED vision and mandate.

The following diagram includes all the visions affecting CDM's current municipal vision.

INSTITUTION	VISION
National Tourism Sector Strategy	To be a top 20 tourism destination in the world by 2020.
The Department of Economic Development, Environment & Tourism	Help promote economic development and growth in the province.
Limpopo Tourism Agency	To make Limpopo Province the preferred Eco-tourism Destination in Southern Africa.





Capricorn District Municipality	Capricorn District, the home of excellence and opportunities for a better life
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Polokwane LM	A safe, prosperous and caring municipality, free of poverty and inequality; promoting participatory development and providing sustainable quality services for a better life for all
Blouberg LM	A participatory municipality that turns prevailing challenges into opportunities for growth and development through optimal utilization of available resources
Aganang LM	A unified and effective municipality with sustainable quality of life for all
Lepelle-Nkumpi LM	To be financially a viable municipal council, geared towards the improvement of the quality of life of the people by providing sustainable services
Molemole LM	A catalyst for sustainable development for a better life for all

Figure 45: Visions affecting CDM's current municipal vision

Source: Obtained from LM's LED Strategies

13.2 DRAFT CAPRICORN TOURISM VISION 2015

Taking the above visions into account, Capricorn District Municipality needs to align to the National and Provincial Visions in order to contribute to and achieve the aims of tourism at a National and Provincial Level.



The draft vision in alignment is therefore:

In the next five years, Capricorn will be a preferred eco-tourism destination of choice and a prime events, cultural, heritage and avi- tourism destination offering a unique and diverse tourism experience with an increased domestic and foreign base, linked to surrounding tourism attractions to strengthen and be strengthened. This will be achieved by nurturing sustainable and responsible tourism development which stimulates job creation with a well-resourced and efficiently managed and transformed tourism sector.

Figure 46: CDM Tourism Vision

Source: Urban-Econ

The vision statement sums up the needs to nurture sustainable and responsible tourism growth and development and takes into account the approach described above. Key to the vision is the fact that Capricorn already has an influx of people passing through the various channels, which needs to be enhanced through efficient and collective marketing to target market segments and capture the attention of these people, encouraging them to become Capricorn Tourists. There is a varied tourism experience through the niche experiences found, such as eco-tourism, Avi-tourism, adventure tourism, game-viewing and hunting, cultural tourism etc. which adds to the strength of current tourism in Capricorn. There are however many challenges which affect tourism negatively, these also need to be addressed in this strategy.

❖ **Efficiently managed and transformed tourism sector:**

A core thrust that Capricorn needs is a strong and united tourism marketing action integrating the diverse attractions and experiences into a unified message aimed at attracting domestic and international tourists. In order to achieve this unified approach to the marketing of the district a **strong, unified and integrated institutional and organisational structure is required.**



The institutional structure therefore, provides the main thrust of the strategy and forms Strategic Cluster/Goal 5 discussed below to address the fragmented functioning of the stakeholders collectively to avoid duplication of efforts and to market and promote Capricorn and its tourism offerings. There should be equality and just tourism operation where every tourism stakeholder receives equal attention, exposure and recognition.

One of the main challenges is that there is no coordination at the district level. No coordination relates to both institutional arrangements and with regard to tourism development, and marketing, as well as regulation. There is no coordination at district level to pull resources, initiatives and role players together. Stakeholders need to work in synergy to achieve integrated and strong tourism linkages and growth development. Therefore, the core aim of the strategy is to synergise and coordinate tourism growth and development in Capricorn in order to realise full potential and be inclusive. This main theme couples with all other aspects of the tourism system need to work hand in hand to achieve a sustained tourism environment for present and future generations.

This pillar also focusses on transformation to become inclusive and fully representative of all people, mainly the previously disadvantaged to benefit from and actively participate in tourism in Capricorn DM.

❖ **Unique and diverse tourism experiences:**

Capricorn DM has proved to retain a variety and diverse mix of tourism products which need to be synergized to reach full potential. Polokwane provides excellent infrastructure leading into the district which increases accessibility and flow of traffic through the region. Although the other LM's need to pay attention to tourist facilities, especially those along major tourist routes (e.g. N1, R521, R37, R521 and the R71).

Capricorn has proven to already consist of a diverse and unique mix of tourism products and activity; however, there is inadequate integration of the tourism experiences, marketing coordination and communication between the district municipality, the five local municipalities, communities, traditional authorities and most importantly, private sector.



Private sector plays the central role as these are the main service and product providers amalgamating in C.T.Os. However, they cannot function effectively without support and infrastructure from the municipality. The municipality in turn also relies on private property for revenue and upholding a perception of tourism in Capricorn. This in turn needs to be regulated by the municipality to ensure focussed and quality service excellence. Communities and traditional authorities need to be involved in tourism as well as an integral part of the process as tourism is seen as an economic driver and income generator.

❖ **Job Creation and SMME development:**

Since Capricorn has an inherent tourism character, this industry has the potential to develop communities and act as an income generator, as well as to uplift and educate communities. Capricorn is characterised by low literacy rates, low-skill levels and general underdevelopment and the tourism industry aims to contribute to a sustained imperative to uplift communities and create opportunities.

❖ **United and intrinsically linked:**

The aim is to integrate tourism in Capricorn with surrounding districts (Waterberg, Mopani, Vhembe & Greater Sekhukhune DMs), countries (Botswana, Zimbabwe & Mozambique) and other provinces such as Gauteng, North West Province, and Mpumalanga through communication mechanisms with the appropriate tourism associations and bodies. Tourism in Capricorn, as seen through the situational analysis, consists of various other role players such as South African Tourism, Limpopo Tourism Agency, etc. These associations aid with linking Capricorn with surrounding districts and countries which are needed to integrate all these regions. Integration of surrounding regions is crucial as tourism cannot function by itself and can strengthen and be strengthened by thriving surrounding tourism destinations. Integration will also be an effective marketing tool and tool for exposure which will increase the amount of visitor numbers.

❖ **Responsible tourism:**

As described above, responsible tourism incorporates the spheres of sustainable tourism and is imperative for Capricorn to take into consideration and incorporate into the



strategy. Capricorn has a social, environmental and economic responsibility which needs to continuously be respected and adhered to. The vision is holistic in the sense that it covers all aspects of responsible and sustainable tourism. It addresses a prosperous economy, vibrant and just society, and a flourishing environment by creating awareness, engaging participation and communication, respecting culture and diversity, reducing environmental impacts, maintaining biodiversity and maximising local economic benefits.

This vision is achievable in the long term. This vision can be seen to be both a long term and short term vision as the imperatives will continue after the five year period. The vision statement sums up the needs to nurture sustainable and responsible eco-tourism growth and development and takes into account the approach described above. CDM has a large variety of natural-and cultural-based resources which can be tapped into in a conservative way. CDM has the potential to develop a tourism environment that attracts the responsible and adventure/fun-seeking tourist through providing entertainment and interactive activities that connect to the outdoors, culture and events. Unfortunately there are also issues that hinder the achievement of the vision which need to be addressed, namely the uncoordinated and fragmented communication between stakeholders, bad infrastructure, lack of exposure, information in the area and a weak institutional structure.

13.3 MISSION

The mission is based on the ideology of the vision, by stating the desired outcomes they wish to achieve through the vision. Therefore, the mission as Capricorn District Municipality is to accomplish the following:



- Efficiently managed and transformed tourism sector.
- Showcase unique and diverse tourism experience.
- Job creation and SMME development.
- Ensure responsible tourism is achieved.
- Spread tourism benefits.
- Create a collaborative environment.
- Improve marketing through a tourist guide.
- Serve as a marketing umbrella for local municipalities through the development of a district brand.

Figure 47: CDM Tourism Mission Statement

Source: Urban-Econ

13.4 GOALS AND STRATEGIES

During the consolidation and situational analysis phase the following strategic goals became evident:

- **Marketing and single branding structure.**
- **Product development and support services.**
- **Promoting rural and community tourism.**
- **Tourism infrastructure.**
- **Institutional governance and coordination.**

Figure 48: CDM Tourism Goals

Source: Urban-Econ



SECTION FOURTEEN: STRATEGIC GOALS AND STRATEGIES

The tourism goals and strategies that have been formulated according to the issues, constraints and challenges found in the previous phase are provided in the table below and are discussed in further detail afterward.

Strategic Cluster/ Goal	Strategic Thrust	
Strategic Cluster/ Goal 1: <ul style="list-style-type: none"> Marketing-Develop an effective and efficient marketing system to increase visitor numbers into Capricorn Marketing - tourism growth and development (demand) 	Strategy 1.1:	Improve general marketing in Capricorn through varied marketing tools, information offices and adequate distribution
	Strategy 1.2:	Ensuring route development, branding and marketing cohesion
Strategic Cluster/Goal 2: <ul style="list-style-type: none"> Product Development and Support Services-Establish and support key Product Development initiatives to enhance the diversity of tourism and to improve the perception of the 	Strategy 2.1:	Develop and Enhance Core nature-based tourist experience (iconic natural scenic tourism experiences)
	Strategy 2.2:	Develop Niche Tourism Experiences to contribute to a diverse and unique tourist experience
	Strategy 2.3:	Enhance Tour Operating services, hospitality and accommodation to support the Capricorn tourism industry
	Strategy 2.4:	Ensure Investment promotion of tourism in Capricorn



<p>tourism industry in Capricorn and accommodate accessibility tourism and drive investment promotion</p>	<p>Strategy 2.5:</p>	<p>Enhance safety and security in the district to support crime free tourism in Capricorn</p>
	<p>Strategy 2.6:</p>	<p>Promote and Accommodate Accessible tourism</p>
<p>Strategic Cluster/Goal 3:</p> <ul style="list-style-type: none"> • People Development-To enrich the tourism industry role-players through skills enhancement and awareness, capacity building, SMME support and transformation and provision of quality Tourism Experiences service excellence. 	<p>Strategy 3.1:</p>	<p>Encourage and ensure transformation of the Capricorn tourism industry</p>
	<p>Strategy 3.2:</p>	<p>Stimulate a tourism culture through tourism awareness and education across the district</p>
	<p>Strategy 3.3:</p>	<p>Ensure Quality Tourist Experiences and service excellence</p>
<p>Strategic Cluster/Goal 4:</p> <ul style="list-style-type: none"> • Tourism Infrastructure Investment Framework-To create a favourable built tourism environment to become conducive to growth and development and to boost investor confidence 	<p>Strategy 4.1:</p>	<p>Maintain and upgrade Transport (road), Communication and Services Infrastructure to create a conducive tourism environment.</p>
	<p>Strategy 4.2:</p>	<p>Maintain and facilitate provision of Signage to direct visitors in and around Capricorn</p>



Strategic Cluster/Goal 5: <ul style="list-style-type: none"> Policy, strategy, governance, research & knowledge management monitoring and evaluation- To create an enabling institutional environment through knowledge management, developing collaborative partnerships and producing planning and regulatory measures 	Strategy 5.1:	Enhance and develop tourism Research and Knowledge Management to facilitate an organised and well managed tourism industry
	Strategy 5.2:	Enhance tourism through institutional arrangements, collaborative partnerships, communication and policy
	Strategy 5.3:	Promote responsible tourism and green principles in tourism development
	Strategy 5.4:	Provide a sustainable Planning framework to guide future tourism development and investment

Source: Urban-Econ

Strategic Cluster/ Goal 1: Marketing – To develop an effective and efficient marketing system to increase visitor numbers into Capricorn.

As seen through the situational analysis, one of the key challenges and threats facing tourism in Capricorn is the weak marketing system or general lack of a system to regulate and coordinate marketing initiatives. Marketing efforts are uncoordinated and individual service providers undertake to market their own services. Even though some LMs have brochures, these are not well distributed. Brochure management agencies from outside Capricorn aid with marketing. Therefore it can be summed, that marketing is unequal and done ad hoc. Capricorn needs to be marketed as a district and intrinsically linked to surrounding regions to strengthen the image and exposure. Marketing is a major function of a C.T.O, currently there are only two



C.T.Os in Capricorn and no R.T.Os. Therefore, Capricorn can be perceived as institutionally weak with regards to marketing. This indicates the importance of institutional arrangements which will be dealt with through the institutional framework. Capricorn needs to align and communicate with Limpopo Tourism Agency and South African Tourism, as these are key marketing bodies in Limpopo and S.A. the strategies under this thrust are discussed below followed by a detailed list of potential projects following in 14.1.4 below.

14.1.1. STRATEGY 1.1

Strategy 1.1: Improve general marketing in Capricorn through varied marketing tools, information offices, and adequate distribution

As mentioned, general marketing is poor with inadequate distribution efforts. Often brochures are developed and sit in boxes and do not get distributed which indicates a need for a distribution plan to coordinate and provide direction for ways of distributing marketing material. Also, a more varied form of marketing needs to take place with more role-players involved. This strategy hopes to achieve these aspects to bridge the gap of inefficient marketing. It is not very effective to only hand out information when a visitor is in the district, we need to work to get people into the district through effective marketing. There is a need for a district website and other places of advertising such as Social Media, Travel Magazines, etc. Marketing should ideally promote and market Capricorn's varied experiences and tourism activities; e.g. culture, nature based, rural, adventure, arts and craft tourism, MICE & business tourism, etc. market and brand varied tourism experiences using existing draw cards such as the Blouberg Nature Reserve (which is home to the world's largest Colony of Cape Vultures), Makgabeng Plateau, Bakone Malapa Open-Air Museum, The Capricorn Needle and Meropa Casino to interest people in the district. It is important to note that communities and local business should also be involved in marketing and advertising. Tourism experiences are not packaged and are seen as an intervention in this strategy.



Tourism Information centres are a key marketing tool incorporated in this strategy and there needs to be a tourism office in every LM, or a Regional one at least. Tourism offices need to be fully equipped, presentable and creative. A key project to be noted is a proposed All-in-one Tourist Stop development acting as an information office with a cluster of services, such as a restaurant, craft shops, etc.; which is a successful development whereby people book holidays and enquire about tourism in the area of Capricorn. An existing base such as Motumo Trading Post is ideal for such a development as it can be seen from far and tourists travelling along the N1 will be keen to stop, stretch their legs and explore the product offerings. More of this type of development is needed in Capricorn to effectively expose the region.

Events are a major draw card to the district and this needs to be enhanced and coordinated through an events calendar and strategy. Major Cultural Events could be held at the Peter Mokaba Stadium exposing popular and up-and-coming South African artists. An annual event such as the annual Jazz Festival could be incorporated. The Civic Plaza should also be utilised for this purpose. Cultural Events can be held in the beautiful gardens, this will be attractive to local, domestic and foreign tourists as the Civic Plaza is in close proximity to museums and restaurants. The Hugh Exton Photographic Museum is situated in the Civic Plaza, providing opportunities for art exhibitions in co-ordination with the Museum.

Strategy 1.2: Ensuring route development, branding and marketing cohesion

The aim of this strategy is to create a synergy and good working relationship with major marketing bodies, and create a comprehensive marketing strategy as well as to foster route development as a major marketing tool and draw card. There is limited branding of the district which this strategy also addresses. The marketing strategy will take this into account, however, it is important enough to be mentioned as a standalone project to place emphasis on its importance. A district brand needs to be enforced and all tourism services and products need to belong to and use this form of branding on all marketing material. Branding the District is part of the objectives of this project and will be included in this strategy.



Route development is a prime source of marketing and stimulates economic development. Route development can 'offer a promising potential vehicle for local economic development in many small towns and rural areas of South Africa. The clustering of activities and attractions through the development of tourism routes potentially can stimulate cooperation and partnerships as well as catalysing entrepreneurial opportunities. Taking this into account route, development is a key tool for marketing and local economic development. It is important to note that a proper definition of route development needs to be decided on. There seems to be confusion of a route and corridor. For the purpose of this strategy a route is both an amalgamation of marketing bodies and stakeholders defined geographically, as well as defined physical sub routes with attractions. An example to follow are the initiatives of the Ivory Route with whom Capricorn need to partner with.

14.1.2 MARKETING GUIDELINES

In conclusion, marketing is underpinned by the need to grow demand. It should also align to provincial and national marketing brands.

The primary marketing objective of the marketing strategy is to increase visitor numbers to Capricorn. The marketing strategy is underpinned by the need to grow demand through aligned and integrated provincial tourism branding and positioning. It is recommended that the branding extends to all products and services originating within the province to perpetually re-enforce the provincial brand. The primary direction used for marketing brand alignment is to revive experiential branding rather than generic destination and geographical branding. Experiential Core experiences are defined in the following figure and discussed below:



MEGA CONSERVATION	GOLF AND GAME	MICE (INCENTIVE TRAVEL, CONFERENCE, EVENTS AND MEETINGS)	HUNTING AND SAFARI	SPECIAL INTEREST (ADVENTURE, CULTURE, BIRDING, HEALTH)	FAMILY RECREATION
<p>NATURE RESERVES (NR):</p> <ul style="list-style-type: none"> Polokwane NR Moleletje NR Lekgalameetse NR Wolkberg NR Machaka NR Blouberg NR Maleboho NR Percy Fyfe NR Ratang Baeng NR Bakone NR <p>NATURE AREAS:</p> <ul style="list-style-type: none"> Ngopane Pinnacle, Ga-Mashashane Sefagaga Magic Tree Mogoshi Mountain, Ga-Matlala Devillersdale Natural Canyon 	<p>GOLF:</p> <ul style="list-style-type: none"> Polokwane Golf Course <p>GAME:</p> <ul style="list-style-type: none"> Meropa Casino and Entertainment World Peter Mokaba Stadium Nightlife Sport spectating and participation Shopping 	<p>CONFERENCES and MEETINGS:</p> <ul style="list-style-type: none"> City of Polokwane The University of Limpopo <p>EVENTS:</p> <ul style="list-style-type: none"> Limpopo Marula Festival Mapungubwe Arts and Cultural Festival Polokwane Show & Music Festival Polokwane Beer Fest Polokwane Science Festival Makarapa Festival FNB Limpopo Wine Show Magoebaskloof Berry Festival 	<p>NATURE RESERVES (NR):</p> <ul style="list-style-type: none"> Polokwane NR Moleletje NR Lekgalameetse NR Wolkberg NR Machaka NR Blouberg NR Maleboho NR Percy Fyfe NR Ratang Baeng NR Bakone NR 	<p>BIRDING:</p> <ul style="list-style-type: none"> Polokwane Bird Sanctuary Zana Bird & Reptile Park Moleletje Bird Sanctuary Moleletje Bird Sanctuary <p>CULTURE and HERITAGE:</p> <ul style="list-style-type: none"> Bakone Malapa Open Air Museum Old Fort-Marabastad Bakone Malapa Open Air Museum The Industrial Art Park Louis Trichardt 'Trekroete' Monument 1903 Prison Camp at Beaully Statue of Chief Maleboho Leipzig German Mission Makgabeng Plateau and Rock Art Helen Franz Lutheran Church Tropic of Capricorn Needle <p>ADVENTURE TOURISM:</p> <ul style="list-style-type: none"> Caving Rock Climbing Mountain Biking Hiking Water Sports Segwaigwai Cableway 	<p>ACTIVITIES AND ATTRACTIONS:</p> <ul style="list-style-type: none"> Sporting events Nature-base activities Arts and Culture experiences Recreational Areas Shopping Restaurants Camping Adventure experiences VFR Recreational and entertainment events Sightseeing

Table 37: Core Tourism Experiences in CDM

Source: Adapted from the Limpopo Tourism Strategy

- Nature-based Tourism:** this is seen to be of core importance to tourism in Capricorn. The Capricorn Nature-based Tourism experience is better because it is warm all year round, it is easily accessible, and it is different because it is underpinned by unique and varied nature reserves. It offers spectacular mountains and mountain views, game-viewing options and many activities (such as hunting) which no other area in South Africa offers. Included in Nature-based Tourism are the following clusters:
- Adventure Tourism** which include activities such as caving, rock climbing, mountain biking, hiking and water sports. All these activities are currently provided



in the Capricorn Region and if marketed correctly can attract a whole new type of tourist to the region.

- **Hunting and Safari** which include hunting and game-viewing as well as the various trees in the district (e.g. Baobabs in CDM & Sefagaga Magic Trees).
- **Avi-Tourism/ Birding** which includes birding or bird-viewing activities. Currently there is an opportunity for Capricorn to become the leading Avi-Tourism Destination in South Africa. This is particularly attractive to foreign visitors.

Secondary core experiences are the niche tourism areas which consists of:

- Culture/heritage
- Business Tourism (MICE), Events & Wedding Tourism
- City Tourism (including shopping)
- Museums, Monuments and Heritage Sites
- Cultural, Culinary, Arts & Crafts Tourism

It is recommended that all future marketing material should be experience led and include the provincial brand and optionally include a geographic designation, which can be a district brand or logo.

The agreed provincial branding within the framework of the national brand is portrayed in the following image:



This brand should be used for all marketing material. The use of experience specific tag lines will enhance the destination brands and the new brand.



The **Marketing role of district/local municipalities** is limited largely to tourism information provision within the framework of the provincial experience led marketing and the provincial branding; there should be no, or limited separate tourism branding activities. It is important for the District and local municipalities to understand their role on Marketing. Institutions involved in marketing are tabulated below to provide an overview of the key marketing bodies in South Africa and Limpopo.

Table 38: Institutions involved in marketing South Africa and Limpopo

Institutions involved in marketing South Africa and Limpopo	
South African Tourism	Limpopo Tourism Agency
<p>A key tourism institution on a national level is SA Tourism, broadly tasked with marketing of the country, both abroad and domestically, to stimulate the tourism sector to contribute to economic growth. Its mission is as per the following;</p> <p>“Facilitate the strategic alignment of the provinces and industry in support of the global marketing of tourism to South Africa; Remove all obstacles to tourism growth; Build a tourist-friendly nation; and ensure that tourism benefits all South Africans” (www.southafrica.net).</p> <p>Its role is therefore, more than being solely focused on marketing and the institution provides information and research on the</p>	<p>The Limpopo Tourism Agency (LTA) was established in terms of the Northern Province Tourism and Parks Board Act 8 of 2001. The mandate of the LTA is to promote, foster and develop tourism to and within the Limpopo Province.</p> <p>Vision: To make Limpopo Province the preferred eco-tourism destination in Southern Africa.</p> <p>Mission:</p> <ul style="list-style-type: none"> • To encourage and facilitate the holistic development and promotion of the tourism industry in Limpopo. • To encourage the participation of all people in the tourism industry.



sector to all components of the trade market. They also provide statistics on the sector's performance, country reports and market segmentation reports as well as many others. As such, it is an important institutional resource for the country's tourism sector.

- To ensure that all people have equal access to the social, economic and environmental opportunities and benefits created by the tourism industry.
- To facilitate community empowerment as an essential part of tourism development.
- To ensure that nature reserves and protected areas are developed, promoted, managed and conserved effectively.
- To facilitate hospitality management in the province

Source: Urban-Econ

14.1.3 MARKETING INTERVENTIONS/ PROJECTS

Table 39: Strategic Cluster/ Goal 1-Interventions/ Projects

Strategic Cluster/ Goal 1: Marketing-Develop an effective and efficient marketing system to increase visitor numbers into Capricorn Marketing – Tourism Growth and Development (demand)			
Interventions/ Projects			
Strategy 1.1	Improve general marketing in Capricorn through varied marketing tools, information offices and adequate distribution	Strategy 1.2	Ensuring route development, branding and marketing cohesion
1.1.1	Formulate a distribution strategy to ensure distribution of	1.2.1	Develop a district marketing strategy with a M&E system linked



	marketing material to areas of importance and key exposure (airports, service stations, convention centres, businesses, etc.)		to tourist trends spurred by marketing initiatives
1.1.2	Create an Events Calendar and strategy for the District.	1.2.2	Create partnerships with Open Africa to create an integrated and linked form of marketing and relationship with surrounding destinations
1.1.3	Develop a district tourist guide with details of attractions, accommodation establishments, travel agents contacts numbers, a fully detailed map etc.	1.2.3	Develop the N1 as a Capricorn Tourist route with must-see stops such as the Capricorn Needle and Motumo Trading Post.
1.1.4	Develop a district tourism website with a data base of all attractions, and products as well as potential investments	1.2.4	Promote Avi-Route, Heritage and Tree-route. Utilised by Open Africa / Ivory Route.
1.1.5	Provide an all-in-one stop for Tourists at Motumo Trading Post along the N1, providing adequate information about the district.	1.2.5	Establish a district wide route plan with themed sub routes and market as a single route with local economic benefits and map this
1.1.6	Develop a cell phone Application which acts as a tourism office in your pocket including information about attractions, facilities and photos.	1.2.6	Investigate the possibility of a religious route to be developed leading up to the Zion Christian Church.
1.1.7	Ensure that Polokwane Information Office advertises the entire district.	1.2.7	Enforce brand alignment and usage on all marketing material



1.1.8	Strengthen/Create relationships with international outbound tour operators that handle the Southern African destinations	1.2.8	Promote the brand for the district 'the Soul of the Zulu Kingdom' and ensure alignment by all affiliated with the district and enforce brand alignment and usage on all marketing material
1.1.9	Information distribution to be provided at attractions and through service providers	1.2.9	Create themed Route Development along R71 and R521/ R37 in line with proposed district route plan
1.1.10	Engage communities in marketing initiatives at service stations, local businesses etc.	1.2.10	Engage experience based marketing to cover all attractions-Market and brand attractions to work in synergy
1.1.11	Area marketing project through packaging of experiences for travel agents and other marketing databases (e.g. Gift ideas see www.giftday.co.za)	1.2.11	Provide support to the Ivory Route.
1.1.12	Ensure alignment with demand through constant research on market segments needs and trends and market accordingly by considering varied marketing tools in line with LTA both on an international and national scale	1.2.12	Facilitate the creation of a RTO to handle marketing as a primary function amongst other functions
1.1.13	Package tourism targeted at the niche tourism sectors in relation to core experiences	1.2.13	Formulate a strategy to market the district throughout S.A and internationally through trade shows, road shows, various media, conferences etc.



1.1.14	Encourage participation in Marula/ Mapungubwe and other festivals both nationally and internationally	1.2.14	Alternative marketing tools to be developed through a marketing strategy which is demand and supply driven
1.1.15	Introduce other social networking and ICT as tools for marketing e.g. an interactive Facebook Page and Twitter Account	1.2.15	Facilitate the joint and cross promotional marketing of district as a whole in conjunction with all stakeholders (LTA, South Africa Tourism private, public etc.)
1.1.16	Coordinate additional events in support of Music and other festivals	1.2.16	Limit branding and synergise with macro brands.
1.1.17	Provide support and recognise events as a form of exposure	1.2.17	Promote Religious Tourism by advertising the Helen Fraz Lutheran Church.
1.1.18	Ensure constant updating of brochure/app/website and continued market research and documentation of history and culture of the district as a whole and what it has to offer	1.2.18	The Civic Plaza should also be utilised for events. Cultural Events can be held in the beautiful gardens, this will be attractive to local, domestic and foreign tourists as the Civic Plaza is in close proximity to museums and restaurants.
1.1.19	Ensure participation through Indaba, by designated stand and advertising. Utilise Marketing DVD at exhibitions such as these (e.g. Travel Expo/Getaway Show)	1.2.19	Because the Hugh Exton Photographic Museum is situated in the Civic Plaza, this could provide opportunities for art exhibitions in co-ordination with the Museum.
1.1.20	Promote visibility through marketing tools such as	1.2.20	Develop a Heritage Route around the Makgabeng Plateau which



influential travel magazines (e.g. Getaway, Country life, WWW)

offers 890 San, Khoekhoe, Tswana and Sotho rock sites. There is also a rich history of war between the Boers and local Magoshi.

Source: Urban-Econ

14.1.4 STRATEGIC CLUSTER/ GOAL 2

Strategic Cluster/ Goal 2: Product Development and Support Services- Establish and support key Product Development initiatives to enhance the diversity of tourism and to improve the perception of the tourism industry in Capricorn and accommodate accessibility tourism and drive investment promotion.

This strategic cluster relates to a product development and support services framework. This strategic cluster and goal aims to improve the perception of the tourism industry in Capricorn. Since it is seen from available statistics that visitor numbers to the Limpopo Province are declining, one of the reasons could be that the perception of the area is not 'up-to-standard'. Also, accessible tourism is not seen as a main theme or consideration that comes through strongly in the district therefore this is identified through the strategies within this goal as discussed below.

Tourism products and product development relates to tourist attractions, accommodation, hospitality and can include tour operators. Capricorn has a number of product developments, but is lacking new innovative ideas and inclusion of rural and township tourism as well as community based tourism. Existing attractions and established markets should not be ignored and should be strengthened and seen as opportunities to grow as they are established and can draw in more visitors and expose other attractions. Capricorn DM has the potential to add to and improve on these. Therefore, product development is essential in creating



draw cards and enticing people to visit Capricorn and in this case provide a diverse experience. Tourism products are the focal point of tourism and are- through adequate marketing- the drawing card for tourism activity. Tourism products therefore determine the strength of the tourism system, making it imperative for as much emphasis to be placed on those in Capricorn. It is necessary to focus on the strengths of the existing tourism attractions, so as not to lose the existing market. In addition, the Strategy aims to draw in new market segments via investment.

Tourism products are concentrated in Polokwane and Blouberg LM. This needs to extend to incorporate the existing other nice attractions and create a synergy between all types of attractions. Core experiences (as indicated in Figure 1) need to be developed as a priority. This however does not mean that other attractions are ignored, as mentioned they have to work together to fortify the tourist experience. In the case of Capricorn, the strategy therefore, looks toward providing a holistic tourism experience to suit the needs of different market segments.

The tourism Product Development Framework aligns with core tourism experiences and priority niche experiences as indicated in the Marketing section above.

Strategy 2.1: Develop and Enhance core nature based tourist experiences (iconic natural scenic tourism experiences)

This strategy relates to capitalising on nature-based and eco – tourism, and iconic scenic experiences through the natural and scenic landscape of Capricorn to lure visitors. This strategy is developed to align with the current initiatives that are underway or at a concept stage.

Nature-based products are utilised and promoted in a responsible and sustainable manner which protects the natural environment and aims to preserve it and not allow encroachments onto sensitive land. Nature-based tourism is where people travel to a specific area due to its particular natural features. A large category under this type of tourism is game parks or nature reserves. It also includes other botanical, geographical or similar features. Capricorn has many of these features as seen through the situational analysis which has a number of famous nature reserves



such as the Blouberg Nature Reserve, Moletjie Nature Reserve, Maleboho Nature Reserve, Machaka Nature Reserve etc.

Eco-tourism is environmentally and socially responsible travel to natural or near natural areas that promotes conservation, has low visual impact and provides for beneficially active socio-economic involvement of local people. On a global scale, eco-tourism has grown faster than any other tourism sector, and it is expected to continue to do so for a number of years. Locally, eco-tourism must be incorporated into tourism planning and development, given the number of conservation areas.

Nature-based tourism in Capricorn one of the major draw cards. Nature-based tourism is deemed a core experience through the Limpopo Province and should therefore be mainstreamed. Nature based tourism allows for conservation and eco-tourism (as well as green tourism) which contribute toward sustainable tourism development. This is important in order to sustain the natural environment for present and future generations. Sustainable tourism is prioritised at National and provincial level through the various legislation and policies as described in the contextual analysis above. It is important to note that sustainable tourism is not confined to the natural environment, but deals with the social implications and economic implications to the surrounding communities and therefore means integrating all three spheres to be taken into regard when making decisions and planning for developments. Nature-based tourism relates to protection and appreciation of the ecosystems and biodiversity of environmentally sensitive areas. Hiking and nature-based activities are also generated from these attractions. Nature-Based tourism includes niche tourism experiences such as Avi-tourism, Wildlife Tourism and Adventure Tourism.

Nature tourism is not only an important strategy for rural tourism, but for assisting in preserving the natural environment and pristine areas in rural areas where there is little to no land use management and much degradation such as the case of Lepelle-Nkumpi LM. Sustainable tourism in Capricorn is only recently coming to grips with creating tourism that benefits the local communities. There is a need for communities to become involved and aware of tourism and the economic potential as well as the social responsibility. The benefits of managing natural assets sustainably include:



- At the national interest level, natural asset-targeted tourism impact management approaches will help South Africa maintain its competitive edge in “green tourism”;
- At a central governance level such approaches will help South Africa fulfil both international and national obligations and strategies; and
- At the industry operational level such approaches will help ensure that the South African tourism industry remains profitable and can expand in a sustainable manner. At the local government level such approaches will:
 - Assist councils in meeting quadruple-bottom-line (environmental, social, economic, cultural) reporting objectives.
 - Reduce the likelihood of litigation, cost remediation and other reactive measures that tie up valuable council resources.
 - Send pro-active leadership and guidance signals from local government to the various tourism sector groups in South Africa.
 - Provide a sharper focus for councils in management of both tourism and recreational activities in their district and regions.

The project under this strategy are listed at the end of this section in 14.2.1 below.

Strategy 2.2: Develop niche Tourism Experience to contribute to a diverse and unique tourist experience

This is important, in keeping with the national focus of the development of niche tourism products. Niche tourism experiences include the following:

- Nature-based Tourism: Nature-based tourism in the Capricorn Region is one of the major draw cards. Nature-based tourism is deemed a core experience through the CDM Tourism Growth Strategy and should therefore, be mainstreamed. Nature-based tourism allows for conservation and eco-tourism (as well as green tourism) which contribute toward



sustainable tourism development. This is important in order to sustain the natural environment for present and future generations.

Sustainable tourism is prioritised at National and provincial level through the various legislation and policies as described in the contextual analysis above. It is important to note that sustainable tourism is not confined to the natural environment, but deals with the social implications and economic implications to the surrounding communities and therefore, means integrating all three spheres to be taken into regard when making decisions and planning for developments. Nature-based tourism relates to protection and appreciation of the ecosystems and biodiversity of environmentally sensitive areas. Hiking and nature-based activities are also generated from these attractions.

Nature tourism is not only an important strategy for rural tourism, but for assisting in preserving the natural environment and pristine areas in rural areas where there is little to no land use management and much degradation. Sustainable tourism in the Capricorn Region is only recently coming to grips with creating tourism that benefits the local communities. There is a need for communities to become involved and aware of tourism and the economic potential, as well as the social responsibility. Nature-based tourism includes niche tourism including Avi-tourism and wildlife tourism

- **Culture/heritage tourism:** This type of tourism is where the products and services that are of interest to the visitor reflect the customs, traditions, heritage, history and way of life of the local residents of the area. As such, it is one of the most important facets of community based tourism. Culture and heritage tourism is of grave importance to Capricorn as it is famous for the Bakone Malapa Open-Air Museum and various religious sites, san and bushman paintings etc. In order for the cultural and heritage tourism to be a draw card, sites need to be maintained and proper signage erected as well as adequate marketing is needed.
- **Community Based tourism:** A focus on community tourism is one way in which responsible tourism can be achieved. Furthermore, given the demographic characteristics of Capricorn, community tourism is an important focus due to its



developmental benefits. Community-based tourism is important for tourism in Capricorn to be inclusive and fully representative. It provides an opportunity for local people to benefit from the economic growth and development that tourism can offer.

- Rural and Township Tourism:** Rural areas of developing countries are usually the areas which have higher poverty levels and are in greater need of economic development, as in the case of Capricorn. Rural tourism initiatives are therefore, often linked to pro-poor tourism. Rural tourism, in addition to contributing to poverty alleviation, can also result in infrastructure development and other economic spin-offs. Rural tourism products are usually cultural- or farm-based and are often produced on small scale or family production levels. Rural Tourism is a recreational experience involving visits to rural settings or rural environments for the purpose of participating in, or experiencing, activities, events or attractions not readily available in urbanized areas. Capricorn has potential for rural tours and rural accommodation. Rural and township tourism in Capricorn also consists of people taking an interest in the Ndebele culture and heritage. Visitors are demanding a true Ndebele experience. This culminates in the formation of cultural villages however, not many cultural villages are successful. It is suggested that a true Ndebele experience be packaged with real villages and settlements pending by-in from the local community to perform etc. at the villages.
- Adventure and sport tourism:** Adventure tourism is defined as “an outdoor leisure activity that generally takes place in an unusual, exotic, remote or wilderness setting, (sometimes) involving some form of unconventional means of transportation and tending to be associated with low or high levels of physical activity. The activity may entail some element of risk.’ Adventure tourism is a market that targets very specific activities. As such, products and services offered by this market needs to be tailored and the industry often requires specific skilled personnel such as guides and instructors. There seems to be a demand for increased adventure activity options in Capricorn. This needs to be investigated to include extra activities such as bungee jumping, foo fee slides, paragliding, hot air ballooning, off road biking, river rafting, abseiling, fly fishing, mountain



bike challenges etc. This section includes the utilisation of the Segwaigwai Cableway which will benefit the local community greatly.

- Business Tourism (MICE) & Events:** MICE tourism stands for, meetings, incentives, conferencing and events. MICE is used to refer to a particular type of tourism in which large groups, usually planned well in advance, are brought together for some particular purpose. It is clear from the situational analysis that this is a growing sector in Capricorn, especially in Polokwane. Accommodation places are usually fully booked when an event is taking place, in certain cases a few months in advance. This is great for exposure and the local economies, it can also market the areas for future tourism. MICE tourism is an opportunity which is suggested to be investigated in more detail through an events strategy and calendar, as well to create an enabling environment for MICE tourism to grow within.
- Avi-tourism or Birding:** Avi-tourism, said to be one of the most powerful conservancy tools, for birdlife habitat is fast becoming a key area of tourism in South Africa. Avi-tourism has immense potential to become a driver of local economic growth for local communities. This niche market is a sub-category of nature-based tourism and has also been identified by the Department of Trade and Industry as a fast growing niche tourism sector, which prompted a research document on Avi-Tourism in South Africa and opportunities and recommendations thereof. In keeping with directives of DTI, and given the inherent potential and existing products in Capricorn, avi-tourism is seen as a potential project which could enhance tourism and aid in growing the local economy. In order to do this, existing birding attractions must be amalgamated into a route for marketing and potential attractions such as the Moletsie Bird Sanctuary rehabilitated. Birding tour guides need to be trained and existing ones sourced to aid with the development of this sector. Also, infrastructure needed would need to be identified and funded. Included under this section is the Blouberg Nature Reserve which is home to the World's Largest Colony of Cape Vultures.



The related projects are lists at the end of this section under 14.2.1.

Strategy 2.3: Enhance Tour Operating services, hospitality and accommodation to support the Capricorn Tourism Industry.

This strategy is related to the hospitality industry, accommodation and tour operating industries. They are support services within which the tourist industry relies on to become a success. These services are seen as lacking in Capricorn and need to be improved on. On the hospitality side, additional food outlets are needed in areas which have more tourist activity. Current hospitality needs to be enhanced and standards raised which is dealt with in tourism education and awareness. Accommodation seems to be growing in Polokwane due to business tourism, however certain areas have potential to increase accommodation such as Aganang LM, MoleMole LM and Lepelle-Nkumpi LM. There is potential for rural accommodation in Lepelle-Nkumpi LM.

As seen from the situational analysis, there is potential for local tour guides to be trained especially the youth as guides and site guides. Rural BnBs and village tours are also seen as a potential. **Potential Projects are seen in 14.2.1 below.**

Strategy 2.4: Ensure Investment Promotion of Tourism in Capricorn

This strategy relates to packaging projects so as to promote investment into tourism development in Capricorn. It deals with creating investor awareness and confidence, developing incentive schemes to lure in additional development, develop an investment promotion strategy and package potential projects for investments.



Strategy 2.5: Enhance safety and security in the district to support crime-free tourism in Capricorn

This strategy addresses development of efficient tourist safety and security systems. The strategic focus will require liaison with the SAPS to develop a safety and security plan and engage in tourism awareness and tourism protection. Strategic focus addresses key areas flagged by the SAPS for safety patrol, and general safety input and advice on new tourism products will be necessary.

Strategy 2.6: Promote and Accommodate Accessibility Tourism

‘Accessible Tourism refers to tourism that enables everyone, regardless of their functional ability or functional limitation, to participate in the tourism experience confidently, independently and with dignity, through the creation of universally Accessible Tourism products, services and environments, and that universal design is systemic throughout the tourism value chain’

This strategy adheres to this definition and recognises the importance of including accessible tourism in the Capricorn tourism Strategy. The strategy therefore, aims to create awareness and skills training of tourism staff, promote universal accessibility standards, engage tour operator involvement with this target market and engage all developments to accommodate physically challenged persons.



14.1.5 PROPOSED INTERVENTIONS/PROJECTS

Table 40: Proposed Interventions/ Projects – Strategic Cluster/ Goal 2

Strategic Cluster/ Goal 2: Product Development and Support Services-Establish and support key Product Development initiatives to enhance the diversity of tourism and to improve the perception of the Tourism Industry in Capricorn and accommodate accessibility Tourism and drive Investment Opportunity.					
Interventions and Projects					
Strategy 2.1	Develop and Grow Core tourism experiences (Nature-based and eco-tourism)	Strategy 2.2	Develop Niche Tourism Experiences (Adventure and Sport, Avi- tourism, Township and Rural Tourism, cultural and heritage tourism and community based tourism)	Strategy 2.3	Tour Operating services, hospitality and accommodation
2.1.1	Support the development of the upper Capricorn region and community conservation areas and nature reserves to allow for eco- tourism and allied initiatives	2.2.1	Promote golfing experience to suite a wider range of golfers, from leisure golf to professional golfing and promote golfing events	2.3.1	Encourage the development of BBBEE owned Tourism Establishments in areas such as MoleMole and Aganang LM's
2.1.2	Facilitate linkages with Polokwane Nature Reserve	2.2.2	Develop an inventory per LM of all hiking routes available and map these	2.3.2	Package township tours throughout the district
2.1.3	Develop and support eco-tourism and heritage initiatives at Blouberg LM.	2.2.3	Investigate, Identify and promote additional adventure and sporting activities and events such as	2.3.3	Investigate establishment of accommodation near Blouberg

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			bungee jumping, foo fee slides, paragliding, hot air ballooning, off road biking, river rafting, abseiling, fly fishing, mountain bike challenges etc.		Nature Reserve for hiker (Back-packer establishments)
2.1.4	Package and market potential investment projects and identify potential investors.	2.2.4	Provide Tourism Facilities along Tourism Routes. E.g. ATMs, Ablutions and quick stop shops.	2.3.4	Develop a tourism information node including a district craft hub with shops and job opportunities along the N1 to include an entertainment area/centre
2.1.5	Improve marketing and signage to Machaka Nature Reserve.	2.2.5	Promote, develop and support MICE tourism	2.3.5	Develop an Integrated tourism hub at main tourism nodes to be proposed
2.1.6	Develop a Bird Sanctuary in Vivo.	2.2.6	Identify and develop key existing and potential Township and Rural Tourism projects.	2.3.6	Encourage additional hospitality service or chain food outlets near tourist attractions
2.1.7	Provide Support and engage in linkages to the Ivory Route (Marketing as well) through signage and funding	2.2.7	Investigate the potential of Avi-tourism and a birding route linked between the various bird sanctuaries e.g. Zana Bird and Reptile Park, Polokwane Bird Sanctuary, Moletjie Bird Sanctuary and Moletzie Bird Sanctuary.	2.3.7	Develop a district-wide guided tour programme and Train and develop local specialist tour guides (e.g. Birding, township tours etc.) with assistance from LEDET
2.1.8	Rehabilitate the Capricorn Needle to its former glory	2.2.8	Promote, preserve and foster Cultural, Heritage and religious	2.3.8	Upgrade Chuene Resort

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			Tourism (e.g. Annual Moria Easter Event)		
2.1.9	Develop Interpretation Centres to promote rock art	2.2.9	Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office)	2.3.9	Investigate the viability of constructing a military camp styled accommodation at Leipzig German Mission & 1903 Prison Camp at Beaulay
2.1.10	Develop an environmental interpretation centre in the district linked to a nature/game reserve	2.2.10	Identify existing and additional Community-Based tourism development initiative and provide support (e.g. Lepelle-Nkumpi)	2.3.10	Train and develop local youths from Blouberg LM to act as Battlefield site guides to educate and show tourists the statue and battlefields of Kgoshi Maleboho of Bahananwa
2.1.11	Improve signage and directions to Mogoshi Mountains	2.2.11	Investigate use of dams for recreational purposes such water activities	2.3.11	Upgrade traditional huts and en suite facilities at Blouberg Mountain.
2.1.12	Create a loyalty system for regular visitors to the Nature Reserves in the Capricorn District	2.2.12	Ensure conservation of the various Nature Reserves and Rock Paintings	2.3.12	Introduce the selling of local arts and crafts at the Ngopane Pinnacle in the traditional village of Ga-Mashashane.
2.1.13	Investigate the development of iconic natural scenic tourism experiences such as the Sefagaga Magic Tree.	2.2.13	Ensure museums are open 7 days a week	2.3.13	Investigate the feasibility of Rural BnBs and Village Tours in all LMs

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2.1.14	Develop a major Ndebele interpretation centre.	2.2.14	Provide support to Modjadji Royal Kraal	2.3.14	Investigate investment by prestigious brands / hotels along the N1 as over-night stops to encourage passer-bys to stop and rest for the night.
2.1.15	Develop a scenic tourism plan to guide future scenic tourism development	2.2.15	Create and arrange platforms for live performances in support of performing artists aimed at tourist entertainment		
2.1.16	Investigate and promote eco-tourism as a core experience with related tourist activities (hiking etc.)	2.2.16	Development and Retail of Arts and Crafts for export and through exhibitions in partnership with chain stores (e.g. Mr Price)		
		2.2.17	Create a themed heritage and cultural route along the N1 and R521		
		2.2.18	Facilitate hosting of international heritage events and conferences in Polokwane		
		2.2.19	Facilitate periodic Craft markets at pension pay points and coordinate with events		
		2.2.20	Establish Arts and Craft centre at the Capricorn Needle		

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		2.2.21	Promote Capricorn as a wedding destination		
		2.2.22	Develop and investigate Agri tourism products		
		2.2.23	Explore wildlife experiences through promoting and encouraging Big Five Game Reserves throughout the DM		

Source: Urban-Econ

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Table 41: Proposed Interventions/ Projects – Strategic Cluster/ Goal 2

Strategic Cluster/ Goal 2: Product Development and Support Services-Establish and support key Product Development initiatives to enhance the diversity of tourism and to improve the perception of the Tourism Industry in Capricorn and accommodate accessibility Tourism and drive Investment Opportunity.					
Interventions and Projects					
Strategy 2.4	Ensure Investment promotion of tourism in Capricorn	Strategy 2.5	Enhance safety and security in the district to support crime-free tourism in Capricorn	Strategy 2.6	Promote and Accommodate Accessible Tourism
2.4.1	Identify and promote means to identify and ensure investor awareness and confidence	2.5.1	Engage SAPS in tourism awareness and tourist protection in Capricorn DM and throughout LMs	2.6.1	Awareness creation and skills training to tourism information officers and other front line staff around accessible tourism
2.4.2	Review/develop incentive schemes necessary for tourism investment	2.5.2	Develop a safety and security plan for the district	2.6.2	Development and promotion of universal accessibility tourism standards and apparatus and marketing of accessible tourism
2.4.3	Develop an investment promotion strategy and package potential projects			2.6.3	Engage tour operator involvement with this target market
2.4.4	Package and market potential investment projects and identify potential investors			2.6.4	Ensure tourism developments accommodate physically challenged persons.
				2.6.5	Provide directive on using sustainable energy alternatives in new developments and at tourism

Source: Urban-Econ

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					information offices (e.g. Solar Energy)
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14.2.1 STRATEGIC CLUSTER 3

Strategic/ Cluster 3: People Development- To enrich the tourism industry role-players through skills enhancement and awareness, capacity building, SMME support and transformation and provision of quality Tourism Experiences service excellence.

This strategy relates to developing the people of Capricorn DM. It relates to three main strategic thrusts, that is, addressing transformation, fostering a tourism culture through awareness and skills enhancement and ensuring quality experiences and service excellence. The strategies are discussed below and followed by a list of projects at the end of the section.

14.2.2 TRANSFORMATION IN CDM

Strategy 3.1: Encourage and ensure transformation of the Capricorn Tourism Industry

This strategy relates to encouraging and ensuring transformation in the tourism industry in Capricorn through support, equality in services, exposure, etc., representation and compliance with BBBEE sector codes. This strategy addressed the following shortfalls with regard to transformation in the tourism industry in Capricorn. A formalised transformation in tourism strategy does not exist. There is also no coordinated effort to transform tourism. There is a lack of research and development, and tourism staff need to be capacitated. Entrepreneur development is important to sustain tourism activities and produce more black entrepreneurs. The majority of tourism products are currently white-owned and through workshops and stakeholder consultation it was stressed that there is a need for more black owned enterprises and more participation and contribution by communities through community based tourism. There is insufficient information to provide a detailed analysis of BEE Status. Communities lack



awareness on tourism and therefore, find it difficult to pursue tourism initiatives or have little vested interest. There is also a language barrier.

Community-based projects such as the development of a cultural center etc. need to be undertaken, this will assist in promoting communities and trying to get rural under privileged communities involved in tourism trade and activities as well as a degree of awareness. Transformation is slowly underway in Capricorn and needs much more attention and investigation. Below is a summary explaining the Tourism BEE Charter which the Capricorn District need to align to. LTA is also an important body with regard to transformation, given that it is one of the mandates is to champion transformation in Limpopo. In this regard, the focus area of transformation includes, provision of advisory services, facilitation of skills development, monitor and facilitate BBBEE Scorecard compliance, facilitate access to funding for tourism, business Centre for SMMEs in LTA and community focus. The Capricorn strategy therefore needs to prioritise transformation the tourism sector.

Through government funds initiatives there are Black-owned companies and this has been prioritised and Capricorn should therefore, take advantage of this to grow its BEE status through the tourism industry.

Table 42: Broad Based BEE Framework

The Broad Based BEE Framework entails the economic empowerment of all black people including women, workers, youth, people with disabilities, and people living in rural areas through diverse but integrated socio-economic strategies that include:

- Increasing the number of black people that manage, own and control enterprises and productive assets;
- Facilitating ownership and management of enterprises and productive assets by communities, workers, cooperatives and other collective enterprises;
- Human resource and skills development
- Achieving equitable representation in all occupational categories and levels in the workforce;
- Preferential procurement; and
- Investment in enterprises that are owned or managed by black people



14.2.3. TOURISM AWARENESS AND EDUCATION

Strategy 3.2 Foster a tourism culture through tourism awareness and education across the district

This relates to the need for awareness within the community on tourism. It is important that this is also pulled through to schools within the Municipality, meaning local educators are of particular importance to this Strategy. This strategy addresses general community understanding of the tourism sector, its importance, and the role it can play in the socio-economic development of the Municipality's communities at large. It also incorporates friendliness toward tourists, such that they are made to feel at home by the community. It also includes service levels at key points such as filling stations, restaurants, chemists, and other places where tourists may visit. Safety is also an important factor not to be forgotten in the reception of tourists. This will require participation by the South African Police Services (SAPS) representatives in the Municipality.

This strategy also addresses an important facet of awareness, relating to environmental awareness. Capricorn is rich in environmentally sensitive land which must not be degraded in any way. This type of land is essential for nature-based tourism. It includes awareness of the local community about the natural environment, and is important because this it is one of the competitive advantages of Capricorn tourism. It addresses education about the environment and its value, and addresses negative environmental problems such as poaching (e.g. Rhino Poaching), litter, and "environmental" graffiti (e.g., carving into trees / graffiti on the Capricorn Needle), and guidance on the use of wood during crafting.

It is suggested that communities also be made aware of heritage resources. Often, communities are not aware what comprises a heritage resource, and what should be done with such resources once they are identified. Physical resources such as graves are often vandalised or stolen.

This strategy deals with broad based skills development through programmes, and training facilities, hospitality schools, etc. These include, for example, the provision of tour guide/operator courses, and will relate directly to the type of products being developed. The need for a



hospitality school is addressed. Tourism awareness programmes will encourage participation in such courses, for potential entrepreneurs who are interested.

This strategy importantly deals with developing a tourism culture among the communities and youth in Capricorn, through career choice perception.

14.2.4 QUALITY EXPERIENCES

Strategy 3.3: Ensure Quality Experiences and service excellence

This strategy addresses tourism capacity building and professional development in all spheres including, local community leaders, local and district tourism municipal workers such as tourism officers, information officers, municipal managers etc. It also includes strengthening inter-governmental relations between tourism stakeholders. This strategy addresses the issue of the need for quality standards and grading of the tourism services offered.

This strategy includes community leaders who do not necessarily form part of the direct institutional structure of tourism in Capricorn DM, but are 'gatekeepers' of tourism development in the Municipal area, nonetheless. It is here noted that issues regarding traditional land, and unsuccessful liaison and communication between investors and traditional leaders has led to a hindrance in development in Limpopo. In order to minimise this occurrence in Capricorn, tourism development awareness for traditional leaders should be addressed. This will not only assist in creating awareness and appreciation for tourism development in the Municipality amongst traditional leaders, but will also assist in developing and strengthening communication channels, which will be necessary should investors seek to develop tourism infrastructure. In addition to traditional leaders- it is necessary for councillors to receive training on not only the appreciation of tourism development, but on their specific role, and procedures necessary in the attraction and development of tourism products and infrastructure within their respective wards.



14.2.5 PROPOSED INTERVENTIONS/ PROJECTS

Table 43: Proposed Interventions/ Projects – Strategic Cluster/ Goal 3

Strategic Cluster/Goal 3: People Development- To enrich the tourism industry role-players through skills enhancement and awareness, capacity building, SMME support and transformation and provision of quality Tourism Experiences service excellence.					
Proposed Interventions and Projects per Strategy					
Strategy 3.1	Encourage and ensure transformation of the Capricorn tourism industry	Strategy 3.2	Foster a tourism culture through tourism awareness and education across the district	Strategy 3.3	Ensure Quality Experiences and service excellence
3.1.1	Conduct a baseline study and transformation plan for Capricorn Tourism with a M&E system	3.2.1	Engage continuous market research and development through an organised marketing and research plan involving participation of communities.	3.3.1	Hold workshops on continuous professional development for current tourism staff
3.1.2	Facilitate continuous SMME and Business Support to tourism role-players	3.2.2	Facilitate a district tourism skills audit and development plan to guide and involve LMs	3.3.2	Facilitate and fund training programmes in service excellence for current tourism employees throughout the district.
3.1.3	Ensure equality of services and exposure to rural and undeveloped tourism stakeholders and service	3.2.3	Create a district-wide strategy for tourism education and awareness programmes for interested and passionate communities and school children to be rolled out per LM.	3.3.3	Facilitate a system of recognition and strengthen relationships between tourism stakeholders through internal events e.g. social

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	providers throughout Capricorn				events, team building as a district etc.
3.1.4	Ensure fully representative CTOs, RTOs and organisations	3.2.4	Facilitate the establishment of a hospitality educational centre in the district in partner with recognised tourism training centres	3.3.4	Develop and implement major training and capacity building programmes for municipal officials and CTO/LTA officials and staff
3.1.5	Ensure the language barrier is addressed and full representation and recognition is given to rural service providers	3.2.5	Improve tourism and hospitality career choice perception and information for school learners	3.3.5	Develop a system of grading and standards through the Tourism Grading Council of South Africa or SATOUR for all accommodation, catering and other service providers including info centres and an M&E system to ensure compliance (e.g. Tourism inspector)
3.1.6	Ensure continued support to crafters and SMMEs through a development programme	3.2.6	Create a 'one-stop-shop' where learners and students can access accurate information preferably at a local library or tourism office	3.3.6	Establish service feedback systems
3.1.7	Develop a local procurement strategy linked to local SMMEs and local product owners	3.2.7	Engage tourism and tourism social awareness and aimed at gearing community for tourism.	3.3.7	Continued training and development for municipal officials and tourism information officers
3.1.8	Encourage mentoring between emerging and established tourism product owners	3.2.8	Promote and develop environmental awareness programmes for communities and schools	3.3.8	Encourage professionalism in the tourism industry

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3.1.9	Promote compliance with Tourism B-BBEE sector code	3.2.9	Establish a Tourism Training and Development centre with satellite offices including a succession policy	3.3.9	Explaining, lobbying and prioritising the tourism industry with Politian's, traditional leaders and government officials
3.1.10	Promote career development and support programmes for previously disadvantaged persons	3.2.10	Facilitate ICT training and skills development for youth	3.3.10	Periodic training and workshops held for ward councillors and traditional leaders educating about tourism
3.1.11	Develop and implement a campaign to stimulate a culture of travel amongst previously disadvantaged			3.3.11	Auditing of illegal and legal products and provide assistance and incentives to legalise products
3.1.12	Identify and support SMME tourism projects that stress on rural tourism development				
3.1.13	Coordinate and lobby the use of local SMMEs to deliver for events				

Source: Urban-Econ



14.3.1 STRATEGIC CLUSTER/ GOAL 4

Strategic Cluster/ Goal 4: Tourism Infrastructure Investment Framework- To create a favorable built tourism, environment to become conducive to growth and development and to boost investor confidence.

This goal entails ensuring adequate tourism infrastructure is available for ease of tourism operations and to create a favourable environment to enhance the tourist experience and attract further business investment. Adequate infrastructure provision allows for an environment within which businesses can operate and thrive in. This will include reducing the establishment and operating costs of businesses. The importance of infrastructure cannot be stressed enough. This framework directs and prioritises infrastructure investment. As time goes on, and if there is increased demand for tourism and an influx of visitors, this will place pressure on existing services and infrastructure, which needs to be taken into account and planned for.

This determines whether or not a tourist is able to visit an area, and whether the area is conducive for businesses to operate. It determines accessibility to and around tourism attractions and products and regulates ease of movement. It is the duty of government to facilitate an enabling environment for tourism growth and development, and in this case, business retention. Infrastructure is the backbone of every economy, including tourism. Infrastructure comes in many forms, from social, economic and environmental to signage. In this case tourism infrastructure includes transportation infrastructure, bulk and basic services and signage. The below discussed strategies deal with these sectors of infrastructure.



14.3.2 MAINTAIN AND UPGRADE TOURISM AMENITIES

Strategic 4.1: Maintain and upgrade Transport (road), communications and services infrastructure to create a conducive tourism environment.

This strategy addresses the need for maintenance and upgrading of transport and bulk services infrastructure. Transport infrastructure includes roads and bridges, rail, and air infrastructure. The tourism industry cannot function without proper transport infrastructure. Transport infrastructure determines how a visitor accesses a place and travels through it. Also important is the need to maintain and upgrade existing transport infrastructure to ensure constant ease of movement. Transportation links the various destinations and ferries people, goods, and services. Tourists are attracted to areas with good well maintained and risk free transport infrastructure. Capricorn has relatively good access into the district through the N1 and R101.

The following have been identified as corridors in both the NATMAP 2005-2025, the Provincial Growth and Development Strategy (PGDS) and the Provincial SDF (2007):

- N1/ R101/ Trans-Limpopo Corridor = Primary Transportation Corridor and Freight Corridor, serving the entire province from north to south, and nationally linking Musina to Cape Town
- N11 = Primary Transportation Corridor (national corridor);
- R521 / R37 = Secondary Transportation Corridor and Freight Corridor (provincial corridor);
- R71 = Secondary Transportation Corridor (provincial corridor);
- R518 = East-West Corridor linking Polokwane to Lephalale;
- R37 = Dilokong Corridor linking Polokwane to Tubatse (Platinum Corridor);
- R36/ R40 = Phalaborwa Corridor linking the N1 freeway to the N4 freeway from Soekmeaar, past Phalaborwa, through Bushbuckridge and up to Mbombela (and completing the triangle N4, N1, R36/R40).



As is evident from the amount of identified corridors in the District, noteworthy freight transportation takes place in and around the area. This is due to Mining and Agricultural activities taking place across the Province. The increased pressure on the road network has to be mitigated though. The ITP (2007) mentions that the R101 is preferred to the N1 toll road due to the toll fees. This creates a safety risk, seeing as the R101 is a single carriageway road, and the high volumes of heavy vehicles damage both the R101 and local roads.

In terms of the regional road network, the northern rural extents of Capricorn are not very accessible.

The majority of roads in the CDM are unsurfaced (gravel), which hampers accessibility to a large number of communities, especially after rainy weather. Stormwater management is also a problem throughout the municipal area. A concentration of 'very poor' and 'poor' road sections are found at the approaches to Polokwane City and along the Dilokong Corridor (R37). Poor road conditions have adverse effects on economic growth, as well as on public transport in the District.

Services include waste removal, electricity provision, water supply, and sanitation. These basic and bulk services are essential for the well-being of Capricorn's tourism industry. Visitors travel to a destination which has access to services and are well serviced. Service provision attracts investment. It was found that not all rate payers receive services, and often rural areas are underdeveloped with regard to service provision. In order to promote rural and township tourism, service delivery needs to increase.

Another key component of this strategy is communication infrastructure. The efficiency of providing communications infrastructure can increase the productivity of businesses. The more access there is to technology, the more integrated rural areas become with the outside world, hence integrating rural areas with the global village. **Tourism projects are listed in 14.3.4 below.**



14.3.3 PROVISION OF SIGNAGE

Strategy 4.2: Maintain and facilitate provision of Signage to direct visitors in and around Capricorn DM

Signage is an important marketing mechanism and can be improved to be more effective in assisting tourists coming to the area. Tourism signage is a means to get tourists to their required destination and aids in directing visitors around the destination and to other attractions. However, when effective and relevant, it can also act as a mechanism to get tourists to go a specific tourism product that they were not initially planning to go to (e.g. the Capricorn Needle along the N1). As such, tourism signage is both necessary tourism infrastructure and a marketing mechanism. Tourism signage in Capricorn, can be significantly upgraded to contribute to a good impression of the area, and to getting tourists to stop at tourism products. Signage affects the extent to which an area is marketed along main movement routes. Signage seems to unanimously be an issue of concern throughout Capricorn DM. **Potential projects are listed in Table 14.3.4 below.**

14.3.4 POTENTIAL INTERVENTIONS/ PROJECTS

Table 44: Proposed Interventions/ Projects – Strategic Cluster/ Goal 4

Strategic Cluster/Goal 4: Tourism Infrastructure Investment Framework-To create a favourable built tourism environment to become conducive to growth and development and to boost investor confidence			
Proposed Interventions/Projects per Strategy			
Strategy 4.1	Maintain and upgrade Transport (road) and Services infrastructure	Strategy 4.2	Maintain and facilitate provision of Signage to direct visitors in and around Capricorn



	to create a conducive tourism environment		
4.1.1	Start a district wide 'clean up' campaign championed by LMs, guided by DM	4.2.1	Erect Info Boards at all entrances to destinations and local municipalities
4.1.2	Ensure ICT infrastructure is prioritised and developed to include 3G networks and access to internet and training	4.2.2.	Identify, upgrade, maintain and add new and attractive tourism signage throughout the district exposing attractions and towns
4.1.3	Facilitate regular maintenance of roads to tourist attractions in particular R101 and R37.	4.2.3	Provision of signage in along main routes, N1, R101, N11, R521, R37, R71, R518, R36, R40 to expose the attractions and towns to passers-by and help direct visitors
4.1.4	Ensure service provision to rate paying service providers and property owners engaged in tourism to make areas conducive and attractive to tourism and further investment	4.2.4	Provision and maintenance of signage to existing nature reserves and bird sanctuary's.
4.1.5	Ensure and fast track service provision to rural villages to make them conducive to tourism development	4.2.5	Facilitate the provision of signage of N1 and toll road to expose the district to passers-by (e.g. Capricorn Toll Gate – hand-out District brochures)
4.1.6	Identify areas of strategic tourism importance and prioritise service delivery (water, electricity, sanitation, waste removal	4.2.6	Develop a district wide tourism and advertising signage policy, investment and communication framework to systematically guide allocation maintenance and provision of signage.
4.1.7	Improve services to rural areas	4.2.7	Facilitate provision of signage for Tourism Routes (e.g. Ivory Route)
4.1.8	Ensure infrastructural support to MICE tourism through ICT development and tour operators	4.2.8	Ensure provision of signage to townships and to internal and main roads, throughout the district
4.1.9	Ensure service provision to rate paying service providers and property owners engaged in tourism		



	to make areas conducive and attractive to tourism and further investment		
4.1.10	Improve services to rural areas		

Source: Urban-Econ



14.4.1 STRATEGIC CLUSTER/ GOAL 5:

14.4.1 Strategic Cluster/ Goal 5: Policy, strategy, governance, research & knowledge management monitoring and evaluation. To create an enabling institutional environment through knowledge management, developing collaborative partnerships, producing regulatory measures and promoting responsible tourism and green principles to tourism in Capricorn.

This goal includes addressing shortfalls identified in knowledge management, distorted and fragmented communication and coordination between tourism role players in Capricorn and the need for responsible and green tourism principles to be promoted. This strategic cluster aims at 'improving the management of and coordination and communication on tourism issues, thereby improving effectiveness of the tourism interventions, improving partnerships and funding for tourism and putting in place the necessary projects to measure certain aspects of the tourism sector'.

14.4.2 TOURISM RESEARCH AND KNOWLEDGE

Strategy 5.1: Enhance and develop tourism Research and Knowledge Management to facilitate organised and well-managed tourism industry

The aim of this strategy is to provide meaningful information and analysis timeously to stakeholders in the tourism sector of Capricorn. A thrust is to provide efficient knowledge and database management systems for the tourism sector and to provide measures to track progress on targets and objectives. Capricorn has a major shortfall with regard to this and this strategy therefore, aims to address the lack of collective data and visitor statistics as well as the



lack of adequate research. Capricorn shows signs of insufficient data to adequately monitor and evaluate tourist trends and numbers and collation of information which is of grave importance for future planning as this information indicates the demand for tourist activities and which market segments are entering the area and their needs.

1.4.4.3 INSTITUTIONAL ARRANGEMENTS, COLLABORATE PARTNERSHIPS AND POLICY

Strategy 5.2: Enhance tourism through institutional arrangements, collaborative partnerships and policy.

This strategy aims at improving co-ordination of tourism thereby reducing duplications, improving effectiveness of support and interventions and improving the scope and range of tourism support and interventions. This strategy also aims at formulation of collaborative and effective partnerships to ensure that tourism is a true partnership between the public and private sector and those opportunities and mechanisms are created for collaboration between stakeholders. The strategy also holistically looks at improving budget allocations to tourism in Capricorn by implementing a system to rate and approve tourism projects, etc. Capricorn is characterised by weak and fragmented institutional arrangements and communication among tourism stakeholders is poor and uncoordinated. There is no form of regulation and no existing by-laws. This strategy addresses these shortfalls **through the proposed projects listed in 1.4.4.6 below**. A main facet that will be discussed in the institutional section below is the need for a united and collaborated tourism association to deal with the marketing component.



1.4.4.4 RESPONSIBLE TOURISM AND GREEN PRINCIPLES

Strategy 5.3: Promotion of responsible tourism and green principles in tourism development.

The aim of this strategy is to ensure that projects are set for ensuring implementation and incorporation of responsible tourism in all tourism projects through initially creating awareness and capacitation on the notion of responsible tourism and what it entails. Responsible tourism is to be embedded in marketing to create a uniform awareness and inherent duty to practice responsible tourism. In order to achieve effectiveness, businesses and tourism enterprises will be supported to incorporate responsible tourism principles. Another aspect of this strategy involves the incorporation of green principles in tourism development in Capricorn. The aim is to encourage new development and existing businesses to adhere to green principles. It also looks at providing incentives for green principles to be adhered to in Capricorn's Tourism Industry as well as to achieve long-term sustainability.

1.4.4.5 SUSTAINABLE PLANNING FRAMEWORK

Strategy 5.4: Provide a sustainable Planning Framework to guide future tourism development

This strategy relates to fast-tracking of planning processes, undertaking land audits to determine vacant land for future tourism projects and investments to occur. Bureaucratic challenges are also to be identified and addressed to facilitate tourism projects to run smoothly. A spatial framework will be necessary for planning an investment framework for future projects with potential investment areas identified. This strategy is essential for the efficient planning for



tourism in the district. At the moment no such measure exists to regulate the spatial planning processes. This process will ensure speedy roll out and ease of development.

1.4.4.6 PROPOSED INVENTIONS/ PROJECTS



Table 45: Proposed Interventions/ Projects – Strategic Cluster/ Goal 5

Strategic Cluster/Goal 5: Policy, strategy, governance, research & knowledge management monitoring and evaluation- To create an enabling institutional environment through knowledge management, developing collaborative partnerships and producing planning and regulatory measures							
Proposed Interventions/Projects per Strategy							
Strategy 5.1	Enhance and develop tourism Research and Knowledge Management to facilitate organised and well managed tourism industry	Strategy 5.2	Enhance tourism through institutional arrangements, collaborative partnerships, communication and policy	Strategy 5.3	Promotion of responsible tourism and green principles in tourism development	Strategy 5.4	Provide a sustainable Planning framework to guide and fast-track future tourism development and investment
5.1.1	Formulate a knowledge management strategy and system for collating information and visitor statistics to track demand, include audit of the amount of	5.2.1	Formulate a communication plan for collaboration and strengthening of the relationship between public and private sector	5.3.1	Create visitor awareness of responsible behaviour in communities in Capricorn and the environment	5.4.1	Facilitate fast tracking of planning processes as well as land auditing to enable development to occur

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	jobs/employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction with LTA.						
5.1.2	Provide bursaries for postgraduate research studies on tourism in Capricorn especially in the Blouberg Area.	5.2.2.	Establish a good working relationship with LTA & LEDET through a process/forum to integrate stakeholders and provide support	5.3.2	Awareness and capacity building on responsible tourism for government tourism officials and tourism marketing organisations	5.4.2	Implement improved development approval processes
5.1.3	Mandate and enforce registration of all tourism enterprises operating in Capricorn	5.2.3	Develop and implement tourism policy and by- laws on registration of tourism businesses, licences, environmental health issues, public liability insurance,	5.3.3	Embed responsible tourism messaging in marketing activities	5.4.3	Identify bureaucratic challenges and obstacles to tourism developments & address these.

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			development and location of signage and the location of craft stalls and provide guidance to LMs to formulate by-laws				
5.1.4	Develop a district tourism information system and database of all tourism attractions and products that is constantly updated and accessible to all stakeholders and make available on proposed website	5.2.4	Ensure adequate staffing is provided at district level	5.3.4	Provide support to tourism businesses and communities to implement responsible tourism	5.4.4	Development of a spatial framework with tourism nodes and corridors to focus investment
5.1.5	Partner with a recognised educational centre of excellence to conduct research to be used in tourism development in	5.2.5	Ensure cross boundary linkages with Botswana, Zimbabwe, and Mozambique.	5.3.5	Ensure that green principles are incorporated into new tourism developments	5.4.5	Develop a land use database for packaging of land to determine vacant land, undevelopable and developable land etc.

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	Capricorn as tool to track tourism development						with GPS coordinates and update regularly
5.1.6	Agree and implement institutional responsibility and capacity for research and information	5.2.6	Develop a District Marketing Organisation / Regional Tourism Organisation	5.3.6	Investigate options for the creation of incentives for the incorporation of green principles	5.4.6	Ensure a consultative process with all stakeholder authorities involved in tourism, when planning and new developments are being undertaken.
5.1.7	Implement annual performance plans	5.2.7	Provide support to ensure all LMs have tourism sector plans in place	5.3.7	Investigate the potential to link green principles to grading/award systems		
5.1.8	Develop a research programme and impact assessments to monitor and measure the attainment of targets and objectives	5.2.8	Hold a workshop/seminars with all LMs and other stakeholders to define roles and responsibilities	5.3.8	Strive towards protection of environmentally and historically significant sites.		
5.1.9	Align research to regional and national tourism	5.2.9	Oversee that Aganang LM,				

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	research templates (if or when implemented)		Molemole LM & Lepelle-Nkumpi LM have a tourism official				
5.1.10	Engage mentoring involving schools, FETs, and universities	5.2.10	Demonstrate government support for private sector initiatives				
		5.2.11	Secure and lobby funding for tourism initiatives				
		5.2.12	Provide funding support to R.T.O (LMs to provide funding to local C.T.Os)				
		5.2.13	Investigate alternative revenue generating models for tourism funding				
		5.2.14	Implement a system to rate and approve				

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			tourism projects submitted for funding				
		5.2.15	Operationalise the District Tourism Forum in conjunction with functioning CTOs and RTO				
		5.2.16	Establish a tourism development agency				
		5.2.17	Establish a relationship and partnership with existing events coordinators involved in the district events organising so as to promote local SMMEs and market the district				
		5.2.18	Facilitate an intense integrated process for RTO, C.T.Os and				

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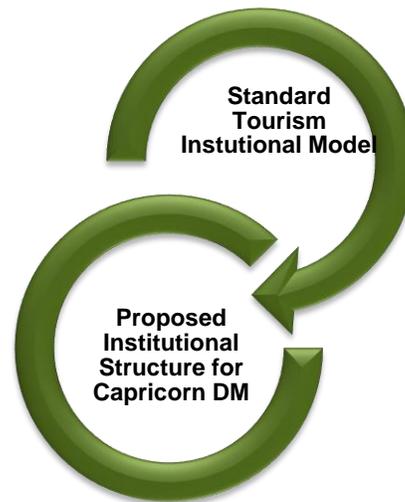
			local and district municipalities to communicate to get agreement on market thrusts and branding				
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Source: Urban-Econ



SECTION FIFTEEN: INSTITUTIONAL FRAMEWORK

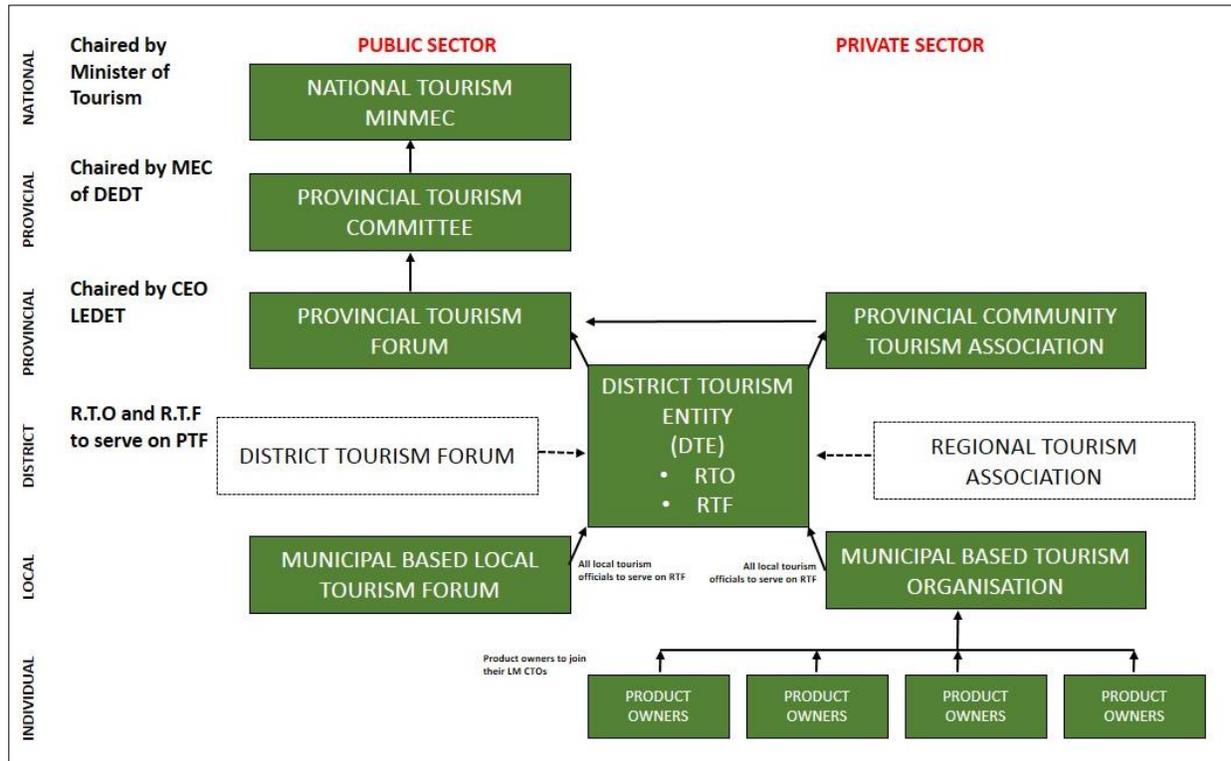
The institutional structure provides a means of a framework, which amalgamates and unites all tourism role-players and stakeholders in order to create a coordinated and robust, fully representative tourism sector to function effectively. This needs to be done in the light of adequate communication among stakeholders, as well as the strengthening of relationships to create harmony and compatibility within the Tourism Sector in Capricorn. The structure in this section is illustrated in the adjacent diagram.



15.1 STANDARDISED TOURISM INSTITUTIONAL MODEL

The diagram below illustrates an ideal institutional structure at the various tiers of government. This widely accepted structure. The below illustrated structure allows for both a private and public sector leg of tourism. These tourism bodies/organisations are separated in function yet are interrelated in communication and representation as shown by the diagramme below. These bodies are organised at the different levels of government.

The diagramme below shows the communication and hierarchy of the structure in relation to the recommended tourism bodies.



The points below provide an indication of the communication between the public and private sector.

- Product owners make up the committee of the Municipal-based community tourism organisation, whose chairperson serves on the Municipal bases Local Tourism Forum.
- The chairman of each Municipal C.T.O is to make up the District Tourism Association. The C .T.O chairpersons are then to sit in the District Tourism Forum
- The District tourism Association then sits on the Provincial Tourism Association, with the chairperson of the Provincial tourism association sitting on the Provincial Tourism Forum.



15.2 PROPOSED INSTITUTIONAL STRUCTURE FOR CAPRICORN DISTRICT MUNICIPALITY

A core thrust that Capricorn needs is a strong and united tourism marketing action integrating the diverse attractions and experiences into a unified message aimed at attracting domestic and international tourists. In order to achieve this unified approach to the marketing of the district a strong, unified and integrated institutional and organisational structure is required, which is recommended in this section of the report.

The institutional structure provides the main thrust of the strategy to address the fragmented functioning of the stakeholders collectively to avoid duplication of efforts and to market and promote Capricorn and what it has to offer and not individual experiences and products. There should be equality and just tourism operation where every tourism stakeholder receives equal attention, exposure and recognition.

One of the main challenges is that there is limited coordination at the district level to pool resources, initiatives and role players together. Limited coordination relates to both institutional arrangements and to tourism development and marketing as well as regulation. Stakeholders need to work in synergy to achieve integrated and strong tourism linkages and growth and development.

Capricorn is made up of five unique local municipalities, which implies a complex institutional structure with the various unique dynamics of the different local municipalities. A challenge faced by district is that, in not all cases are the structures in place, making it difficult for the district to have an operational structure in place, this challenge will be tackled through the framework by providing a set of recommendations to follow.

In Capricorn, not all municipalities have CTO's (namely: MoleMole LM, Lepelle-Nkumpi LM, Aganang and Blouberg LM). In line with the standard tourism institutional model described above, at the local municipal level, there should be a C.T.O and an L.T.F, which not all LMs align to for various reasons. Given these considerations of the uniqueness and complexity of institutional



arrangements at the local level, considerations for the district and local structures are made below. The considerations followed in this regard are:

- Flexibility – due to the amount of LMs and inconsistency in structure;
- Full inclusivity of all related and affected stakeholders;
- Enhanced communication and limiting duplication of efforts;
- The need for LM institutional structures to be in place to cater for individual LM needs; and
- The need for a district wide tourism association.

Tourism in Capricorn proves to have a lot of potential with an existing tourism visitor base and world renowned attractions drawing visitors to the region. With five LMs and various uncoordinated tourism bodies, associations, there is a need for flexibility of structures, increased communication and the mandatory tourism structures in place.

The following recommendations are made for tourism to function efficiently in Capricorn:

15.2.1 RECOMMENDATION 1: ESTABLISH A DISTRICT TOURISM ENTITY (DTE) TO COMBINE THE R.T.O AND R.T.F

It is recommended that a single body, a District Entity, be established at district level which consists of both a private and public sector interests. This amalgamates a Regional Tourism Association (R.T.O), and a Regional Tourism Forum (R.T.F). The district entity lies on the principle of the combining public and private sector to strengthen relationships and provides cohesion.



15.2.2 RECOMMENDATION 2: ESTABLISH A LEGAL MUNICIPAL ENTITY

The D.T.E is envisaged to function as a Municipal Owned Entity³³ established in terms of the Municipal Finance Management Act No. 56 of 2003 and Municipal Systems Act No. 32 of 2000 where the municipality has ownership, but the private sector manages and run the entity. This structure is envisaged to integrate and strengthen relations between the public and private sector as per legal requirements stipulated for the formation of a municipal entity. Municipal entity is a legal description. The main roles of the municipal entity (R.T.O) are as follows:

- Manage and Market tourism in Capricorn
- Promote tourism growth and development
- Motivation of projects (product development)
- Running of all information offices (branding, marketing outreach, distribution)
- Would appoint CEO and staff
- Provide a secretariat function to the R.T.F
- Membership Update and Signing up of New Members
- Provide Tourism Advisc to Existing and New Members
- Coordinate Training and Workshop for participants in the Tourism Sector
- Monitor Compliance to District and Local Tourism Policies by Established and New Entrants to the Local Tourism Operator Industry

³³ 'A municipal entity is a mechanism used by a municipality to deliver services to its community. Each municipal entity is an "organ of state" and must comply with the legislative framework which ensures accountability, transparency and consultative processes, similar to requirements that apply to a municipality in its own right. Municipal entities are accountable to the municipality or municipalities (e.g. a multijurisdictional entity) that established the entity. The entity must perform according to a service delivery agreement and performance objectives set by the municipality. As their debts, liabilities and decisions are made on behalf of the municipality they may be disestablished if they fail to perform satisfactorily or if they experience serious or persistent financial problems' (As per National Treasury definitions).



15.2.3 RECOMMENDATION 2: FLEXIBLE LOCAL STRUCTURES

At local level, local municipalities and the respective private sector owners should be allowed sufficient flexibility to develop their own structures based on individual municipality needs. The C.T.Os however, have sitting power or can become board members of the R.T.O and the L.T.Fs can be a part of the R.T.F.

The aim of these institutional structures is to facilitate equal access to opportunities by local communities, ensure legal requirements and establish linkages between private sector, communities and government. The concept of Community-Based Tourism Associations is advocated by the White Paper on the Development and Promotion of Tourism in South Africa (1996). These structures need to be developed and put into place in order for the R.T.O to function effectively. Local tourism officials need to have an honorary seat at C.T.O meetings etc. and private sector needs representation at the L.T.F in order to strengthen and build relationships between public and private sector. However, it is ideal for each local municipality to have a C.T.O to represent on the R.T.O.

15.5.4 RECOMMENDATION 4: TOURISM OFFICIALS

All municipalities (district and local) must have a departmental responsibility for tourism and a resource allocation.



SECTION SIXTEEN: IMPLEMENTATION FRAMEWORK

The previous phases which make up the contextual, situational analysis and the strategic development framework have formed the basis for the current phase, namely the Implementation Framework. The implementation plan comprises of the final phase of the Review and Development of the Tourism Growth Strategy for the Capricorn District Municipality. This phase consists of the identified tourism projects deriving from the previous strategy development phase. The implementation plan also consists of a set of prioritisation principles which the identified projects will be assessed against with the aim of selecting five anchor projects to be implemented within the short term (0-5 years). Once projects are prioritised and selected, a project sheet will be drawn up for each project which identifies the stakeholder, funding sources, budget requirements and project activities that need to take place in order for the project to be successful. The implementation plan details key performance indicators for monitoring and evaluation purposes.

The overarching aim of the implementation framework is to produce an implementation plan that will highlight potential investment areas that Capricorn District Municipality needs to focus investment on to ensure sustainable and responsible tourism development.

Objectives

The objectives of this phase are as follows:

- To formulate a development and management plan as well as institutional structures relevant to achieving growth in Capricorn
- To determine seven prioritized projects
- To formulate prioritisation principles for projects identified
- To prioritise interventions/ projects
- To formulate an implementation plan aligned to the strategic framework and informed by the situational analysis



- To provide a monitoring and evaluation tool for each project

Methodology, Process and Structure

To this end a series of interactions with product owners, via telephone, a workshop and an online survey together with personal interviews has taken place. The figure below shows the process of the project and its different phases.

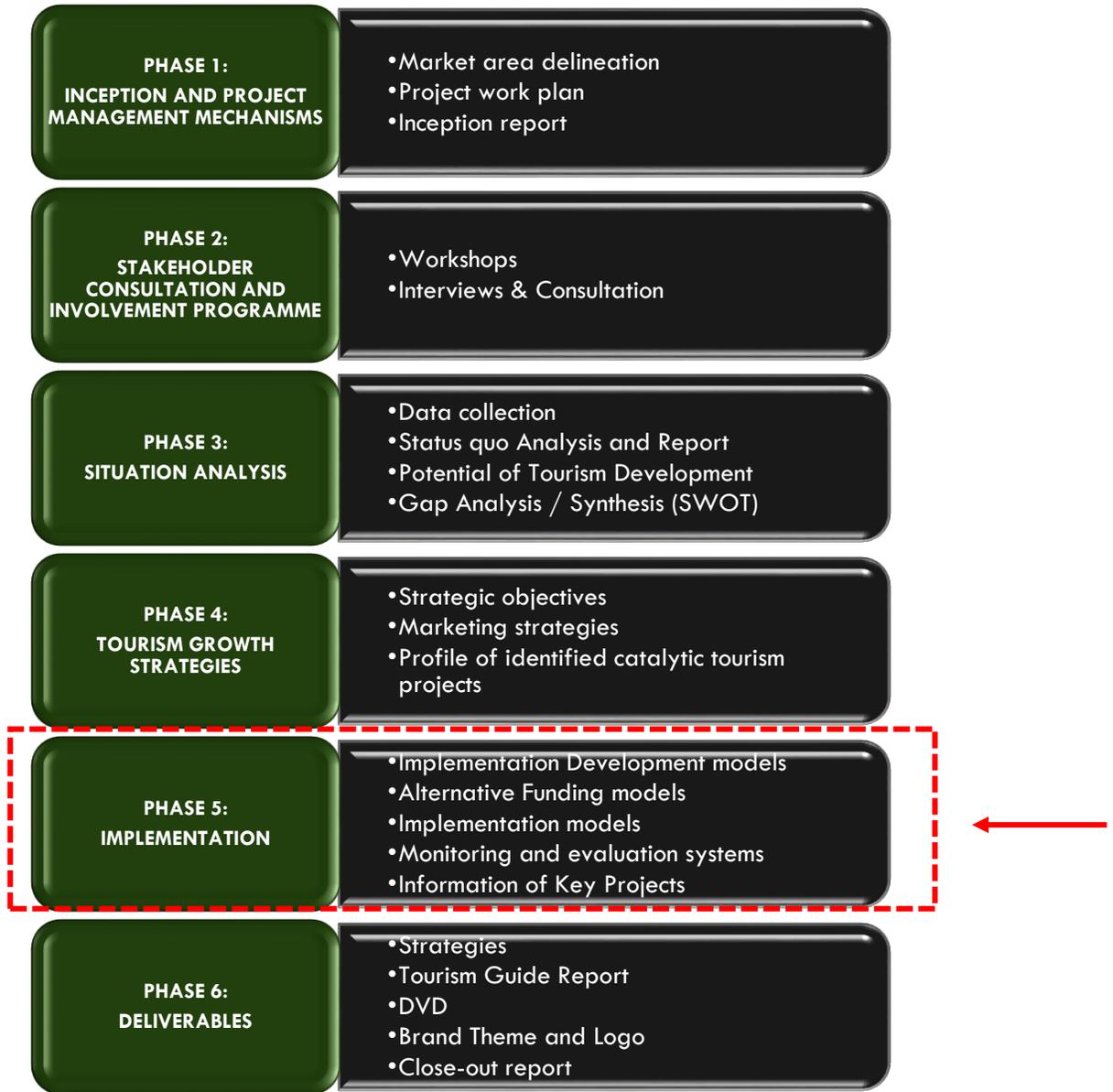
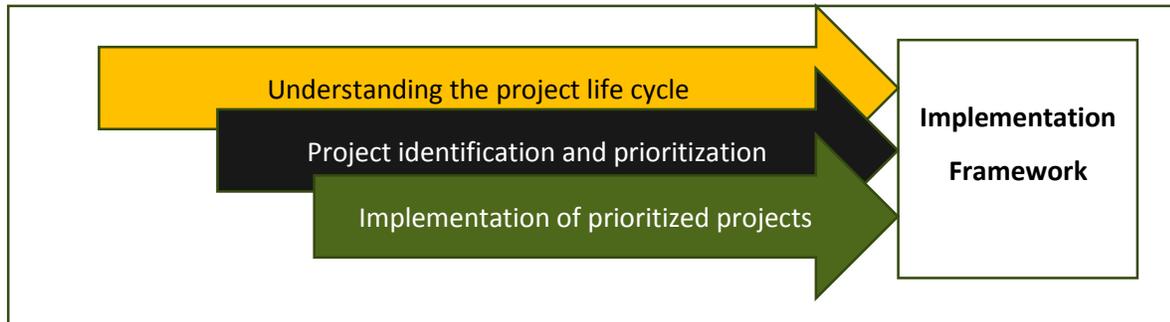


Figure 49: Methodology

Source: Urban-Econ



The structure of this report is as follows:



16.1 PROJECT PRIORITISATION PRINCIPLES

This section identifies appropriate prioritisation principles and assessment criteria against which the projects identified will be prioritised. This is done in order to gain a realistic amount of projects which can be implemented immediately to spur tourism growth and development in Capricorn DM in the short term. These immediate actions will not relinquish the other identified projects but are seen as important to take place in the short term and to provide a foundation and enabling environment for future projects and increase visitor numbers. Also, due to scarce resources, capacity, time and funding, it is not possible to pursue all projects immediately.

The aim of prioritisation is to determine which project will have the highest impact on tourism in accordance to the criteria. The ultimate aim of this section is to identify six specific projects. These will be based on the criteria displayed in Figure 50 which revolves around the responsible tourism approach and principles.



Figure 50: Sustainable and Responsible Framework

Source: Urban-Econ

The four principles and assessment criteria are described below:

Table 46: Four principles and assessment criteria

Criterion 1: Tourism and Economic Impact

- Does the products jump start tourism in the area?
- Is the project self-sustainable?
- Does the product draw in new market segment/s?
- Will there be a high direct volume of monthly tourists?
- Will there be a high direct average spend per tourist per visit?
- Does the project have the ability to attract other activities to the region?



- Does the project create and / or strengthen forward or backward linkages with other activities or sectors in order to generate a maximum multiplier effect?
- Does the project impact sufficiently on tourism and economic growth development?
- Does the project have the potential to establish linkages with existing activities and surrounding regions?
- Does the project have the capacity to create multiple advantages within the region?
- Does the project exploit the comparative advantages (e.g. locational and resource based) of the area?
- Does the project have sufficient income generating potential?

Criterion 2: Transformation, Skills and Job Creation, Business Retention and Support

- Does the project empower the local community through skills development and capacity building?
- Does the project allow for local participation and involvement in tourism projects?
- Does the project allow for employment creation within the tourism sector?
- Does the project support emerging tourism businesses?
- Opportunities for SMME Development?

Criterion 3: Strategic Importance for tourism in Capricorn DM

- Does the project align with the requirements / expectations of the local / recipient community?
- Does the project comply with the IDP principles of the areas/ Limpopo Provincial Tourism Growth Strategy?
- Does the project contribute to the integration of economic spatial/nodal development?
- Does the project increase the level of service availability and quality?
- Is there a demand for the product/service?
- Does the project have an impact on poverty and rural tourism development?
- Does the project promote sustainable and responsible tourism?

Criterion 4: Enabling Environment

- Does the project relate to infrastructural change and enhancement?
- Does the project protect the integrity of the natural environment?



- Does the project create an enabling environment for businesses and people?

Source: Urban-Econ

It is important to note that priority projects are also influenced by stakeholder consultation and potential funders.

16.2 PRIORITY PROJECTS

Based on the criteria a number of priority projects were chosen from a list of initial projects which have been identified through the strategic framework above. All identified projects are listed in Annexure C from which priority projects have been chosen. The chosen priority projects are listed in the following figure:

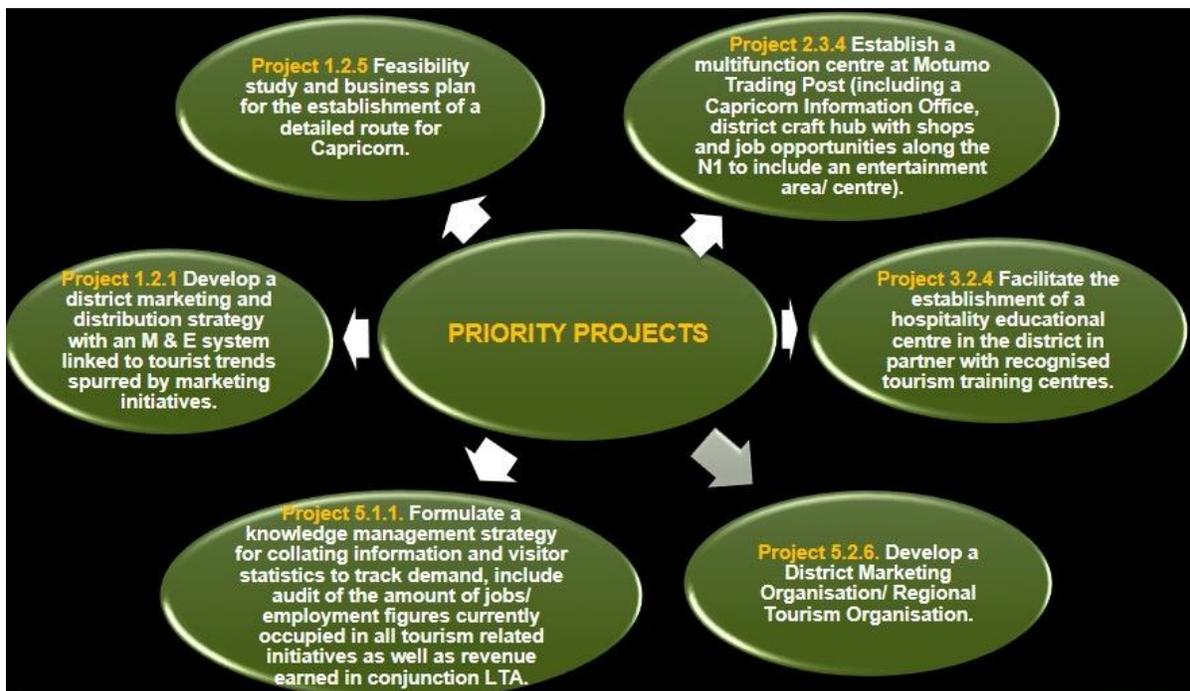


Figure 51: Identified Priority Projects

Source: Urban-Econ



In the following section an implementation plan and monitoring and evaluation framework has been completed for each of these projects. It is from this list that the six projects are chosen for purposes of completing a mini business plan, which will follow. The priority projects are as follows:

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Table 47: List of Identified Priority Projects

1.	1.1.2	Create an Events Calendar and strategy for the district.
2.	1.1.3	Develop a district tourist guide with details of attractions, accommodation establishments, travel agents contacts numbers, a fully detailed map etc.
3.	1.1.4	Develop a district tourism website with a data base of all attractions, and products as well as potential investments
4.	1.1.6	Develop a cell phone Application which acts as a tourism office <i>in your tourists pocket</i> including information about attractions, facilities and photos.
5.	1.1.21	Develop a Tourism DVD promoting tourism attractions
6.	1.2.1	Develop a district marketing strategy with a M&E system linked to tourist trends spurred by marketing initiatives
7.	1.2.2	Develop a District wide tourism theme and logo
8.	1.2.5	Feasibility study and Business Plan for the establishment of a detailed route for Capricorn
9.	2.1.3	Develop and support eco-tourism and heritage initiatives at Blouberg LM.
10.	2.1.8	Rehabilitate the Capricorn Needle to its former glory.
11.	2.1.9	Develop interpretation centres to promote rock art in support to Blouberg LM – Incorporate these types of projects with the other LMs.
12.	2.1.10	Develop an environmental interpretation centre in the district linked to a nature/ game reserve (e.g. Lekgalameetse Nature Reserve/ Polokwane Game Reserve/ Mogoshi Mountain).
13.	2.2.7	Investigate the potential of Avi-tourism and a birding route linked between the various bird sanctuaries e.g. Zanna Bird and Reptile Park, Polokwane Bird Sanctuary, Moletjie Bird Sanctuary and Moletzie Bird Sanctuary.
14.	2.4.3	Develop an investment promotion strategy and package potential projects
15.	2.5.1	Engage SAPS in tourism awareness and tourist protection in Capricorn DM and throughout LMs
16.	2.6.2	Development and promotion of universal accessibility tourism standards and apparatus and marketing of accessible tourism
17.	3.1.2	Facilitate continuous SMME and Business Support to tourism role-players (e.g. Crafters) through a development programme.
18.	3.1.7	Develop a local procurement strategy linked to local SMMEs and local product owners
19.	3.1.8	Encourage mentoring between emerging and established tourism product owners

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20.	3.2.2	Facilitate a district tourism skills audit and development plan to guide and involve LMs
21.	3.2.4	Facilitate the establishment of a hospitality educational centre in the district in partner with recognised tourism training centres
22.	3.2.6	Create a 'one-stop-shop' where learners and students can access accurate information preferably at a local library or tourism office
23.	3.3.1	Conduct workshops on continuous professional development for current tourism staff
24.	3.3.5	Develop a system of grading and standards through the Tourism Grading Council of South Africa or SATOUR for all accommodation, catering and other service providers including info centres and an M&E system to ensure compliance (e.g. Tourism inspector)
25.	3.3.10	Periodic training and workshops held for ward councillors and traditional leaders educating about tourism
26.	4.1.1	Start a district wide 'clean up' campaign championed by LMs, guided by DM
27.	4.2.6	Develop a district wide tourism and advertising signage policy, investment and communication framework to systematically guide allocation maintenance and provision of signage.
28.	5.1.1	Formulate a knowledge management strategy and system for collating information and visitor statistics to track demand, include audit of the amount of jobs/employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction with LTA.
29.	5.2.6	Develop a District Marketing Organisation / Regional Tourism Organisation
30.	5.2.9	Oversee that Aganang LM, Molemole LM & Lepelle-Nkumpi LM have a tourism official and a Local Tourism Forum (LTF) as per provincial requirement
31.	5.3.5	Ensure that green principles are incorporated into new tourism developments
32.	5.4.1	Facilitate fast tracking of planning processes as well as land auditing to enable development to occur

Source: Urban-Econ



16.3 PRIORITY PROJECTS: IMPLEMENTATION PLAN AND MONITORING AND EVALUATION FRAMEWORK

The monitoring and evaluation framework consists of 36 of the projects listed above. These are priority projects chosen according to evaluation undertaken in the implementation framework above. The monitoring and evaluation framework provides a tool to manage and monitor the various listed projects to aid with key implementation objectives. The M&E framework consists of potential outcomes and KPIs for each of the priority projects for which to measure progress on, possible implementing agents and role players who are likely to be involved in the project as well as indicative budgets, potential funding sources and an indicative time frame. Time frames are purely indicative and will depend on the circumstances facing the district at any given moment in time, as well as availability of finance and funding approvals etc.

For purposes of priority projects, and to avoid duplication of projects, projects have been combined where possible. Please note that not all projects can take place in its entirety, and relate and overlap with other project activities and outcomes. The reason for stating all possible projects with this knowledge is to emphasise the importance of all projects to ensure full representation of all potential projects.

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Table 48: Implementation Plan and Monitoring Framework - Cluster/ Goal 1

Strategic Cluster/ Goal 1: Marketing- Develop an effective and efficient marketing system to increase visitor numbers into Capricorn D- tourism growth and development.						Time Frame				
Strategic Thrust	Project/ Intervention	Outcome/ K.P.I	Implementing Agents	Budgets	Potential Funding Source	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Strategy 1.1: Improve general marketing in Capricorn through varied marketing tools, information offices and adequate distribution	1.1.2 Create an Events Calendar and strategy for the district.	<ul style="list-style-type: none"> • Creative annual events calendar compiled with input from each LM • 2 new annual events introduced • Communications networks established with external events coordinators. • Events calendar promoted, distributed and advertised in line with marketing and distribution strategy. • Minutes of RTO meetings. • Events strategy and plan in place. • A minimum of 50% of local SMMEs promoted and utilized at events • Funding strategy determined. 	Capricorn DM, proposed RTO, CTOs, service provider, LM's	R 500 000	LEDET, LEDA, LTA, sponsorships from businesses, RTO	✓	✓			
	1.1.3 Develop a district tourist guide with details of attractions, accommodation	<ul style="list-style-type: none"> • Service provider appointed • GIS Maps of Capricorn divided into user friendly sections 	Capricorn DM, service provider, LMs	R 50 000		✓				

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	<p>establishments, travel agents contacts numbers, a fully detailed map etc.</p>	<ul style="list-style-type: none"> • GPS Coordinates of attractions • Information on attractions • List of accommodation establishments • List of LEDET registered tour operators • List of car rental agencies, shopping centres, emergency information etc. • Distributed at key tourist points throughout the DM. 							
	<p>1.1.4 Develop a district tourism website with a data base of all attractions, and products as well as potential investments</p>	<ul style="list-style-type: none"> • Website designer appointed and payment schedule agreed upon. • Website created according to branding and available data bases with guidelines given from the DM to the web designer. 	<p>Proposed Capricorn DM, RTOs, LMs, service provider</p>	<p>R 80 000</p>	<p>Capricorn DM, RTO</p>	<p>✓</p>			
	<p>1.1.6. Develop a cell phone Application which acts as a tourism office <i>in your tourists pocket</i> including information about attractions, facilities and photos.</p>	<ul style="list-style-type: none"> • Website designer appointed and payment schedule agreed upon. • Application development and mobile web development and social networking. • Application to link up with website. • Image gallery. • GPS coordinates to link with Google Maps (GPS system). 	<p>Proposed Capricorn DM, RTOs, LMs, service provider</p>	<p>R 80 000</p>	<p>Capricorn DM, RTO</p>		<p>✓</p>		

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Strategy 1.2: Ensuring route development, branding and marketing cohesion	1.1.21 Develop a Tourism DVD promoting tourism attractions	<ul style="list-style-type: none"> • User friendly and easy to access / download from App store. • Updated information on attractions, accommodation establishments and other tourism amenities. • Information needs to continually be updated. 							
	1.2.1 Develop a district marketing strategy with a M&E system linked to tourist trends spurred by marketing initiatives	<ul style="list-style-type: none"> • Service provider appointed • Voice over function to be done by a Capricorn born person. • Duration 5 -7 minutes. • Capturing all the tourism highlights of the area. • Distributed at key tourist points throughout the DM. • Distribute and show at annual exhibitions such as the Tourism Indaba. 							
	1.2.1 Develop a district marketing strategy with a M&E system linked to tourist trends spurred by marketing initiatives	<ul style="list-style-type: none"> • Website created according to branding and available data bases with guidelines given from the DM to the web designer • Quarterly campaigns, seminars and road shows held, with a detailed outcomes analysis. 	Capricorn DM – Proposed RTO, LMs, LTA	R 1.6 million	LEDET, LEDA, LTA, sponsorship from businesses, RTO.				

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- Adequate and effective marketing material produced.
- Distribution outlets and system identified and utilised, with an M & E system in place.
- Seasonal market segment research conducted.
- Upgraded municipal tourism information offices, inclusive of community initiatives and creativity.
- District theme and logo aligned.
- Relations with international outbound tour operators created.
- Information districted at local service providers and attractions.
- Engaged community marketing initiatives.
- Area marketing project initiated through packaged experiences for tour operators.
- Events calendar.
- Website designed and consistently updated and linked to LM websites.

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	<ul style="list-style-type: none"> • Niche tourism experience packaged to core experiences. • Marketing tools explored and adopted (e.g. Social media such as Facebook and a Discover Capricorn cell phone application). • Communication plan with surrounding attractions and districts put in place to ensure aligned and linked marketing (Open Africa, LMs). • Route Plan implemented. • Capricorn collective history documented and updated. • Indaba stand successfully and fully representative from all LMs. • Experience based marketing ensured. • Number of international and national trade shows, road shows, and conferences marketed at and effectiveness documented. 									
	<p>1.2.2. Develop a District wide tourism theme and logo</p>	<ul style="list-style-type: none"> • Appoint service provider 	<p>Capricorn DM, LMs, SAT,</p>	<p>R 50 000</p>	<p>Capricorn DM</p>	<p>✓</p>				

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	<ul style="list-style-type: none"> • Logo and theme to fully represent tourism in the Capricorn District • Aligned with provincial and national requirements • Implemented into all LMs and tourism offerings in the district. 	<ul style="list-style-type: none"> • 5 New route projects identified • All routes identified are amalgamated • All routes themed accordingly • All routes mapped with GPS coordinates • Monthly meetings held with all affiliated stakeholders. • Institutional structure in place and route participants identified 	service provider							
	1.2.5 Feasibility study and Business Plan for the establishment of a detailed route for Capricorn	<ul style="list-style-type: none"> • 5 New route projects identified • All routes identified are amalgamated • All routes themed accordingly • All routes mapped with GPS coordinates • Monthly meetings held with all affiliated stakeholders. • Institutional structure in place and route participants identified 	Capricorn DM, proposed RTO, LMs, LTA, LEDET	R 350 000	LEDET, LEDA, LTA, sponsorships from businesses, Open Africa.					

Source: Urban-Econ



Table 49: Implementation Plan and Monitoring Framework - Cluster/ Goal 2

Strategic Cluster/Goal 2: Product Development and Support Services-Establish and support key Product Development initiatives to enhance the diversity of tourism and to improve the perception of the tourism industry in Capricorn and accommodate accessibility tourism and drive investment promotion						Timeframe			
Strategic Thrust	Project/ Intervention	Outcome/ K.P.I	Implementing Agents	Budgets	Potential Funding Source	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
Strategy 2.1: Develop and Enhance Core nature-based tourist experience (iconic natural scenic tourism experiences)	2.1.3. Develop and support eco-tourism and heritage initiatives at Blouberg LM.	<ul style="list-style-type: none"> Communication with Blouberg LM and Open Africa Needs identified and addressed 	Blouberg LM, Capricorn DM, LTA	R 100 000	LTA, Capricorn DM, Blouberg LM	✓			
	2.1.8. Rehabilitate the Capricorn Needle to its former glory.	<ul style="list-style-type: none"> Identify role players and engage communication. Involve the community in all decision making. Cultivate a sense of pride among community members. Job creation for community members. Needs analysis undertaken and addressed. 	Molemole LM, Capricorn DM, Molemole community	R 250 000	Capricorn DM, LEDET		✓		

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Strategy 2.2: Develop Niche Tourism Experiences to contribute to a diverse and	2.1.9. Develop interpretation centres to promote rock art in support to Blouberg LM – Incorporate these types of projects with the other LMs.	<ul style="list-style-type: none"> Minutes of meetings held as determined by stakeholders. 								
	2.1.10 Develop an environmental interpretation centre in the district linked to a nature/ game reserve (e.g. Lekgalameetse Nature Reserve/ Polokwane Game Reserve/ Mogoshi Mountain).	<ul style="list-style-type: none"> Identify role players and engage communication. Needs analysis undertaken and addressed. Feasibility study undertaken to link heritage interpretation centres. Minutes of meetings held as determined by stakeholders. 								
	2.2.7 Investigate the potential of Avi-tourism and a birding route linked between the	<ul style="list-style-type: none"> Needs analysis undertaken and addressed Feasibility study undertaken to link to environmental interpretation centre. 	Polokwane LM, Lepelle-Nkumpi LM, Aganang LM, Capricorn LM, LEDET, LEDA, LTA	R 2 000 000	LEDET, LEDA, Capricorn DM, Polokwane LM, Lepelle-Nkumpi LM & Aganang LM.		✓	✓	✓	
	2.2.7 Investigate the potential of Avi-tourism and a birding route linked between the	<ul style="list-style-type: none"> Identify stakeholders Identify possible route Conducted a feasibility study 	Capricorn DM, proposed RTO, LMs, LTA, LEDET	R 500 000	LEDET, LEDA, LTA, sponsorship from businesses, RTO.			✓	✓	

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<p>unique tourist experience</p>	<p>various bird sanctuaries e.g. Zanna Bird and Reptile Park, Polokwane Bird Sanctuary, Moletjie Bird Sanctuary and Moletzie Bird Sanctuary.</p>	<ul style="list-style-type: none"> • Obtain by in from key role players • Conduct an Avi-Route strategy with an implementation plan • Ensure that the route is properly marketed • Ensure district theming is used throughout the route 								
<p>Strategy 2.3: Enhance Tour Operating services, hospitality and accommodation to support the Capricorn tourism industry</p>	<p>2..3.4 Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office, district craft hub with shops and job opportunities along the N1 to include an entertainment area/ centre.)</p>	<ul style="list-style-type: none"> • Institutional structure in place and route participants identified • Craft centre constructed • Management and operational plan in place • M & E System in place • Identify satellite tourism information offices in Capricorn • Information center constructed in accordance with VIC strategy • Procure passionate and qualified staff and procure 	<p>Capricorn DM</p>	<p>R 5 500 000</p>	<p>Capricorn DM, LEDET, LTA, LEDA</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>		

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		<p>SMMEs to conduct business within the vicinity in accordance with Procurement strategy and Craft and Visual exhibition in conjunction with DAC</p> <ul style="list-style-type: none"> • Support provided to Craft and Visual exhibition in conjunction with DAC by holding exhibitions and events • Support provided to Craft and Visual exhibition in conjunction with DAC by holding exhibitions and events 								
<p>Strategy 2.4: Ensure Investment promotion of tourism in Capricorn</p>	<p>2.4.3 Develop an investment promotion strategy and package potential projects</p>	<ul style="list-style-type: none"> • Investment promotion strategy complete. • Potential tourism projects packaged. 	<p>Capricorn DM</p>	<p>R 500 000</p>	<p>LEDET, LTA, Capricorn</p>					
<p>Strategy 2.5: Enhance safety and security in the district to support crime free tourism in Capricorn</p>	<p>2.5.1 Engage SAPS in tourism awareness and tourist protection in Capricorn DM and</p>	<ul style="list-style-type: none"> • Safety and Security Plan drawn up and implemented by SAPS 	<p>Capricorn DM. SAPS</p>	<p>R 600 000</p>	<p>Capricorn DM, LMs, SAPS</p>					

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Strategy 2.6: Promote and Accommodate Accessible tourism	throughout LMs									
	2.6.2 Development and promotion of universal accessibility tourism standards and apparatus and marketing of accessible tourism	<ul style="list-style-type: none"> Status quo of tolerance of accessible tourism in Capricorn Standards identified and implemented in at least 50% of attractions through incentive related methods of encouragement. Provision made for accessible infrastructure at public attractions. Integrated marketing of accessible tourism through district destination marketing. M & E system in place and operational. 	Capricorn DM	R 200 000	NDT, LEDET, Capricorn DM, LMs.				✓	

Source: Urban-Econ

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Table 50: Implementation Plan and Monitoring Framework - Cluster/ Goal 3

Strategic Cluster/Goal 3: People Development- To enrich the tourism industry role-players through skills enhancement and awareness, capacity building, SMME support and transformation and provision of quality Tourism Experiences service excellence.						Timeframe				
Strategic Thrust	Project/ Intervention	Outcome/ K.P.I	Implementing Agents	Budgets	Potential Funding Source	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020
Strategy 3.1: Encourage and ensure transformation of the Capricorn tourism industry	3.1.2 Facilitate continuous SMME and Business Support to tourism role-players (e.g. Crafters) through a development programme.	<ul style="list-style-type: none"> Development programme/ support strategy formulated with a needs assessment Location form which to administer support through support desks identified (support provided at tourism hub) Support information distribution to SMMEs and co-ops facilitated M & E and feedback system implemented Constantly updated database Percentage of SMMEs with access to funding, infrastructure, advertising and representation 	Capricorn DM, LMs	R 600 000	Capricorn DM, LEDET, LMs				✓	✓

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Strategy 3.2: Stimulate a tourism culture through tourism awareness and education across the district		<ul style="list-style-type: none"> Number of training workshops, seminars held, Language barrier addressed. 								
	3.1.7. Develop a local procurement strategy linked to local SMMEs and local product owners	<ul style="list-style-type: none"> Procurement strategy in place Potential linkages of retail of arts and crafts identified and feasibility and business plan drawn up. Retail of SMME products with sustained turnover and capacity. 	Capricorn DM	R 500 000	Capricorn DM, LEDET, LMs, DAC, DTI				✓	
	3.1.8 Encourage mentoring between emerging and established tourism product owners	<ul style="list-style-type: none"> Development programme/ support strategy formulated with a needs assessment Location for mentoring established Feedback system 	Capricorn DM, LMs, TEP.	R 350 000	TEP, Capricorn DM, LMs.		✓	✓		
	3.2.2. Facilitate a district tourism skills audit and development plan to guide and involve LMs	<ul style="list-style-type: none"> Skills audit and needs assessment completed 	Capricorn DM, LMs	R 200 000	Capricorn DM, LMs			✓		
	3.2.4 Facilitate the establishment of a	<ul style="list-style-type: none"> Role players identified Feasibility study and business plan completed 	Capricorn DM, LMs, TEP, Dept. of Education.	R 20 000 000	Dept. of Education, LEDET, Capricorn			✓	✓	✓

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Strategy 3.3.: Ensure Quality Tourist Experiences and service excellence	hospitality educational centre in the district in partner with recognised tourism training centres	<ul style="list-style-type: none"> Hospitality educational centre established Potential satellite offices identified. 			DM, LMs, National Lottery, CATHSSET A.					
	3.2.6 Create a 'one-stop-shop' where learners and students can access accurate information preferably at a local library or tourism office	<ul style="list-style-type: none"> Needs assessment and analysis Resource centre constructed Resources continually updated Loan system Appointment of staff 	Capricorn DM, LMs, TEP, Dept. of Education.	R 1 000 000	Dept. of Education, LEDET, Capricorn DM, LMs, National Lottery, CATHSSET A.	✓	✓	✓		
	3.3.1 Conduct workshops on continuous professional development for current tourism staff	<ul style="list-style-type: none"> Development programme/ support strategy formulated with a needs assessment Location from which to administer support through (e.g. Motumo Trading Post) Location(s) from which to conduct workshops IT systems and necessary infrastructure Language barrier addressed 	Capricorn DM, LMs, TEP, SAT, TGSA	R 1 000 000	LEDET, Capricorn DM, LMs, National Lottery, CATHSSET A.	✓	✓	✓	✓	✓
	3.3.5 Develop a system of grading and	<ul style="list-style-type: none"> Unified grading measure identified 	TGSA, SATOUR, Service	R 210 000	TGSA, SATOUR, Service		✓			

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2015



<p>standards through the Tourism Grading Council of South Africa or SATOUR for all accommodation, catering and other service providers including info centres and an M&E system to ensure compliance (e.g. Tourism inspector)</p>	<ul style="list-style-type: none"> Guidelines distributed to businesses with incentives 70% of businesses abide to grading standards M & E system in place 	<p>provides, Capricorn DM</p>		<p>provides, Capricorn DM</p>					
<p>3.3.10 Periodic training and workshops held for ward councillors and traditional leaders educating about tourism</p>	<ul style="list-style-type: none"> Development programme/ support strategy formulated with a needs assessment Location from which to administer support through (e.g. Motumo Trading Post) Location(s) from which to conduct workshops IT systems and necessary infrastructure <p>Language barrier addressed</p>	<p>Capricorn DM, LMs, TEP, SAT, TGSA</p>	<p>R 1 000 000</p>	<p>LEDET, Capricorn DM, LMs, National Lottery, CATHSSET A.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

Source: Urban-Econ



Table 51: Implementation Plan and Monitoring Framework - Cluster/ Goal 4

Strategic Cluster/Goal 4: Tourism Infrastructure Investment Framework-To create a favourable built tourism environment to become conducive to growth and development and to boost investor confidence						Timeframe				
4.1.1. Start a district wide 'clean up' campaign championed by LMs, guided by DM	<ul style="list-style-type: none"> Clean-up campaign established Clean up plan of action in place Feedback received 	SAT, Capricorn DM, LMs.	R 10 000	Private tourism establishments, LMs		✓				
4.2.6 Develop a district wide tourism and advertising signage policy, investment and communication framework to systematically guide allocation maintenance and provision of signage.	<ul style="list-style-type: none"> Signage Policy Completed and implemented Linkages made with LEDET and compliance adhered to 	Dept. of Tourism, LEDET, Capricorn DM, LMs.	R 600 000	Dept. of Tourism, LEDET, Capricorn DM.		✓				

Source: Urban-Econ



Table 52: Implementation Plan and Monitoring Framework - Cluster/ Goal 5

Strategic Cluster/Goal 5: Policy, strategy, governance, research & knowledge management monitoring and evaluation- To create an enabling institutional environment through knowledge management, developing collaborative partnerships and producing planning and regulatory measures						Timeframe			
5.1.1. Formulate a knowledge management strategy and system for collating information and visitor statistics to track demand, include audit of the amount of jobs/employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction with LTA.	<ul style="list-style-type: none"> • Strategy formulated and system in place • Role players identified • Buy in obtained from all role players/ service providers/ LMs to implement and adhere to system formulated. • District database in place to collate all information obtained by role players. • M & E system in place to ensure compliance and to analyse information • Analysis and updating of information seasonally. 	Capricorn DM, LMs, tourism service providers	R 300 000	LEDET, IDC, COGTA, Capricorn DM, LMs		✓	✓		

CAPRICORN DISTRICT MUNICIPALITY
TOURISM GROWTH STRATEGY
2015



<p>5.2.6. Develop a District Marketing Organisation / Regional Tourism Organisation</p>	<ul style="list-style-type: none"> • RTO established and agreement signed and forum operational • Constitution drawn up and implemented 	<p>LEDET, Capricorn DM, service providers, LMs.</p>	<p>R 4 000 000</p>	<p>n/a</p>	<p>✓</p>				
<p>5.2.9. Oversee that Aganang LM, Molemole LM & Lepelle-Nkumpi LM have a tourism official and a Local Tourism Forum (LTF) as per provincial requirement</p>	<ul style="list-style-type: none"> • Identify local municipalities with difficulty formulating a LTF and assist with support. 	<p>Capricorn DM, LMs.</p>	<p>R 100 000</p>	<p>n/a</p>	<p>✓</p>				
<p>5.3.5 Ensure that green principles are incorporated into new tourism developments</p>	<ul style="list-style-type: none"> • Green Principles for a new development determined • Incentives investigated and determined and linked to grading system • Awareness created through seminars and campaigns • Green principles marketed to service providers • Monitoring and evaluation system in place 	<p>Capricorn DM, LMs, LTFs, service providers</p>	<p>R 250 000</p>	<p>Capricorn DM</p>			<p>✓</p>	<p>✓</p>	

CAPRICORN DISTRICT MUNICIPALITY
TOURISM GROWTH STRATEGY
2015



	5.4.1 Facilitate fast tracking of planning processes as well as land auditing to enable development to occur	<ul style="list-style-type: none"> Planning processes related to tourism development prioritised through speedy planning processes. Land constantly audited and availability determined. 	LEDET, LEDA, LTA, Capricorn DM, LMs, service provider.	R 250 000	LEDET, LEDA, LTA, Capricorn DM, LMs		✓	✓	✓	✓
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Source: Urban-Econ



16.4 CAPRICORN PERFORMANCE INDICATORS

The following table provides baseline values and targets as key tourism indicators in Capricorn DM with estimated projections of future tourism development to be used as a monitoring and evaluation tool to track progress of tourism development in Capricorn. These indicators are based on baseline data derived from the SAT Domestic Survey (2011, 2012 & 2013) and an annual report written by LTA. The estimated baseline figures presented for Capricorn DM have been derived from various sources which are described in the table, however, in many cases values could not be derived due to lack of information. A product owner survey was conducted throughout the process of this project and was unsuccessful. This lack in information is critical to the success of the tourism sector in Capricorn DM. Therefore, it is noted that it is necessary to gather information in order to form accurate indicators and targets which indicate demand for tourism and could also indicate growth trends and characteristics. The projections in the table below are based on the current growth rate of tourism nationally, in Limpopo and in Capricorn DM. Where there is no baseline data available, the data needs to be researched.

Table 53: Performance Indicators

Trends	2011	2012	2013	% Change 2011-2013
International Tourists to South Africa				
Arrivals (RSA)	8 339 354	9 188 368	9 616 964	4.7%
Revenue (RSA)	R71bil	R76.2bil	R74,3bil	-4.0%
Spending per tourist	R8 900	R8 500	R7 600	-10.6%
Length of stay	8.3	7.7	8.7	13%
Bed nights	66.2mil	67.5mil	79.9mil	18.4%
Limpopo Tourist Share				
Limpopo arrivals share	1 009 562	1 206 147	1 472 173	22.05%
Limpopo arrivals % share	12.1%	13.1%	15.3%	2.2%
Limpopo revenue share	R 3.7 billion	R 3.7 billion	R 3.5 billion	-5.4%
Limpopo day trips share	18 million	33 million	32 million	-3.03



Limpopo day trips % share	8%	7%	10%	42.85%
Limpopo bed night share	3 454 139	3 354 922	3 967 088	18.24%
Limpopo bed nights % share	5.2%	5.0%	5.0%	0%
Capricorn DM Tourist Share				
Capricorn arrivals share	No baseline data available	928	No baseline data available	-
Capricorn arrivals % share	No baseline data available	38.7%	No baseline data available	-
Capricorn revenue share	No baseline data available			
Capricorn day trips share	No baseline data available			
Capricorn day trips % share	No baseline data available			
Capricorn bed night share	No baseline data available			
Capricorn bed nights % share	No baseline data available			

Source: South African Departure Survey 2013

There is a definite gap to collect tourism data at district level in the Capricorn Region. This will be suggested as a priority project in collaboration with Limpopo Tourism Agency.



16.5 INDICATIVE CASH FLOW

The table below is broken down into funds which would need to be allocated from a district budget and from outsourced funding. The indicative budgets and cash flow presented in the table are only calculated for the priority project list. Budgets allocated for the DM are understood to be indicative of what amount is actually needed to manage tourism adequately in Capricorn. However should the yearly amount for the district responsibility be too high for available funding, money is to be lobbied and outsourced to carry through allocated tasks.

Currently the tourism budgets as per IDP allocation:

CAPRICORN DISTRICT MUNICIPALITY
TOURISM GROWTH STRATEGY
2015



Table 54: Indicative Cash Flow

Indicative Cash Flow per Financial Year Summary per Strategic Cluster													
Strategic Cluster	Yearly Budget Breakdown (DM)						Yearly Budget Breakdown (Outsourced Funding)						Total 5 year budget
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	Total (DM)	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	Total (DM)	
Strategic Cluster 1: Develop a district marketing and distribution strategy with an M&E system linked to tourist trends spurred by marketing initiatives, campaigns and seminars.	R 300 000	R 500 000	R 300 000	R 300 000	R 300 000	R 1 700 000	R 0	R 0	R 0	R 0	R 350 000	R 350 000	R 2 050 000
Strategic Cluster 2: Develop a themed tourism information node/ Hub along the N1 at Motumo Trading Post	R 400 000	R 500 000	R 0	R 0	R 0	R 900 000	R 0	R 0	R 700 000	R 350 000	R 450 000	R 1 500 000	R 2 400 000
Strategic Cluster 3: Facilitate the establishment of a hospitality and tourism training and development centre in the district in partner with recognised tourism training centres with satellite offices	R 500 000	R 0	R 0	R 0	R 0	R 500 000	R 0	R 1 000	R 9 000	R 7 000	R 2 500	R 19 500	R 20 000
Strategic Cluster 4: The development of a Tourism Intelligence Base in collaboration with Limpopo Tourism Agency	R 50 000	R 50 000	R 50 000	R 50 000	R 50 000	R 250 000	R 250 000	R 250 000	R 250 000	R 250 000	R 250 000	R 1 250 000	R 1 500 000
Strategic Cluster 5: Develop a Regional Tourism Organisation incorporating the District Tourism Forum	R 300 000	R 0	R 0	R 0	R 0	R 300 000	R 0	R 1 450 000	R 700 000	R 750 000	R 750 000	R 3 700 000	R 4 000 000

Source: Urban-Econ



SECTION SEVENTEEN: PRIORITY PROJECT CONCEPT PLANS

17.1 UNDERSTANDING THE PROJECT LIFE CYCLE

It is imperative to understand the project life cycle when implementing or planning projects. To avoid a waste of efforts and failing projects, the project life cycle needs to be understood. Each project is unique and intense with a series of actions that need to take place to achieve desirable outcomes as illustrated in the figure below.

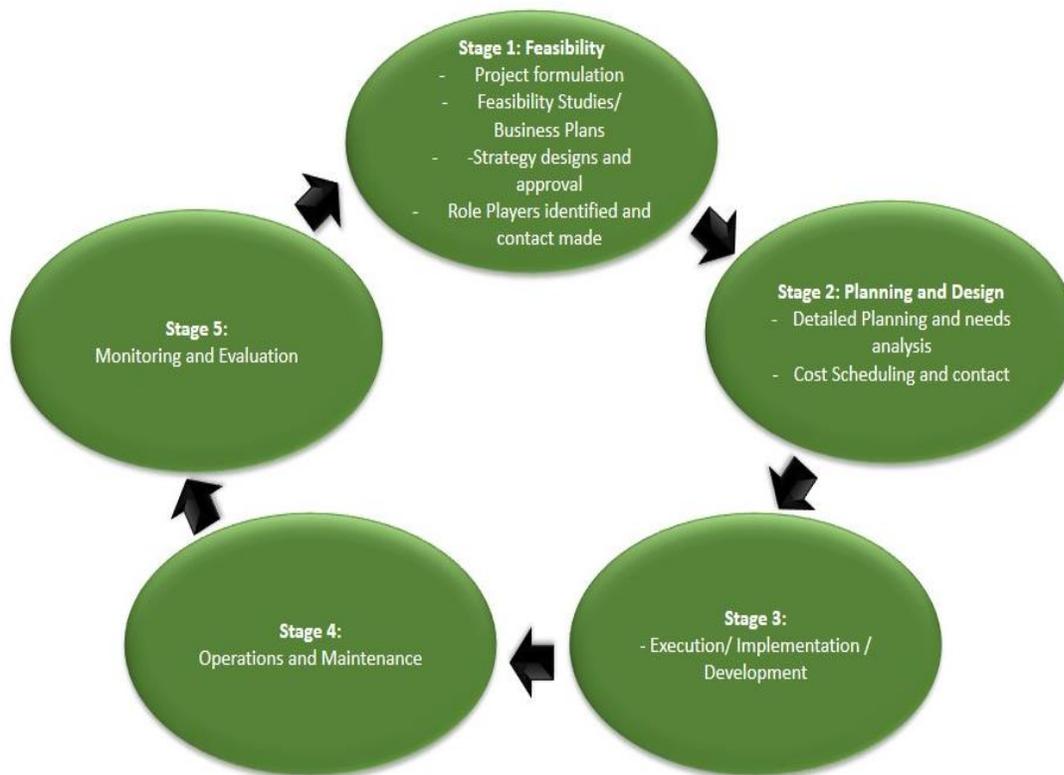


Figure 52: The project life cycle

Source: Urban-Econ



This section consists of the six concept plans which were chosen from the priority list that are due for immediate implementation and will unlock tourism in Capricorn DM. It must be noted that although these six concept plans should receive preference, that the other identified projects should not be ignored but rather implemented in conjunction with these six. These concept plans, include identification of key on-site activities; basic project implementation (budget, timeframes and champions) planning; sustainability and transference of skills as well as the identification of possible funding sources. The six projects chosen are discussed below.

Table 55: Six Priority Projects

No.	Project	Description
1.	Project 1.2.1.	Develop a district marketing and distribution strategy with an M & E system linked to tourist trends spurred by marketing initiatives.
2.	Project 1.2.5.	Feasibility study and business plan for the establishment of a detailed route for Capricorn.
3.	Project 2.3.4.	Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office, district craft hub with shops and job opportunities along the N1 to include an entertainment area/ centre).
4.	Project 3.2.4.	Facilitate the establishment of a hospitality educational centre in the district in partner with recognised tourism training centres.
5.	Project 5.1.1.	Formulate a knowledge management strategy for collating information and visitor statistics to track demand, include audit of the amount of jobs/ employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction LTA.
6.	Project 5.2.6.	Develop a District Marketing Organisation/ Regional Tourism Organisation.

Source: Urban-Econ



17.2 DISTRICT MARKETING STRATEGY (PROJECT 1.2.1)

Project 1.2.1 Develop a district marketing strategy with an M&E system linked to tourist trends spurred by marketing initiatives.

17.2.1 PROJECT BACKGROUND AND PURPOSE

Capricorn DM has proved to retain a variety and diverse mix of tourism products (culture, nature based, rural, adventure, arts and craft tourism, MICE & business tourism etc.) which need to be synergised to reach full potential through collective marketing. Capricorn is rich in tourism offerings, with attractions such as Blouberg Nature Reserve (which is home to the world's largest Colony of Cape Vultures), Makgabeng Plateau, Bakone Malapa Open-Air Museum, the Capricorn Needle, and Meropa Casino providing an anchor for the promotion of other experiences offered in the district. There is varied potential cross boundary linkages and marketing with the five LM's in the district and Limpopo Tourism Agency, which need to be fostered and explored to achieved a strengthened tourist system, through inclusive marketing.

Capricorn is fortunate to have key anchor attractions such as the above stated. With these in place marketing needs to promote the diverse and unique mix of tourism, anchored on these key attractions and at the same time advertise all possibilities to suit the different target market segments.

A major challenge facing tourism in Capricorn is the unequal, disorganised and fragmented marketing of tourism products, which is a contributing factor to the uneven and fragmented growth in the tourism sector in the district. One of the key issues arising from stakeholder consultation, and was a constant refrain throughout the development of the Capricorn Tourism Strategy, is the need for **a coordinated and improved marketing strategy**. Fragmented marketing indicates that not all tourism products and attractions are receiving adequate attention in Capricorn which impacts on the demand for tourism.



It has also been identified that distribution efforts are inadequate which results in insufficient exposure of the tourism products within Capricorn DM; this too will also be addressed through this strategy. Often brochures are developed and remain in boxes without getting distributed which indicate a need for a distribution plan to coordinate and provide direction for ways of distributing marketing material. Also, a more varied form of marketing needs to take place with more role-players involved, using different mediums and making use of low and high technology options. This strategy hopes to achieve these aspects to bridge the gap of inefficient marketing. It is not very effective to only provide information when a visitor is in the district; we need to work to get people into the district from key entry points and key sources through effective and widespread marketing. There is a need for a district website and other places of advertising such as cell phone applications, social media, television, travel magazines, etc.

Marketing should promote and market Capricorn's varied experiences and tourism activities e.g. wedding destinations, culture, nature-based, rural, adventure, arts and craft tourism, MICE tourism, etc. market and brand varied tourism experiences using existing draw cards such as the Makgabeng Plateau, Ngopane Pinnacle, Mogoshi Mountain, Wolkberg Wilderness Area, Lekgalameetse Nature Reserve, the Tropic of Capricorn Monument, Peter Mokaba Stadium, and the annual Mapungubwe Arts Festival to interest people in the district. It is important to note that communities and local business should also be involved in marketing and advertising. Tourism experiences are not packaged and are seen as an intervention in this strategy. Events are a major draw card to the district and this need to be enhanced and coordinated through a published events calendars.

There is limited theming of the district which this strategy also addresses as well as advertising through the web and the possible development of a cell phone application. The marketing strategy will take this into account, however, it is important enough to be mentioned as a standalone project to place emphasis on its importance. A district theme needs to be enforced and all tourism services and products need to belong to and use this form of theming on all marketing material. The aim of this strategy is to create a synergy and good working relationship with the major marketing bodies and to create a comprehensive marketing strategy as well as to foster route development as a major marketing tool and draw card.

Marketing is central to the institutional structures therefore, a core thrust that Capricorn needs is a strong and united tourism marketing action integrating the diverse attractions and



experiences into a unified message aimed at attracting domestic and international tourists. This aspect will have to work in collaboration with the marketing and distribution strategy in order to achieve a plausible outcome. In order to achieve this unified approach to the marketing of the district a strong, unified and integrated institutional and organisational structure is required (see Priority Project 5.2.6), which is recommended through the Capricorn DM tourism strategy. Once this structure is in place, a comprehensive short-long term strategy is needed to guide marketing investments and directive in order for the district as a whole to follow in order to not duplicate efforts and to provide a collective and forceful marketing image.

The purpose therefore, of this strategy is to create a strategic direction and implementable marketing intervention with regards to tourism marketing tools and methods, uniform theming and distribution interventions with the intention of positioning Capricorn DM as a prime, renowned tourist destination which attracts the targeted market segments.

The major issue to be addressed with regard to the formulation of this marketing strategy is to re-position Capricorn in terms of the strategy as an international and domestic destination that brings nature and history / culture together, and thereby becomes a more holistic tourism destination. The major components that need to be addressed by the marketing strategy are:

- i. The branding and image of the district's tourism in line with the national (NTSS) and provincial (Limpopo Tourism Master Plan) guidelines and branding.
- ii. The identification of the most effective marketing and communication/distribution mechanisms e.g. websites, brochures, TV, newsletters, etc.
- iii. This however also implies that there needs to be a good understanding and statistics on the market segmentation; that is, which market segments are best and cost effective reached by what mechanisms – this then relates to the Knowledge Management and research strategies identified as projects through the Capricorn Tourism Strategy 2015 (Please look at Priority Project 5.1.1 for more information).



17.2.2 PROJECT SCOPE / DESCRIPTION

This strategy will provide a framework for marketing, advertising and distribution throughout Capricorn DM in the short- and medium-term with essential monitoring and evaluation tools in

- ✓ A complete marketing and distribution strategy.
- ✓ Quarterly campaigns, seminars and road shows held, with a detailed outcomes analysis.
- ✓ The production of adequate and effective marketing material.
- ✓ Distribution outlets and system identified and utilised, with an M & E system in place.
- ✓ Upgraded municipal tourism information offices, inclusive of community initiatives and creativity.
- ✓ Destination theming promoted and aligned throughout the district (to include concepts such as brand equity, image, identity, personality, brand management etc.). Image and branding need to be aligned to National and Provincial policy guidelines. (Please refer to Annexure D for the Theming and Brand document).
- ✓ Creating relationships with international outbound tour operators.
- ✓ Information distributed by local service providers and at attractions.
- ✓ Engaging in community marketing initiatives.
- ✓ An area marketing project initiated through packaged experiences for tour operators.
- ✓ The development of an events calendar and strategy.
- ✓ Website designed and consistently updated and linked to LM websites.
- ✓ The development of niche tourism packages in relation to core experiences.
- ✓ Participation in international and national film and other festivals.
- ✓ Exploring and adapting marketing tools (e.g. Social media such as Facebook).
- ✓ The development of communication plans with surrounding attractions and districts to ensure aligned and linked marketing, (Waterberg DM, Vhembe DM, Sekhukhune DM, Mopani DM, Open Africa, LTA etc.).
- ✓ The implementation of the Route Plan.
- ✓ Capricorn collective history documented through heritage recorders and constantly updated.
- ✓ Indaba stand successful and fully representative of all LMs.
- ✓ Experience based marketing ensured with alignment to District Theme and Logo.
- ✓ Number of international and national trade shows, road shows, and conferences marketed at and effectiveness documented and evaluated.

Figure 53: Projected outputs Project 1.2.1



place to track progress and applicability over a period of time. An indication of some of the outputs of this strategy will include the following:

The diagramme below provides an example of the varied channels for distribution and marketing promotion which need to be fostered.

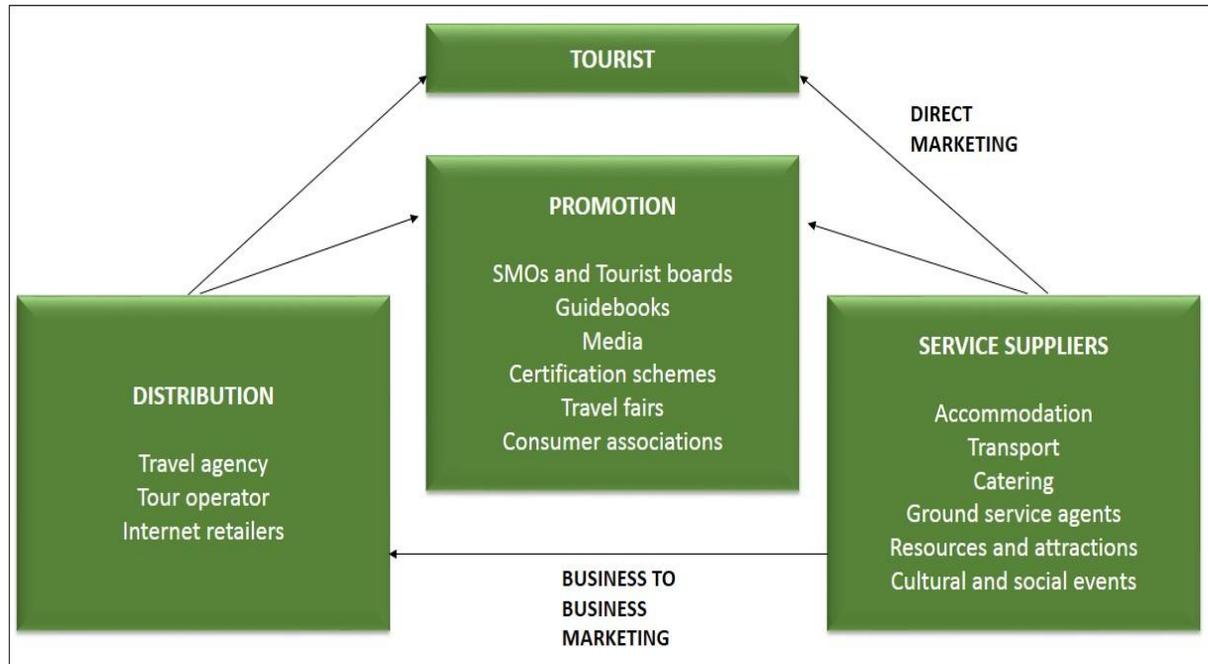


Figure 54: Marketing Sustainable Tourism Products

Source: UNEP, 2005

❖ Legal Framework

- National Tourism Sector Strategy 2012.
- Limpopo Tourism Growth Strategy 2009 - 2014.
- Limpopo Spatial Planning and Land Use Management Bill of 2012.
- National Environmental Management Act No 62 of 2008.



17.2.3 ACTIVITIES TO BE UNDERTAKEN AND ANTICIPATED OUTCOMES

The following activities need to take place in order for the anticipated outcomes to be realised:

- Stakeholders and role players need to be identified and roles and responsibilities established.
- Funding needs to be solicited for the development of the strategy.
- A service provider needs to be appointed to undertake the strategy if the proposed RTO does not have the capacity.
- The strategy must be implemented and all LM's need to engage.
- A monitoring and evaluating system needs to be developed and implemented.

The ultimate outcome of this project is a comprehensive Marketing and Distribution Strategy for Capricorn DM.

Table 56: Action steps, tasks, key performance indicators and implementing agents for the Marketing and Distribution Strategy

Step	Task	Key Performance Indicators	Implementing Agent
1	Identify key role players to partner with, and involve in the process (LTA, LEDET, LM's, SAT, development agencies, tourism officers etc.)	Role Players identified	Capricorn DM
2	Source funding	Funding secured	
3	Write the Terms of Reference and conduct the tender process	TOR formulated	
4	Appoint a service provider	Service provider appointed	
5	Implement and manage the formulation of a feasibility study from initiation and completion through monitoring and evaluation tools such as PSC meetings	<ul style="list-style-type: none"> • Number of PSC meetings held. • Marketing and distribution strategy complete. 	



6	Implement the final product	Key projects identified through the Marketing and Distribution Strategy implemented and an M & E System developed	
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Source: Urban-Econ

17.2.4 ENVISAGED SMME DEVELOPMENT AND TRANSFORMATION POTENTIAL

Marketing has a direct impact on local SMMEs and transformation as it entails exposure of all tourism related activity in previously disadvantaged areas. Often marketing of upcoming SMMEs and tourism related activities in rural areas is unequal and development gets hampered due to this. Marketing aids in empowering communities through involvement, representation and promotion of emerging tourism developments and entrants into the industry. Developing tourism in rural areas increases participation of the poor and brings wider benefits, for instance, involving ownership and management.

17.2.5 ROLE PLAYERS

Capricorn DM, service providers, all tourism associations, proposed RTO, CTOs, LMs, LTA, LEDET, LEDA, sponsorships from businesses, Open Africa, other tourism offices, SAT, Chamber of Commerce.



17.2.6 INDICATIVE BUDGET/ CASH FLOW AND TIMEFRAME

Please note that the amount estimated in the first year is for the strategy formulation itself (R300 000). Thereafter a budget estimate is provided per year for marketing equity initiatives, such as a webpage, cell phone application, etc. Additional budgets for potential projects that are to come out of the strategy will have to be added to annual budgets as and when the need arises and funding if not available, will have to be sourced as recommended through the proposed strategy.

Table 57: Indicative Budget/ Cash Flow and Timeframe

Yearly Budget Breakdown (DM Responsibility)					
2015/2016	2016/2017	2017/ 2018	2018/ 2019	2019/ 2020	Total (DM)
R300 000 (3 months) Linked to other projects	R500 000 This project is linked to all projects identified directly and indirectly but specifically to all projects in Strategy 1.1. and Strategy 1.2.	R300 000	R300 000	R300 000	R1 700 000

Source: Urban-Econ

17.2.7 CONCLUSION

It is imperative that this strategy be formulated and implemented more importantly as lack of marketing cohesion and duplication of efforts, coupled with unequal marketing initiatives prove to be detrimental to the tourism industry in Capricorn DM. Lack of sufficient and coordinated marketing and branding results in limited exposure of all tourism products that the district has to offer.

The major issue to be addressed with regard to the formulation of this marketing strategy is to re-position Capricorn in terms of the strategy as an international and domestic destination that brings nature and history/ culture together, and thereby becomes a more holistic tourism destination. The major components that need to be addressed by the marketing strategy are:



- i. The branding of the district's tourism
- ii. The identification of the most effective marketing and communication/ distribution mechanisms e.g. websites, cell phone applications, newsletters, etc.
- iii. This however, also implies that there needs to be a good understanding and statistics on the market segmentation, that is, which market segments are best and cost effective reached by which segments, this then relates to the Knowledge Management and research strategies identified as projects through the Capricorn Tourism Strategy 2015.



17.3 CAPRICORN TOURISM ROUTE (PROJECT 1.2.5.)

Project 1.2.5. Feasibility study and business plan for the establishment of a detailed tourism route for Capricorn.

17.3.1 PROJECT BACKGROUND AND PURPOSE

“The route is a way of pulling people to where tourism needs to do its magic. So they take the money magic and you exchange it for experience magic. That’s what a route is. It is the magic of the tourism dollars and the magic of the tourism experience.”

(McLaren, 2011)

Capricorn is rich in tourist attractions, such as Blouberg Nature Reserve (which is home to the world’s largest Colony of Cape Vultures), Makgabeng Plateau, Bakone Malapa Open-Air Museum, the Capricorn Needle, and Meropa Casino, which provide an anchor for the promotion of other experiences offered in the district. Capricorn has good infrastructure leading to the district which increases accessibility and flow of traffic through the region. There are varied potential cross boundary linkages and marketing with Open Africa (The Ivory Route), including the Seraki and Mafefe Camps, which need to be fostered and explored to achieve a strengthened tourist system.

The need for a coordinated and single district tourism route stems from the loose standing existing and potential routes that are evident in Capricorn and challenges associated with management, marketing, operationalisation etc. A planned route will aid with management and marketing coordination of local attractions. This will also ensure collective marketing of routes. Route development has been identified as a priority in Capricorn due to the inherent economic and strategic tourism impact, as well as the ability to ensure inclusivity of rural areas



and communities. Capricorn has many planned route opportunities; however, institutional structures are not in place to support development. The purpose of a route plan is to pull all potential routes together to be marketed as a single district route to ensure cohesion and integration, as well as to reach a wider target audience and enable exposure for the entire district as well as enhance pro poor tourism and economic development.

Route development can 'offer a promising potential vehicle' for local economic development in many small towns and rural areas of South Africa. The clustering of activities and attractions through the development of tourism routes potentially can stimulate cooperation and partnerships as well as catalysing entrepreneurial opportunities³⁴. Taking this into account, route development is a key tool for marketing and local economic development as well as for coordination of tourist activity.

This project entails partnering and engaging in constant communication with LEDET, LTA, Open Africa, the five local municipalities found in the district (Blouberg LM, Molemole LM, Aganang LM, Lepelle-Nkumpi LM and Polokwane LM), and other interested and affected parties. All existing routes need to be identified and amalgamated into the district route. Projects such as the African Ivory Route, Seraki Route and the Mafefe Route need to be synergised with the district route plan. It is important to note that the proposed route must integrate with surrounding and adjacent routes and must not be in conflict with any other route and route plan. This project is to be ideally managed by the proposed Regional Tourism Organisation (R.T.O).

The purpose of this project is therefore, to pull resources together as well as all individual routes to create a diversely themed single district wide route to consist of the varied existing and potential sub routes to achieve coordination with regard to management, standards, ownership and maintenance. Below is a figure showing a proposed overall conceptual framework of the major tourism routes and nodes. This will then be marketed accordingly.

³⁴ Robertson. C. 2006. LED and Route Tourism. University of Witwatersrand



Goals: To establish a district-wide route plan with themed sub routes and market as a single route with local economic benefits and map this which will ultimately be implemented by the proposed Regional Tourism Organisation.

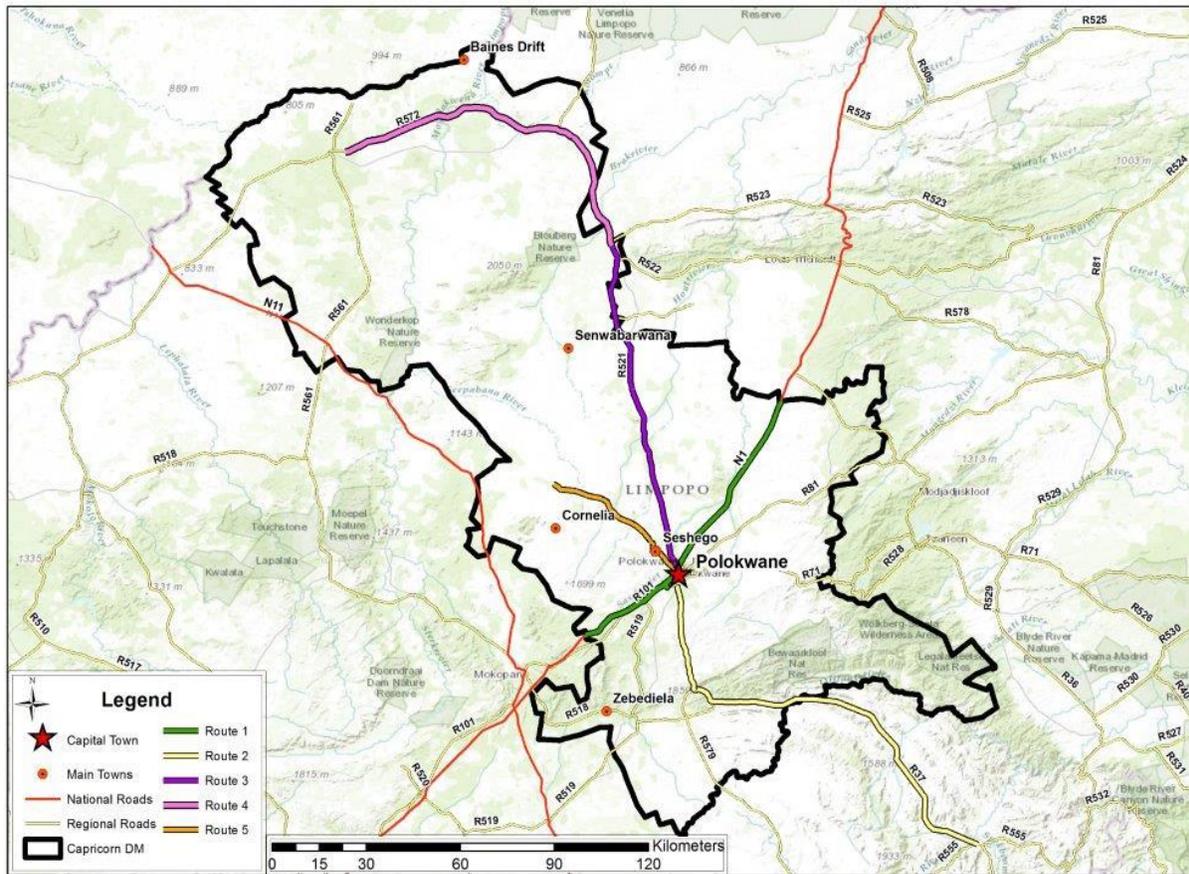


Figure 55: Proposed overall conceptual framework of the major routes and nodes in the Capricorn District

Source: Urban-Econ



17.3.2 WHAT IS A TOURISM ROUTE?

This section provides a brief understanding of what a route is and the principles it entails to provide some direction.

A route is:

- A method of linking and marketing tourism activity along a physical trail.
- It can be themed, and consist of nodes/ clusters of different, or similar types of tourism activity.
- It involves tourism activities, supporting products, infrastructure, and is typically driven by product and service owners.

The following figure supports the above statement:

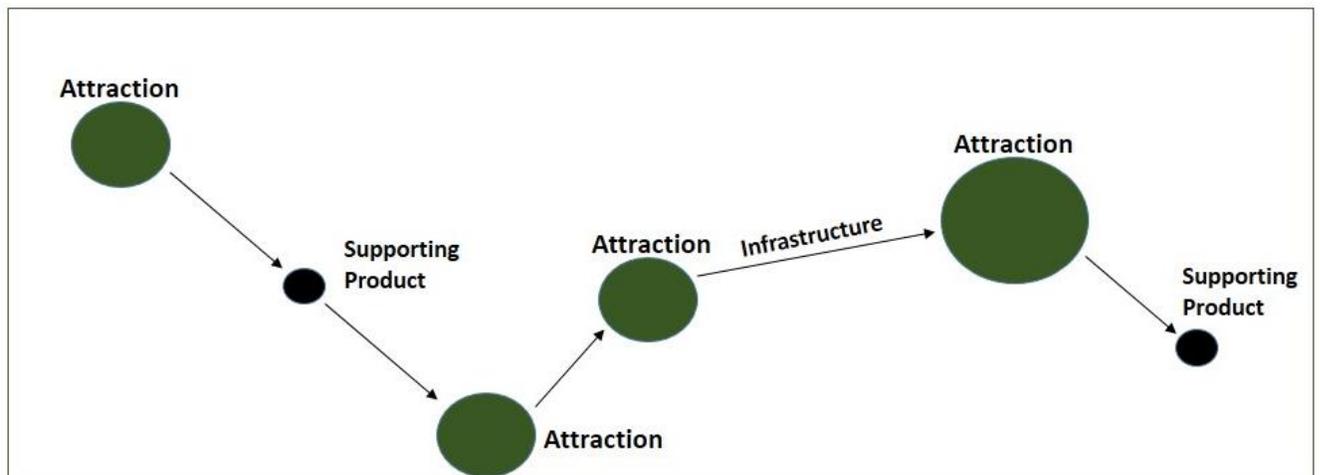


Figure 56: Principles of a tourism route

Source: Urban-Econ

The following are principles of a tourism route:

- Tourism routes are usually designed around or within close proximity of a traffic generating corridor;



- A tourism route does not necessarily consist of a single or main route but could consist of the system or network of routes;
- It then follows that the system or network of sub-routes makes up the complete route
- Routes and the sub-routes are generally, but not always, circular in design so that the tourism does not have to return along the same route travelled in the first instance;
- Cul de sacs may exist in route planning but should then preferably not exceed 5km in length and therefore should be at least one major attraction along or at the end of the route

Examples of existing routes, include some of the following:

- ❖ **Route 62:** www.route62.co.za
- ❖ **The African Ivory Route:** <http://www.africanivoryroute.co.za/>
- ❖ **The Karoo Calata Route:** www.easterncapemidlands.co.za/karoo-calata-route
- ❖ **The Plett Birding Route:** www.plettbirdingroute.co.za
- ❖ **The Midlands Meander:** www.midlandsmeander.co.za
- ❖ **Route 66 Zulu Heritage Route:** www.zululandroute66.co.za





17.3.3 PROJECT SCOPE AND DESCRIPTION

This project entails a Concept, Business and Implementation Plan for the District Wide Route Development in Capricorn DM with following considerations:

- ❖ Tourism is one of the key economic pillars of the district.
- ❖ There is a need to grow and develop sustainable responsible tourism in the region that focuses on participation, job and income creation for local communities as well as acts as a mechanism for investment attraction.
- ❖ It is understood that this plan must generate detailed, practical and real opportunities and strategies for tourism product support and development.
- ❖ Coordinate route amalgamation to enhance and incorporate the various tourism opportunities and experiences offered throughout Capricorn in relation to international linkages (MDR) and surrounding districts as well.

17.3.4 OBJECTIVES

The following are projected objectives for this strategy:

- ✓ Develop the spatial concept, business and implementation plans of the proposed route.
- ✓ Identify existing products and attractions along the route for inclusion in the total route that speak to the cultural, heritage and nature offerings in the area amongst others.
- ✓ Identify and quantify required supporting infrastructure.
- ✓ Identify and quantify new products that that should be developed.
- ✓ Create a tourism based route map with GPS coordinates, in conjunction to the Capricorn Tourism map based guide developed in 2015.
- ✓ Incorporate this route with all its relevant information into a CDM Tourism cell phone application as seen in Priority Project 1.1.6.

Figure 57: Projected outcomes of this strategy

Source: Urban-Econ



17.3.5 KEY CONSIDERATIONS

The following key considerations need to be kept in mind during the development of this strategy.

- Sub-routes will be varied in terms of tourist experience; for example, a cultural and heritage route as proposed by the strategy will encourage market segments who take an interest in culture and heritage to visit and spend time and money along the themed route for example.
- An important route that the district route would have to align to is the African Ivory Route, the Seraki Route and the Mafefe Route. Liaison needs to be made with Open Africa and LEDET as these bodies are currently in charge of the above mentioned tourism routes. These bodies will also be able to provide relevant guidance.
- A name, brand and image needs to be given to the route aligned to district theme (see project 1.2.2. and Annexure D). The provincial and national branding also need to be considered.
- A linkage with the African Ivory Route, Seraki and Mafefe Routes needs to be fostered.
- Potential routes identified through the Capricorn strategy need to be incorporated and further investigated and amalgamated into the district route.
- It is envisaged that any future routes that are formed confine to the theming, etc. of the proposed district route and are amalgamated into the district wide route.
- The route should have a dedicated website, as well linked to the proposed website. The proposed route cell phone application should also be linked to the website.
- The route plan and potential projects need to be reviewed every year.
- Rural tourism needs to be investigated through route planning.
- A steering committee needs to be formed to manage the district route and deliberate on key catalytic actions to take place. This steering committee can be a function of the proposed Regional Tourism Organisation.



17.3.6 ACTIVITIES TO BE UNDERTAKEN

The activities to be undertaken by the DM are as follows:

1. Formulate a TOR and appoint a service provider, and elect a project steering committee for the envisaged route plan.
2. Package funding sources. Implement and manage the project from initiation to completion.
 - a. Key deliverables/ activities for the successful completion of the project include:
 - Situational analysis/review of tourism status quo.
 - Route survey and clustering to develop existing/ current market profile.
 - Identify existing products and attractions along the route for inclusion in the route that speak to the cultural and natural environmental offerings in the area.
 - Identify and quantify required supporting infrastructure along the identified and potential routes including the scale and scope of supporting infrastructure needed for both product owners and tourists.
 - Identify and quantify new products that that should be developed along the route.
 - Conduct an environmental resources audit of the route area.
 - Conduct a cultural audit of the route area.
 - Conduct a universal accessibility audit of the route and sub routes.
 - Provide a detailed situational analysis of the tourism industry within the District that considers the planning initiatives both locally and at a provincial and national level.
 - Initial consultation with product owners, perceived beneficiaries and community members along the route.
 - Identifying new business opportunities to expand the current offering along the route.
 - Initial market research of the route, culminating in a SWOT and Gap Analysis.
 - Develop the route and spatial concept of the proposed route.



- Identify suitable management and operational structures to support the route's development.
 - Review the financial considerations of the route development.
 - Develop a marketing plan for the identified route that aligns to national and provincial imperatives and district theming (please see Annexure D).
 - Develop a route map with GPS coordinates. This needs to align with the Capricorn Tourist Map Based Guide developed in 2015.
 - Develop a cell phone application detailing attractions and directions of the route. This needs to link with a designated route website.
 - Develop a business plan and implementation plan that supports the route's development.
3. Monitor and evaluate the project outcomes according to the Key Performance Indicators (KPI's) indicated below.

17.3.7 ENVISAGED OUTCOMES AND KEY PERFORMANCE INDICATORS

The following key performance indicators and envisaged outcomes have been identified:

- Consultation plan formulated and key stakeholders identified.
- Tourism Status Quo Document.
- Survey of tourists into the route, identify market demand trends.
- Demand database.
- Product supply database.
- Spatial concept.
- Survey findings.
- Route concept: Environmental, Infrastructure and Social Development Testing.
- Marketing guide.
- Cell phone application.
- Website.
- Feasibility and Business Plan Report.



- 5 new route projects identified which form the larger Capricorn Route (refer to the proposed in Figure 55).
- All routes identified and amalgamated with detailed existing and potential attractions along each route, as well as all routes themed accordingly.
- All routes mapped with GPS coordinates.
- Route Plan formulated and implemented.
- Institutional structure in place and route participants identified.
- Monthly meetings held with all affiliated stakeholders after plan is completed.

17.3.8 ENVISAGED SMME DEVELOPMENT AND TRANSFORMATION POTENTIAL

Routes allow for integration of tourism products and stakeholders. The route management organisation needs to take an unambiguous pro-poor stance. 'A tourism route is a destination-level partnership that brings people from all levels of the community together in promoting tourism to their area' (Open Africa, 2009b in McLaren, 2011). This quote indicates the potential for route tourism to be inclusive of disadvantaged communities.

17.3.9 CASH FLOW AND TIMEFRAME

The proposed project is envisaged to continue for the duration of four months within 2016/2017 or 2018/2019 financial years. The total estimated cost for the formulation of the route plan is R 350 000. This cost excludes the probable budgets that may arise to fund projects emanating from the plan.



Table 58: Cash flow and Timeframe

Linkages to other projects	This project is linked to – all projects in Strategy 1 and 2.				
Implementing Agents	Capricorn DM proposed RTO, LM's, CTO's, LEDET, LEDA, LTA, SAT, Open Africa				
Potential funding sources	LEDET, LTA, LEDA, sponsorship from businesses, Open Africa				
Cash Flow	Total Cost	Month 1	Month 2	Month 3	Month 4
Total	R350 000	R35 000	R105 000	R140 000	R70 000

Source: Urban-Econ

17.3.10 CONCLUSION

In conclusion, the proposed project is the establishment of a district wide route feasibility study and business plan which amalgamates all sub routes within Capricorn DM and is marketed accordingly as a single route which opens up economic opportunities for communities. This plan will be handed – it is envisaged that through the district wide route development plan, visitor numbers are to be increased through offering the visitor a holistic and varied tourism experience that Capricorn DM is characterised by which includes, cultural, heritage, nature based tourism including adventure tourism and Avi-tourism as well as potential community and rural based tourism etc. The length of stay of visitors needs to be increased by offering more opportunities and activities within the district which will be addressed through the amalgamation of routes and theming of sub -outes will open up more entrepreneurial and commercial opportunities within the tourism space for communities to participate in and benefit from.

The proposed project will result in a route plan which provides guidance and direction to route planning in Capricorn DM to be handed over to the proposed Regional Tourism Organization to manage and implement.



17.4 MULTIFUNCTION TOURISM CENTRE (PROJECT 2.3.4.)

Project 2.3.4. Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office, district craft hub with shops and job opportunities along the N1 to include an entertainment area/ centre).

17.4.1 PROJECT BACKGROUND AND PURPOSE

This project entails the development of a themed district tourism information hub which includes a district craft centre coupled with commercial space for crafters and related trade and exhibition space for performers. Included in this is also a function and training centre. Currently central attractions of district tourism impacts are limited and tourism development is uneven, and marketing and exposure uncoordinated. Tourism in Capricorn is set to boom more intrinsically with developments to tourism such as a Capricorn Tourism Route, potential projects by LEDET and other planned Local Municipality projects. With this in mind Capricorn needs to be equipped with adequate tourism infrastructure, i.e. accessible tourism support facilities and attractions.

This project is in response to the need for a central district information node and tourism hub as a major attraction and 'one stop shop' for tourists which provides immense opportunities for SMMEs through support centres and a platform for emerging SMMEs to operate in partner with DAC (Department of Arts and Culture) through the development of a craft and entertainment centre. This will be the focal point of tourism information, tours and retail. The proposed project will aid with the promotion of the district.

Existing publicly-owned information centres are not fully equipped with the necessary ICT infrastructure to keep abreast with the changing technological environment that tourists are familiar with. There is a need for a focal point for tourism information dissemination for the entire district, with the existing sub information offices. Thousands of tourists pass by the N1 creating the perfect opportunity for Capricorn to capture them as potential tourists. Not

all local municipalities have information centres, hence by having a central district centre it will aid with exposing all local municipalities and their respective attractions, and aid visitors in getting to these areas.

This will enhance exposure to rural tourism initiatives and tourism products. The National





Rural Tourism Strategy 2011 identifies information and marketing as a key strategic aim for rural tourism. This project aligns to the National Rural Tourism Strategy as it aims to market rural tourism and expose under marketed rural areas. There is poor distribution and information dissemination processes. Individual LMs are active in creating a platform for information dissemination and events to commemorate and inspire tourism. The district wide centre will provide support to make such initiatives district wide to reach all in the district for purposes of thorough geographical spread.

Currently there is immense potential for crafters and performers in all local municipalities and the Department of Arts and Culture has identified this potential and has a programme to aid arts and craft related initiatives by creating a platform for people to access opportunities through exhibition etc. Therefore the arts and craft market in Capricorn has great potential to be fostered and promoted.

The purpose of a visitor information centre is to equip visitors with relevant information about tourism products and services within a destination or region. According to the National Treasury Budget Estimates for 2012 (available on <http://www.treasury.gov.za/documents/national%20budget/2012/enebooklets/Vote%2035%20Tourism.pdf>), R8.6 million during 2014/15 is allocated for spending on consultants to support the development of VICs. The VIC (Visitor Information Centre) Framework by NDT, makes reference to the concept of information gateways, these information gateways are envisaged to be strategic locations positioned with the purpose of providing relevant and timeous information and are also seen as points of entry. Points of entry definition can be accessed through the VIC Framework for further information. This needs to be taken into consideration for funding as the proposed project acts as a Gateway to the district, as it is envisaged to be located along the N1 at the existing Motumo Trading Post which can be seen along this highway from far.

The purpose of this project taking the above discussed background into consideration is to establish a district-wide Tourism Information Hub which includes a district craft centre coupled with commercial space for crafters and related trade and exhibition space for performers to achieve the objectives listed below.

- Provide accurate information on the tourism product offerings that could be consumed by visitors in Capricorn and surrounding areas;
- Support tourism growth by influencing visitor flow throughout the district, province and country;



- Provide generic tourism material, a user-friendly e-business platform that provides the necessary tools for information and reservation management and professional tourism services to visitors;
- Assist SMME development by facilitating the sale of their goods and services;
- Assist in promoting the products of SMMEs to the world market; and
- Contribute to the local economic development of the region through the facilitation of higher spend by visitors to the area³⁵.

The detailed elements envisaged for the centre are discussed in the sections to follow.

17.4.2 LEGAL ENVIRONMENT

The following legislation needs to be complied with:

- Visitor Information Centre Framework, Department of Tourism
- Limpopo Planning and Development Act, 1998 (Act No.5 of 1998)
- Provincial Tourism Act, 2009
- National Environmental Management Act No 62 of 2008
- Cultural and Heritage Development Strategy
- This hub should comply with the objectives and goals of the related responsible departments, such as the Department of Sport, Arts and Culture Limpopo.

³⁵ As aligned to the VIC Framework



17.4.3 PROJECT SCOPE/ DESCRIPTION

The project is envisaged to entail:

- A **themed** and **inspired** tourism information office (please note that this project is envisaged to be an imaginative, unique and exciting experience to retain and attract visitors hence all attempts need to be made to make this a lasting experience with utmost impact)
- An arts and craft centre and curio/gift shops. The district craft centre which will allow for a platform for arts and craft development and enterprise. This centre can serve as a common area for craft exhibitions and training etc.
- An entertainment area with cultural themed attractions such as dancers and games and interactive sessions with the Pedi, Tsonga- Shangaan, Venda, and Ndebele cultures.
- Tourism support and development kiosk.
- Exhibition space with a multimedia centre.
- Local cuisine and food outlets.
- A cultural and heritage interpretation centre such as the one opposite the Blouberg LM's offices.
- Tour guides and operators readily available to assist walk-in tourists.
- Tourist facilities such as ablutions and ATMs also need to be included.



Figure 58: International Example of a visitor Information Centre

Source: VIC Framework



- Other possible projects to be packaged in relation are accommodation facilities, and additional tourist attractions as well as the office for the proposed R.T.O.
- The development needs to be appealing to its audience through adequate themed creative and unique designs which promote the varied tourist experiences. The information centre needs to be fully equipped with ICT infrastructure. *The hub is to be managed by the private sector with vested interest.*
- **Location:** The proposed location for this tourist information hub is located along the N1, currently known as Motumo Trading Post. All building structures are already in place but are not being utilised. The N1 is a major carrier of passengers to and from Gauteng, Botswana and Mozambique etc. and is an important movement route for the flow of tourists. Therefore, it is ideal to have a hub that captures visitors from along this route, and where better than at an existing hub which can be seen from far.
- The Centre should make provision for a monitoring and evaluation system to track progress, demand, etc.
- The Centre needs to be inclusive of all local municipalities and therefore needs coordination from all LMs to function. All LMs need to provide the district information hub with relevant information and guides to tourism development, attractions, and products within the respective local municipality.
- The main function for the district-wide initiative is to expose the entire district in respect to its tourism content.
- The information centre will have a system to deal with enquiries.
- Tourism officers responsible for disseminating information and guiding visitors to the district must be constantly work shopped and obtain continuous professional development to ensure the utmost professional and up-to-date service to tourists.
- Tourism offices need to be fully equipped with trained staff, reliable ICT and other facilities to aid a tourist. Navigation should be provided by means other than a map on a brochure, tourist information centres should also cater for local economic development through promoting local skills.
- Tourism officers need to be well aware of the tourism related activities in and around the areas.
- Key gateway points to surrounding countries, in this Botswana and Mozambique need to be developed as complimentary to the district information hub.



17.4.4 COMPETITIVE/COMPARATIVE ADVANTAGE

- This initiative provides for a district-wide tourism hub which does not only affect Capricorn DM but surrounding districts and regions as well. Due to its envisaged location there is a nearby newly built petrol station, in Batlokwa. By having a district-wide information centre it will expose all local municipalities and surrounding tourism products and attractions by being all inclusive. As seen through the interview process and through the formulation of the tourism strategy, tourists and visitors tend to 'discover' the tourism products within many places in Capricorn by 'stumbling' upon them as a by-pass to reaching other areas. If a district wide information centre was strategically positioned along the N1 at Motumo Trading Post, this will increase visibility to draw in tourists to explore and will in turn expose the district and all it has to offer with regard to tourism. Also if bookings, etc. can be made at the district information offices, it would increase the functionality of the proposed district information centre and open up opportunities for businesses in and around Capricorn DM.

17.4.5 LOCATION

Currently Motumo Trading Post, which is ideally situated along the banks of the N1 and can be seen from far, would be the ideal location for the Information Hub. The exact identification of land should ideally come through the feasibility study or the business plan stages of the planning component of this proposed project.

The most prominent location for the district-wide information hub would be along the N1 and visible to passers-by. Capricorn is strategically positioned with the N1, N11, R521, R522, R101, and R37 running through the District municipality. The N1 is a major carrier of passengers to and from Gauteng, Botswana, and Mozambique and is an important movement route for the flow of tourists. Therefore it is ideal to have a hub that captures visitors from along this route.



17.4.6 ACTIVITIES TO BE UNDERTAKEN:

a) **Resolve land legal issues with regard to location**

Especially if the development is to be located along the N1 at Motumo Trading Post.

b) **Solicit funding for and commission a feasibility study, and business plan to be undertaken for the establishment of the proposed district information hub.**

This step involves creating a foundation for the proposed project. Firstly it is mandated that a feasibility and business plan be completed prior to implementation and application to establish a tourism information centre and district craft centre and secondly, it is imperative to commission these plans as they will direct the project in detail. The main purpose of this planning stage is to determine whether or not the project is viable enough to carry through to future stages. The feasibility study and business plan will aid in determining interested role players to the project which is imperative to lobby for funding and will enhance the feasibility of the project. These steps will involve identification of potential sites for the development as well as potential funders and other detailed specifications.

Table 59: Steps to solicit funding for and commission a feasibility study/ business plan

Step	Task	Key Performance Indicators	Implementing Agent
1	Identify key role players to partner with and involve in the process	Role Players Identified	Capricorn DM
2	Source funding	Funding secured	
3	Write Terms of Reference and conduct a tender process	TOR formulated	
4	Appoint a service provider	Service provider appointed	
5	Implement and manage the formulation of a feasibility study and business plan from initiation to completion through monitoring and evaluation tools such as PSC meetings	<ul style="list-style-type: none"> Number of PSC meetings held Feasibility study and business plan complete 	

Source: Urban-Econ



c) Secure funding for the establishment of the proposed district tourism information hub and craft centre.

This step is important when undertaking the next activity as it has to be proved that funding is available to sustain the construction and operation of the proposed project. The business plan will aid with this. The possible sources of funding include, National Treasury, LEDET, LTA, LEDA, Capricorn DM, and the National Department of Tourism.

d) Construction of the information hub and craft centre

This activity involves soliciting funding for the establishment of the physical centre and overseeing the construction process. This activity will follow the construction project life cycle.

e) Operationalise the information hub and craft centre

This activity deals with the actual operation and management of the centre which includes staffing requirements and implementation of the relevant programmes and tourism SMME support rendered. An operational plan should be drawn up at this stage to foresee management issues. Trained staff should be allocated to carry through necessary tasks.

17.4.7 KEY PERFORMANCE INDICATORS/ ANTICIPATED OUTCOMES

1. Feasibility study/Business plan undertaken and exact location determined.
2. Information centre constructed in accordance with Visitor Information Centre strategy and Craft centre constructed.
3. Management and operational plan in place.
4. M&E system in place.
5. Identify satellite tourism information centres in Senwabarwana and Polokwane.
6. Procure passionate and qualified staff and procure SMMEs to conduct business within the vicinity in accordance with Procurement strategy and Craft and Visual exhibition in conjunction with LEDET.
7. Number and types of marketing material used to promote information hub (Promoted and exposed district craft and tourism hub through adequate marketing).



17.4.8 INDICATIVE BUDGET/ CASH FLOW AND TIME FRAME

The total budget envisaged for this project is ± R 2.4 million. This is a capital project and will include costs for the following activities:

Table 60: Indicative Budget/ Cash Flow and Timeframe

Project Phase	Indicative Budgets
Phase 1: Planning	
<ul style="list-style-type: none"> Feasibility studies and business plan 	<ul style="list-style-type: none"> R400 000
Phase 2: Execution	
<ul style="list-style-type: none"> Detailed designs Revitalisation of the facility (including contingencies, professional fees and other costs) 	<ul style="list-style-type: none"> R 1 000 000
Phase 3: Operationalization and Monitoring and Evaluation	
<ul style="list-style-type: none"> Implement operational plan and staff costs (including maintenance, stationary, ICT, printers and other office equipment, etc.) Maintenance/ Monitoring and evaluation 	<ul style="list-style-type: none"> R 1 000 000

Source: Urban-Econ

Please note that this budget will vary according to design specifications and requirements for the functioning of the facility (size of facility and décor, types of materials being used, etc.). The actual size of facility will be determined through the feasibility and business plan. The table below represents an indicative yearly cost estimate breakdown for a five year period.



Yearly Budget Breakdown (DM Responsibility)						Total year Budget (DM + Other)
2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	Total (DM)	
R 400 000	R 500 000	R 0	R 0	R 0	R 900 000	5
Yearly Budget Breakdown (Outsourced Funding)						
R 0.00	R 0.00	R 700 000.00	R 350 000.00	R 450 000.00	R 1 500 000.00	R 2.4.mil

Source: Urban-Econ

17.4.9 ENVISAGED SMME AND TRANSFORMATION POTENTIAL

SMME support and inclusion of previously disadvantaged persons are fully supported through this initiative as it provides a platform for support and exposure with the buy in from LEDA.

Approximate employment figures, which will be created through the construction process (duration of the construction phase), as well as the operational process (that is the output per year after construction and operationalisation) of the facility as indicated by an Input-Output Multiplier Model used, are indicated in the tables below based on a capital injection of R 2.4 million. The indicators include new business sales, Gross Value Added, Income Multipliers, and employment multipliers. For the capital and operating multipliers, the new business sales turnover is almost triple the amount injected into the establishment of the facility and employment indicators show a large number of opportunities opening up for job creation through this initiative.



Capital Multiplier Outputs	Total	Direct	Indirect
New Business Sales	R 15 334	R 6 803	R 8 531
Gross Value Added	R 5 448	R 2 251	R 3 196
Income Multipliers	R 2 689	R 1 192	R 1 496
Employment Multipliers	150	80	70

Source: Urban-Econ

Table 63: Multipliers for the construction process derived for the capital input of R 2.4 million

Operating Multiplier Outputs	Total	Direct	Indirect
New Business Sales	16 673	6 064	10 608
Gross Value Added	6 034	1 538	4 496
Income Multipliers	3 156	1 342	1 831
Employment Multipliers	500	150	350

Source: Urban-Econ

17.4.10 ROLE PLAYERS/IMPLEMENTING AGENTS AND POTENTIAL FUNDING SOURCES

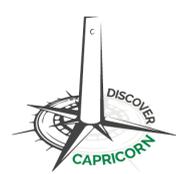
- National Department of Tourism (VIC funding from National Treasury).
- LEDET, LTA, sponsorships from businesses, surrounding district municipalities, provinces; Capricorn DM; Local municipalities; Tourism agencies and associations; and Private sector.

17.4.10.1 ROLES AND RESPONSIBILITIES

According to the VIC Framework, the respective roles and responsibilities of stakeholders are as follows:



a) Role of the National Department of Tourism



- Implementing the 'I-sign' for Tourism. The regulation of the use of the 'I-sign'³⁶ needs urgent attention and should only be allowed to be used by accredited information facilities with qualified personnel.
- Provision of a national database with tourism products and services to all VICs;

b) Role of Provinces

- Develop provincial guidelines that is in line with the national guidelines;
- Identify correct locations of the VICs in partnership with Municipalities and other relevant stakeholders;
- Ensure that the development of VICs prescribes to the principles of job creation at local level;
- Ensure that financial support concerning the establishment and maintenance of VIC is provided; and
- Responsible for broader operational oversight.

c) Role of Provincial Tourism Authorities

The provincial tourism authority as the marketing arm of the tourism portfolio for the province is an important stakeholder. The tourism authority:

- must ensure that a database of provincial attractions are available;
- provide the VIC with relevant marketing inputs;
- keep the VICs management informed of upcoming events and new initiatives in the province; and
- assist the VIC in its role to advance local tourism products, especially those from disadvantaged communities.

d) Roles of Municipalities

³⁶ This includes the 'I-sign' as well as the 'direction I-sign'



- Municipalities, Regional Tourism Organisations and Local Tourism Organisations will collaborate to identify suitable sites for VICs;
- Municipalities to provide necessary financial support for the maintenance of the VICs;
- Provide assistance in the development phase of the project;
- Maintain the ICT system;
- Provide updated membership listings;
- Provide personnel to man the centre; and
- Apply for all necessary communication requirements.

e) Role of Community Tourism Organisations (CTO)

- A CTO serves as a co-operative representing all components of a destination's tourism industry - hotels, bed-and-breakfast venues, self-catering establishments, restaurants, tour operators, tourist attractions, transport carriers, local authorities, and the retail, and commercial resources that are important to tourists.
- Each component of the destination's tourism industry is very competitive, yet they all share that competitive spirit with the CTO to ensure that it becomes an effective organisation able to carry out a comprehensive, unified marketing campaign for the community. The CTO is therefore the destination's single most important marketing organisation which must project the destination's image into the various markets.

17.4.10.2 OWNERSHIP

Ownership of the VIC is a complex issue due to the fact that the situation in each of the areas is different. It is therefore not possible to utilize a single model of ownership. A non-negotiable however, is that when the funding source is an infrastructural grant, ownership cannot be vested in a private enterprise. As a result, it was therefore necessary to develop criteria for ownership and to rank these in order to facilitate objective decision making. Crucial elements include the sustainability of VIC as well as the need to ensure that the centre benefits tourism development for the broader community. Criteria therefore, had to take



these elements into account. Given this, the diagram below represents the decision making process³⁷.

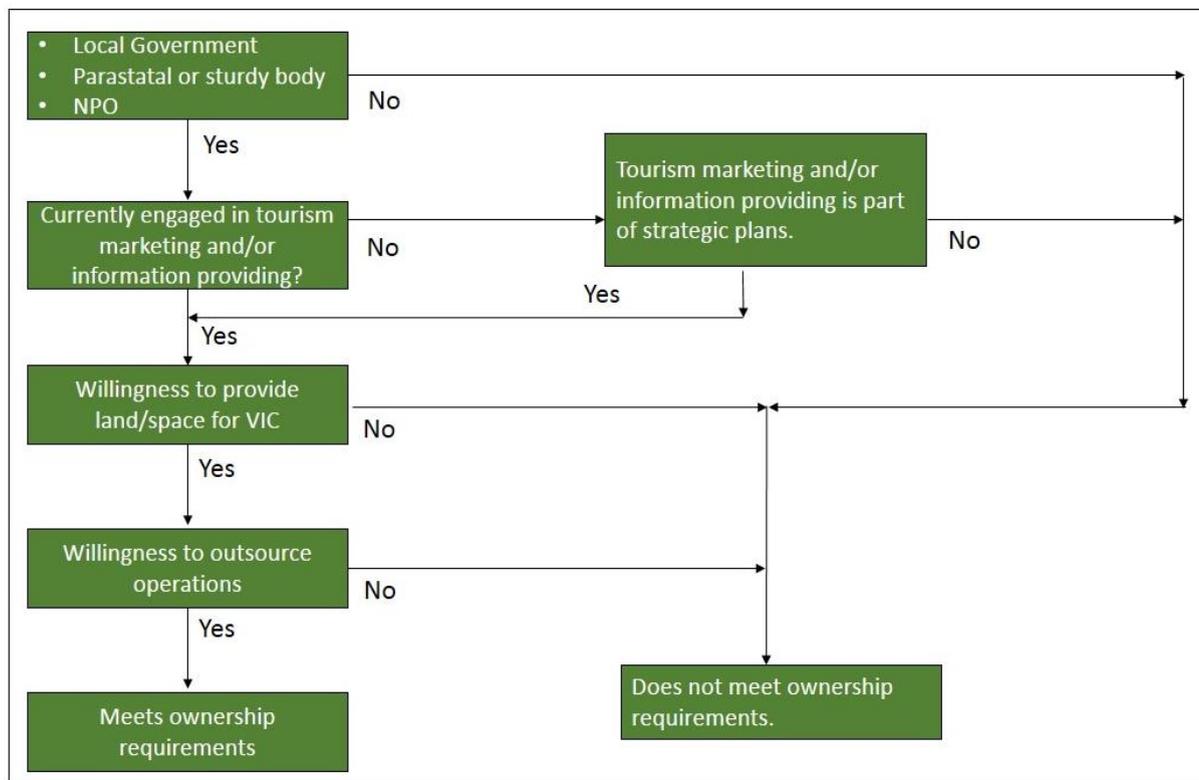


Figure 59: Ownership decision marking

Source: VIC Framework

17.4.11 PHYSICAL AND RESOURCE REQUIREMENTS

In alignment with the Department of Tourism Visitor Information Centre Handbook³⁸ for South Africa, the requirements of the proposed information hub are listed in this section.

³⁷ Visitor Information Centre Framework

³⁸ National Department of Tourism. 2015. Visitor Information Centers Handbook. *A practical guide to VIC operations*. 41p.



Please note that the below information is extracted directly from the above mentioned framework, this extract is what is proposed for VICs-Visitor Information Centres in South Africa and specifications can deviate, therefore it is a general guideline for the development of a VIC in the Capricorn DM. The feasibility study and business plan should ideally identify the key specifications.

17.4.11.1 KEY ASPECTS FOR A VIC

- A facility to make bookings;
- Information on the availability of accommodation;
- Integrated services and a call centre;
- A database that is maintained; and
- Internet facilities that are available to the public (Wi-Fi).

The following key functionalities have been identified through this framework in Visitor Information Software Systems:

- An electronic membership database for all tourism products;
- Customer relationship management capabilities;
- Media management facility including advertising services; and
- International accessibility that can accommodate advertising.

17.4.12 A VISITORS INFORMATION CENTRE MODEL FOR CAPRICORN DM

This section provides a model identified for VICs in South Africa through the National VIC framework by the Department of Tourism.



17.4.12.1 LOCATION

The location of a VIC influences the functionality of the information centre. VICs are therefore, categorised according to the function they perform relative to the geographical area that it is intended to serve.

- It is of critical importance that VICs be located in areas that have the greatest potential for positive impact on delivering a service to visitors and the tourism industry, and
- the location be influenced by the availability and suitability of land for the specific type and size of VIC needed.

In the case for Capricorn a location along the N1 is recommended, however this will need to be investigated. An area that is visible from the N1 such as Motumo Trading Post is the most prominent location due to the large flow of people commuting along the N1 on a daily basis. By locating the VIC along the N1 this offers great potential for delivering a service to visitors in a wider sphere.

17.4.12.2 KEY ELEMENTS OF A VIC

The main elements of a VIC, assuming in this case that a full scale information centre is to be built, are:

- Information / help desk;
- Display area;
- Internet stations;
- Coffee Shop;
- Visitor Lounge;
- Booking area;
- Trading area (arts and craft centre);
- Interpretive space;
- Office space;
- Interactive displays; and
- Call Centre;
- Heritage Centre;
- Cultural Centre;
- Function Hall.





It can be recommended that the 'Add-on' facilities should be available in a certain radius from the VIC if it is not located within the VIC. An example of the general layout of a VIC is provided below. Detailed design requirements can be obtained from the VIC Framework, National Department of Tourism.

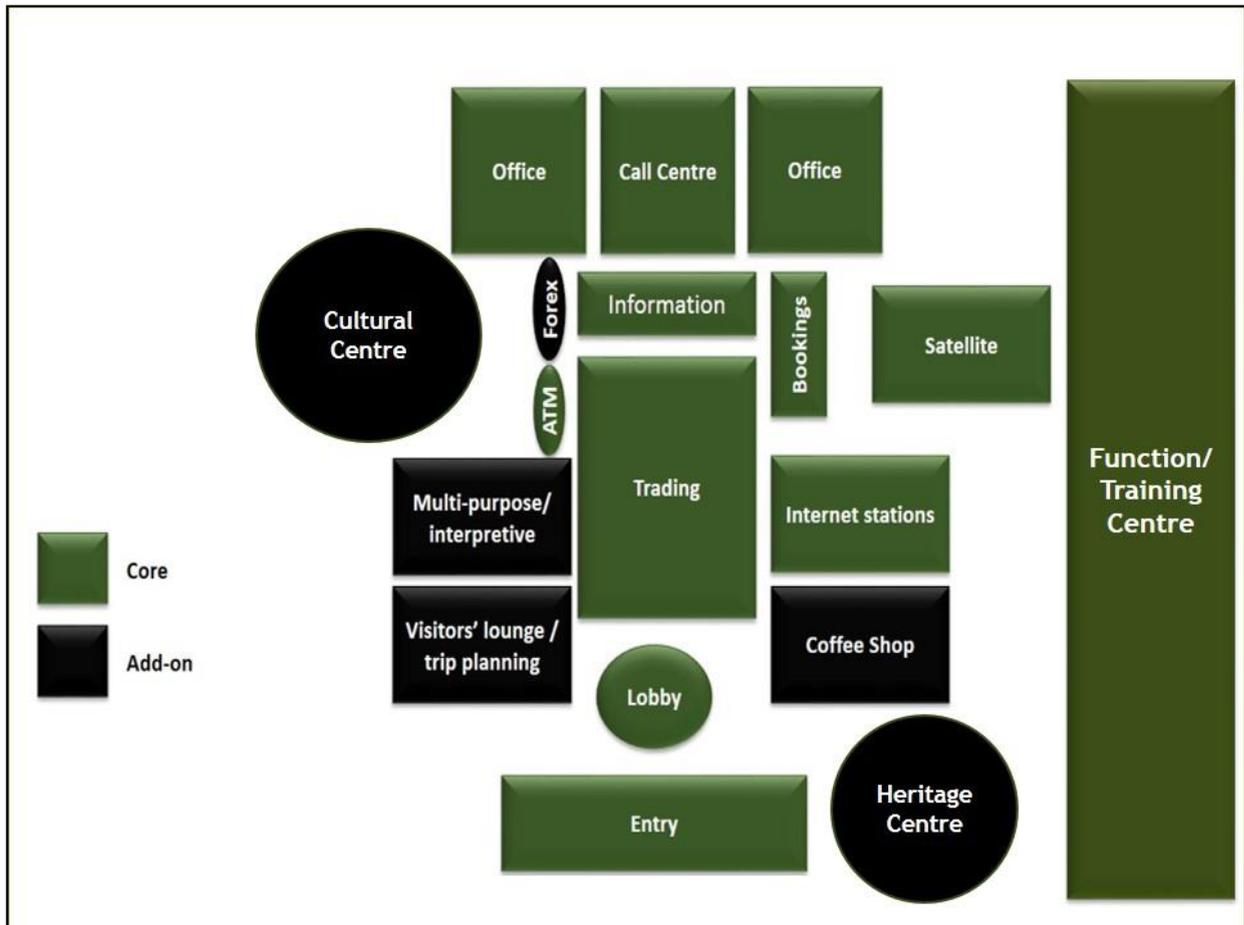


Figure 60: Suggested lay-out of the proposed Tourism hub at Motumo Trading Post

Source: Adapted from the VIC Framework

It must be noted that there are three types of VICs that can be implemented, these are, Visitor Information Centres; Satellite Information Centres; and Information Kiosks. For each of these models there are different key requirements for the functionality as shown in the table below.



	Model 1: Visitor Information Centre	Model 2: Satellite Information Centre	Model 3: Information Kiosk
Information desk	X	X	X
Internet services	X		
Booking services	X	X	
Trading area	X	X	
Administrative office	X	X	X
Coffee shop	X		
Plasma display	X	X	
Interactive (touch) screen			X

Source: Adapted from the VIC Framework

17.4.12.3 INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT) SYSTEM

This is based upon the fully fletched VIC model. It is recommended that the ICT functionality for a VIC include:

- Existing Travel Information Content e.g. explore, travel, eat, accommodation, news, weather, etc.);
- Development of a map of the surrounding environment;
- The necessary licensing;
- Installation of hardware into the information kiosk housings;
- Installation and development of software;
- The requirement management, operation and availability of the system;
- The required maintenance and technical support;
- For capturing, management & updating of all information displayed on the screens; and
- Sales of advertising space, operations and management of the information engine.



17.4.13 VISITOR INFORMATION MANAGEMENT SYSTEM

The system should be developed in a way that it will enhance the tourism environment within Capricorn and surrounds. Some key issues that such a system should address are:

- Encourages feet through doors and directs traffic to destinations;
- Ensure that visitors are better informed of products and places available;
- Ensure visitors can help themselves to information without waiting for assistance;
- Ensure that information is always available, relevant and up-to-date;
- Ensure that all associated 'members' will receive listings on all systems countrywide;
- It is therefore, critical that such systems include the design of a standard Web design for all owning agencies, standard main categories thus ensuring visitors have the same touch and feel wherever they are. On the back-end, the system should manage content and media with an inventory database.

17.3.13.1 RECOMMENDED STANDARDS

In order for the proposed Information Centre to be recognised nationally, obtained registration as a tourism establishment and receive support as well as use the proposed 'i-sign', the following standards need to be adhered to. Also, standards are needed to fulfil VIC's objectives. These standards, according to the VIC Framework, should include:

a) 'Operating hours

- Operating hours should be displayed, including the after-hours telephone numbers and the website address;
- Uniform operating hours for example 08h30 to 17h00 should be considered for all VICs with the exception of national gateways where the times will be more flexible;
- Where possible provision should be made for self-help kiosks where visitors may use electronic interface to obtain information on a 24 hour basis.



b) Provision of Information

- Visitor information centres should provide comprehensive information about the destination, accommodation, attractions, cultural activities etc. within the locality;
- A booking facility which is web based should be available and staff within the centre should be able to assist visitors by processing their enquiries;
- There should be a notice board for current and upcoming events;
- It should display a map of the given locality or area; and
- Important information related to emergency numbers for police, ambulance, nearest health centre should be clearly displayed.

c) Human Capital

- Depending on the salary structure of a given municipality, the centre can be manned by two or three fulltime personnel;
- One of the employees should have experience as a tourism officer or alternatively have management experience;
- The universal sign for the tourism information centre and the 'Welcome Man' must be displayed on name badges of staff members;
- Staff members should be trained on a continual basis on service excellence and customer care; and
- Schedule for training programmes for staff should be developed and a standard approach to capacity building of staff should be adhered to.

d) Branding

- The structure and design of different visitor information centres must comply to international best practices;
- The mission statements and principles of the centres should be displayed clearly;
- Uniform branding of collateral material such as brochures, letter heads, etc.;
- A visible sign reflecting tourism information centres to be displayed;
- Adequate road signage should direct visitors to the centre;
- Clear internal signage should be visible throughout the centre;
- The National Department of Tourism's website as well as key national contact details.

- Tourism Protector, should be clearly visible; and



- All tourists marketing material should include a map indicating direction to the centre.

e) Business and Management

- Business plans for the VIC should remain current;
- Operating manuals should be updated regularly;
- Database which would contain visitor profile and their country of origin must be kept updated;
- Centre management must ensure that visitors satisfaction surveys are conducted regularly;
- The centre will be operated by either the municipality, province or agency with the relevant experience and capacity;
- Certain functional elements of the centre may be outsourced to independent operators;
- The owning agency will ensure that the database of all members be updated regularly and the website is continually kept up to date; and
- The owning agency will also be responsible for the updating and maintenance of the ICT system.

17.4.14 CONCLUSION

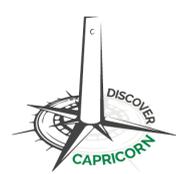
The proposed project is envisaged to create employment and support to SMMEs and provide a source of reliable and up-to-date information to tourists and at the same time create a favourable and welcoming environment for tourists. The information centre is also linked to other project coming out of the Capricorn District Tourism Strategy 2015 such as creating a website and database through marketing initiatives and knowledge management systems, therefore, due consideration needs to be given to the related projects as well so that all activities can be coordinated and work together to provide a holistic and functional result. The steps for the DM that need immediate attention are as follows:

- Identify relevant stakeholders through a structured (PSC) discussion on the project and possible utilisation of the large hall at Motumo Trading Post for functions and training,



- Amend and investigate Motumo Trading Post with careful consideration for land ownership etc. and discuss through a PSC of interested and affected parties,
- Lobby for funding for a feasibility study and business plan (this will only be necessary if the district has not been allocated a budget large enough to accommodate for the feasibility and business plan),
- Once funding is made available, commission the study in a timeframe of 4 months on average,
- Thereafter, secure funding for the construction,
- Once the facility is constructed, ownership needs to be dealt with accordingly and handed over to responsible party, and
- Once the owner has taken possession the facility would need to be operational as soon as possible.

All attempts by the DM need to be made to proactively lobby for funding and would need a strong and inspired leader to carry through the facilitation of the project.



17.5 ESTABLISHMENT OF AN EDUCATIONAL CENTRE (PROJECT 3.2.4)

Project 3.2.4. Facilitate the establishment of a hospitality educational centre in the district in partner with recognised tourism training centres.

17.5.1 PROJECT BACKGROUND AND PURPOSE

This project entails the establishment of a hospitality and educational centre within Capricorn DM with the intention to enhance the human capital of the tourism industry in Capricorn. The current challenge is that there is limited research and human capital in the tourism industry for Capricorn, as well as limited awareness and career perceptions of tourism. Capricorn is rich in tourism offerings, with attractions such as Blouberg Nature Reserve (which is home to the world's largest Colony of Cape Vultures), Makgabeng Plateau, Bakone Malapa Open-Air Museum, the Capricorn Needle and Meropa Casino providing an anchor for the promotion of other experiences offered in the district. However there are limited opportunities being created and as mentioned a skills shortage.

According to the National Tourism Human Resources Development Strategy, 'Human capital in tourism refers to the stock and flow of skills that are available to employers in the sector'. At the moment as stated in the National Tourism Human Resource Development Strategy, there is a general sense that 'in spite of the rich potential for tourism growth and development, South Africa does not have the level and quality of human capital to become truly competitive internationally'. The same is true for Capricorn DM as seen through the weak institutional and operating structures. Capricorn DM is made up of a largely underprivileged population with low skills levels to be able to absorb tourism opportunities and actively contribute to tourism and the local economies. Tourism development is unequal and needs to reach communities through skills enhancement and awareness.

By encouraging additional sector specific education centres it will significantly contribute to developing tourism in the country if adequate resources are pooled together. It is a resolution by the President of South Africa for funding (R 2.5 billion) of new FET colleges focusing on sector training to be mainstreamed within the next three years which will come from the Sector Education Training





Authorities as stated in the address by the President of South Africa, at the President skills development summit, Pretoria. According to 'Times live' (available on <http://www.timeslive.co.za/opinion/editorials/2012/04/10/investment-in-fet-gives-dropouts-a-shot-at-finding-jobs> and <http://www.ewn.co.za/Story.aspx?Id=85901>), Capricorn DM should take cognisance of this opportunity given the fact that education and the need for a specific tourism sector educational centre is needed in the district was identified through the strategy formulation of the Capricorn District Tourism Growth Strategy 2015.

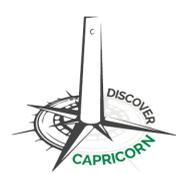
The importance of knowledge and education cannot be stressed enough. It empowers individuals, industries and communities to make informed and responsible decisions and is the key to a successful tourism industry. The National Tourism Sector Strategy aims through the vision and mission to position South Africa as a top international tourist destination also stating that the amount of foreign tourists has increased by more than 3 million in 2009 and that the African continent is the largest source of foreign tourist arrivals with a growth rate of 5.6%. As stated in the South Africa Tourism Annual report 2012/2013, tourism in South Africa continued its upward trend with 13 million tourist arrivals in 2012. Of which 9.2 million or 71% were tourist arrivals. Tourist arrivals into South Africa grew by 10.2% in 2012, while global growth only saw a 3.8% increase for the same period

These statistics indicate that the tourism industry is growing and there is an evident need to fully equip South Africans with the necessary skills, expertise and capacity to absorb an influx of tourists. In order to provide a unique experience through service excellence and quality experiences to draw visitors into the country and to retain existing visitors, Capricorn needs to provide experience to visitors which will entice them to return.

In order for this to be possible, skilled human resources are essential to be able to handle and provide for the needs of tourists. Tourists are visitors to a region or country and should be treated with the utmost respect. Visitors need to know that they are coming to a place which is well equipped to handle their desires.

The tourism industry is a labour-intensive service industry, dependent for survival (and at best, competitive advantage) on the availability of good quality personnel to deliver, operate, and manage the tourist product. The interaction between the tourist and tourism industry personnel is an integral part of the total tourist experience. An area for concern in Capricorn

District as well as other districts and regions is the quality and availability of skilled staff, rewards and benefits, labour turnover, working hours and conditions, barriers to employment in tourism, and



education³⁹. Many of these problems are directly linked to, and may be rectified through, education provision and, where possible, accurate careers information and guidance. Education programmes need to emerge in response to the following needs for human resource development in a challenging environment:

- Keeping the industry abreast with the latest technology and trends.
- The availability of qualified replacement staff at all times.
- Raising the image of careers in tourism.
- Staffing new and growing tourist industries.
- Employment regulation.
- Reduction of foreign labour.
- Responding to increasingly demanding service and communications requirements of customers⁴⁰.

These elements are seen to be sustainable human resource development (and enhancing human capital) of the tourism industry. Tourism education is integrally linked to the wider economic, social and political environment. Education features prominently in the following key elements and considerations:

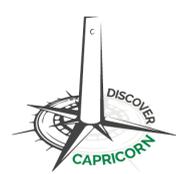
- the tourism environment;
- tourism and the labour market;
- tourism in the community;
- tourism and education; and
- human resource development in the tourism industry⁴¹.

Currently there is limited tourism educational intervention, awareness and limited training. There is immense potential of existing interest and need for educational facilities to enhance and enrich tourism in Capricorn. With the established tourism visitor base, and low skills

³⁹ Amoah, A.V. and Baum, T, 1997, Tourism education: policy versus practice in International Journal of Contemporary Hospitality

⁴⁰ Amoah, A.V. and Baum, T, 1997, Tourism educational policy versus practice in International Journal of Contemporary Hospitality Management pp 2-12.

⁴¹ *Abid*



levels, there is an opportunity to grow the tourism industry by providing a platform for educational excellence in tourism. This project aids in creating a positive future for tourism as a career and business opportunity for many to become involved in as well as fostering a tourism culture in communities. It will aid with career perception and increased emphasis on tourism in this tourism orientated destination.

Tourism education is advocated through the National Tourism Sector Strategy as a priority aligned to the Governments Medium Term Strategic Framework election manifesto. The NTSS therefore envisages capacity building for tourism to be critical to improve the 'overall planning for, and management of South Africa's tourism industry'. This project falls under the broad sector of Human resource development and capacity and skills building. Some statistics as identified through the skills audit undertaken for the National Tourism Human Resources Development Strategy are seen in the figure below which depicts the employee qualification levels per tourism sub sector. It can be derived from the figure that education levels are generally very low for tourism related activity.

Table 65: Employee Qualification Level

EMPLOYEE QUALIFICATION LEVEL			
Sub-sector	% NQF 5-8	% NQF 2-4	% < NQF 1
Hospitality	18%	28%	54%
Travel and Tourism	74%	18%	7%
Gaming and Lotteries	55%	40%	5%
Sport, Recreation and Fitness	19%	37%	44%
Conservation and Tourist Guiding	22%	50%	28%

Source: Table Reconstructed from Tourism and Sports Skills Audit Final Report 30 June 2007

The National Tourism Human Resources Development Strategy identifies the following skills gaps which should be taken into consideration in the development of programmes for the proposed tourism FET College which will be tested against demand etc. The strategy also identifies that there is a shortage of accredited training providers available and there are significant gaps in the availability of providers geographically, where many provinces and geographic areas do not have accredited providers within reach. The strategy also makes reference to the



distribution of training opportunities geographically which is seen as very biased toward urban centres and more urbanised and advanced provinces. Rural areas, even those with significant tourism assets and products, are at a significant disadvantage. By locating an FET in Capricorn which is an inland area with a rural nature, this will aid with increasing the geographic spread within rural areas and create opportunities within rural areas thereby moving away from the urban bias as mentioned through the Tourism Human Resource Development Strategy. The National Rural Tourism Strategy 2011 also recognises education and skills enhancement and capacity building as well as research and information as key areas of intervention. This project therefore, also aligns with the National Rural Tourism Strategy by allowing for support and awareness creation to people in rural areas to undertake tourism activities and become involved in tourism.



SECTOR	POSITION	SKILLS GAP
Hospitality	• Management	• The full range communication skills across all occupational categories
	• Waiters	• Broad-spectrum (full-range) of customer/ guest relation skills o across all occupational categories
	• Chefs	• Computer skills (usage of various computer programmes, including specialise hospitality software for some occupational categories) for technicians and associate professionals, professionals, senior officials/ managers and clerks in particular
	• Chefs	• Occupational specific skills for:
	• Cooks	• Sales people
	• Cashiers	• Front of house reception staff • Cleaners and accommodation service workers • Financial managers • HR/IR professionals • Culinary workers (chefs and cooks)
Travel and Tourism	• Travel consultants	• GDS/ Central reservation training or travel consultants
	• Managers	• Developing appropriately skilled tour guides and tour operators (full range of occupationally specific skills)
	• Tour Drivers	• The full range of critical skilled tours guides and tour operators, viz.
	• Tour Operators	• Communication
	• Tour Managers	• Computer skills (usage of various computer programmes as well as industry-specific programmes) • Guest relations • Security skills
Gaming and Lotteries	• Managers/ Supervisors IT personnel	• Occupationally-specific skills for surveillance and security personnel, including monitoring skills and equipment operating skills as well as guest relation skills • Communication skills and HR-specific skills (such as implementing the HR needs of an organisation and knowledge of labour legislation) for HR personnel • Gaming pay-out skills for slot operators • Communication and computer skills (usage of computer programmes) for senior officials and managers.
	• Fitness Trainer/ Instructor	• Communication and public relations skills for clerks, security/ maintenance personnel, senior managers/ officials, professionals and technicians
	• Sales Assistant	• Computer skills (using various computer programmes) for senior officials and managers and clerks
	• Barman	• Manager and leadership skills (occupationally-specific) for senior managers and officials
Sports, Recreation and Fitness	• Aerobics Instructor	• Development of financial managers (all occupational-specific skills)
	• Managers/ CEO	• Sales, customer handling, sport best practice and office management skills for technicians
	• Supervisors/ Managers	• Computer skills (various computer programmes) for technicians, senior officials/ managers and elementary workers
	• CEO	• Financial management skills for technicians
Conservation and Tourists Guiding	• Tour Guides	• Communication skills for technicians, clerks, tourist guides and life sciences Professionals/ rangers
	• Sales	• General supervisory and operations management skills for senior officials and managers
	• Taxidermist	• Guest relation skills for technicians, clerks and elementary workers
	• Rangers	• Office management skills for technicians and clerks
		• Understanding the importance of nature conservations – field rangers
		• Supervision and training skills for clerks and senior officials/ managers
		• Occupational specific cleaning skills for elementary workers
		• Front of house skills for clerks

Source: Table Reconstructed from Tourism and Sports Skills Audit Final Report 30 June 2007.





The importance and background to this project has been highlighted above has been imperative to the growth and sustainability of the tourism industry in Capricorn DM through utilising tourism education as a means for developing the tourism industry. The purpose will therefore, be to create an enabling environment for human resource development and skills enhancement through the provision of a Hospitality and Tourism Educational FET centre in the District. The demand and importance of this project has been seen through the interviews and workshops held during the process of formulating the strategy. The importance and need for tourism and sector based FET colleges, especially in areas of rural nature, have been advocated through the National Tourism Human Resource Development Strategy as well as commitment by the President of South Africa to mainstream sector educational development. In keeping with National priority and evident need for a tourism sector educational facility, it is recommended that a Hospitality and Tourism Educational Centre be developed in Capricorn DM as an opportunity to foster sustainable and responsible tourism growth and development in Capricorn and surrounding districts to contribute to tourism provincially.

17.5.2 LEGAL ENVIRONMENT

The governing acts for a project as such are Act No. 52 of 2000; Adult Basic Education and Training Act, 2000 and Act No. 16 of 2006: Further Education and Training Colleges Act, 2006 and the proposed tourism educational centre therefore needs to align to these acts. The Skills Development Act No 37 of 2008 and the National Qualifications Framework Act No 67 of 2008 are also recommended for issues of compliance. All finances to be managed under the Public Finance Management Act [Act No. 1 of 1999] and Municipal Finance Management Act [Act No. 56 of 2003]. Key documents would include the National Tourism Human Resources Development Strategy 2008 and THETA sector skills plan. Green Paper on Further Education and Training, 1998 is also an important to take into consideration and to inform the project.



17.5.3 PROJECT SCOPE/DESCRIPTION

The proposed project is the development of a Hospitality and Tourism Educational Centre in Capricorn District Municipality. The project will entail both construction of a new FET college in terms of **Act No. 16 of 2006: Further Education and Training Colleges Act** as well as the operation of the facility. This project can be described as having both physical and human resource requirements. The physical component is the construction of an educational centre to deal specifically with tourism related human resource development and skills enhancement, with the size and specifications to be recommended through the feasibility and business plan stages of the project. The human resource requirement deals with the staffing, etc. needed to manage and operate the facility. Buy in from surrounding businesses is recommended to create a successful initiative. This project has two ownership options; it can be either run as public entity or private college. The feasibility study will determine the best option for Capricorn given the inherent circumstances. This project will also aim to bridge the gap between tourism monopolies within the district and emerging SMMEs with regard to skills and capacity through mentorship. Mentorship may need to be spurred by incentives which will need to be investigated.



Key components of this project include:

- ❖ Training, mentoring and skills transfer programmes.
- ❖ Assistance to tourism related entrepreneurs in achieving their strategic business goals by supplying access to finance, partnership opportunities and /or consulting expertise; and creating formal linkages in the greater tourism industry.
- ❖ Create an enabling environment for emerging tourism businesses by providing programmes and initiatives intended to facilitate growth, increase economic participation, forge public and private sector linkages and stimulate the tourism second economy as well as enhance general tourism human resource development (e.g. the hospitality industry) man resource development (e.g. In the hospitality industry) thereby empowering small tourism businesses with skills to grow and sustain their businesses to assist in reaching targets for job creation.
- ❖ The initiatives conceived and managed by this center need to be cultivated and arranged in a manner so as to be effective to emerging tourism businesses at every stage of their development.
- ❖ These programmes vary from initiatives focusing on training and skills development to market access programmes and one-on-one business mentorship programmes and will therefore aid in transformation of the tourism industry in Capricorn and surrounding areas.
- ❖ Ultimately, an inadequate spread and lack of representation are the primary societal factors. Since tourism is rife throughout Capricorn DM, tourism entrepreneurs are likely to access a large amount of tourists and tourist- related activities which will provide the basis for the need for tourism skills and entrepreneurial development.
- ❖ This project therefore entails a tourism educational centre which will attend to skills needs according to a skills audit and demand. A hospitality school will be integrally set up and potential satellite offices identified throughout the district. This can be done in partnership with an accredited institution.
- ❖ This project may also aim to educate and be aligned to community and consumer and product owner awareness programmes making it even more sustainable.
- ❖ It is important to note that the exact tourism related programmes will be decided through a demand and skills analysis which ideally needs to come from the feasibility study and business plan as programmes and modules would need to be formulated in accordance with the guidelines provided by CATHSSETA (available on www.tbeta.org.za/).
- ❖ Pending results of the proposed feasibility studies, it is recommended that full scale colleges and centres only be established once the demand has risen. This will work in relation to the success of the tourism industry and ability to absorb trained and skilled personnel. As a starting point, a structure should respond to current demand and space for future expansion should be allowed for. The institution can opt to have satellite offices in future if demand permits; for example, hospitality schools linked to existing hotels and tour guide training offices (which may not require a huge facility).
- ❖ Research programmes will be linked to this proposed initiative.



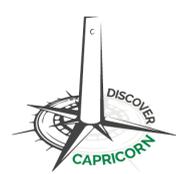


Figure 61: Key components of this project

Source: Urban-Econ

17.5.4 COMPETITIVE/COMPARATIVE ADVANTAGE

This project will allow Capricorn and surrounding areas to have a competitive tourism advantage with regard to skills development and training by contributing to a knowledgeable and well-tailored tourism industry to ensure service excellence and quality experiences. Other than hotel schools tourism dedicated educational centres are rare to find. Given the fact that the tourism industry is a growing sector which contributes substantially to the economy and aids with socio-economic development and contributes to increasing the quality of life of many, this industry needs to achieve service excellence with its given potential to be fostered. The surrounding International and provincial tourism linkages create an even more wide spread threshold for tourism education as the surrounding districts are rife in tourism potential and existing development and demand (examples are Mozambique, Botswana, the Waterberg DM, Vhembe DM, Greater Sekhukhune and Mopani DM). It is important to note that a tourism educational centre in Capricorn will not only benefit Capricorn but the above mentioned surrounding districts as well. As mentioned above, the National Tourism Human Resource Development Strategy advocates that there is an urban bias toward tourism educational facilities. By locating a tourism educational centre in Capricorn it will contribute to creating equality in the geographical spread of tourism educational facilities to rural outlying areas.



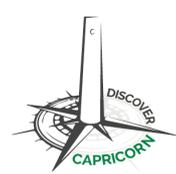
17.5.5 ACTIVITIES TO BE UNDERTAKEN

Step 1: Solicit funding for and commission a feasibility study, business and operational plan to be undertaken for the establishment of the proposed educational centre.

This step involves creating a foundation for the proposed project. Firstly it is mandated that a feasibility and business plan be completed prior to implementation and application to establish a tourism educational centre and secondly it is imperative to commission these plans as they will direct the project in detail. This phase of the project will entail a skills audit, and needs/demand analysis. Out of this, relevant skills programmes and learning outcomes will be determined and developed accordingly. The main purpose of this planning stage is to determine whether or not the project is viable enough to carry through to future stages. The feasibility study and business plan will aid in determining interested role players to the project which is imperative to lobby for funding and will enhance the feasibility of the project. Another defining factor which is envisaged to come through the feasibility study and business plan is whether or not it is recommended that the institution be operated as a public or private initiative. Once the business plan is completed an operationalisation plan needs to be formulated which could be included in the business plan. The feasibility study will be commissioned initially and if the project is deemed feasible, a business and operational plan will be completed. These steps will involve identification of potential sites for the development as well as potential funders.

Table 67: Activities to be undertaken

Step	Task	Key Performance Indicators	Implementing Agent
1	Identify key role players such as the Department of Higher Education, CATHSSETA, National Skills Development Fund, LEDET, LEDA, LTA, TEP< surrounding communities etc. to partner with and involve in the process.	Role Players Identified	Capricorn DM
2	Source funding	Funding secured	



3	Write Terms of Reference and conduct a tender process	TOR formulated	
4	Appoint a service provider	Service provider appointed	
5	Implement and manage the formulation of a feasibility study and business plan from initiation to completion through monitoring and evaluation tools such as PSC meetings	<ul style="list-style-type: none"> • Number of PSC meetings held • Feasibility study and business plan complete 	
6	Determine way forward (if the project proves to be feasible, then continue to next activity- that is, develop a business and operational plan for the proposed facility) the exact same process will be followed for formulation of the business and operational plan to be formulated.	Business and Operational Plan Complete	

Source: Urban-Econ

Step 2 - Secure funding for the establishment of the proposed tourism hospitality and educational centre if deemed feasible.

This step is important when undertaking the next activity as it has to be proved that funding is available to sustain the construction and operation of the tourism education centre. The business plan will aid with this. As mentioned, this activity also deals with securing funding for the operationalisation of the proposed centre with staffing requirements and costs, etc. The main activity here is to lobby funding from potential role players as identified through the previous planning stages. The project steering committee and Capricorn DM are the implementing agents and responsible for securing funding for the establishment. The business plan can be submitted to various funding agents such as through the National Skills Development Fund to lobby for funding.

Step 3 Establishment of a Public or private college in terms of Act No. 16 of 2006: Further Education and Training Colleges Act.



Undertake the development of tourism courses and programmes in line with CATHSSETA (documents to be found on www.theta.org.za) and obtain accreditation



for courses. The application process for accreditation needs to be undertaken in line with CATHSSETA processes. Quality assurance must be conducted by Umalusi in terms of the General and Further Education and Training Quality Assurance Act, 2001 (Act No. 58 of 2001).

Step 4 Construction of the hospitality and educational centre.

This activity involves soliciting funding for the establishment of the physical centre and overseeing the construction process. This activity will follow the construction project life cycle.

Step 5 Operationalize the tourism educational centre.

This activity deals with the actual operation and management of the tourism education centre which includes staffing requirements and implementation of the relevant programmes and tourism SMME support rendered. Mentorships will be a part of this step.

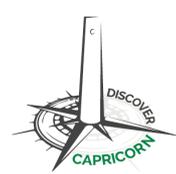
17.5.6 KEY PERFORMANCE INDICATORS

The key performance indicators identified for the proposed project which will enable the implementing agents to monitor the project are as follows:

- ✓ Role players identified
- ✓ Feasibility study, business plan and operationalization plan completed
- ✓ Funding and buy-in from role players secured
- ✓ Hospitality and tourism educational centre established
- ✓ Number of applicants and spaces filled
- ✓ Percentage of staff requirements fulfilled
- ✓ Number of businesses supported and mentored

Figure 62: Key performance indicators

Source: Urban-Econ



17.5.7 INDICATIVE BUDGET/ CASH FLOW AND TIME FRAME

The total budget envisaged for this project is ± R 20 million. This is a capital project and will include costs for the following activities:

Table 68: Indicative Budget/ Cash Flow and Timeframe

Project Phase	Indicative Budgets
Phase 1: Planning	
<ul style="list-style-type: none"> Feasibility studies (including demand analysis and skills audit) 	<ul style="list-style-type: none"> R 300 000
<ul style="list-style-type: none"> Business and operationalisation plans 	<ul style="list-style-type: none"> R 300 000
Phase 2: Execution	
<ul style="list-style-type: none"> Detailed designs 	<ul style="list-style-type: none"> R 2 million
<ul style="list-style-type: none"> Construction of the facility (including contingencies, professional fees and other costs) 	<ul style="list-style-type: none"> R 12 million
Phase 3: Operationalisation and Monitoring and Evaluation	
<ul style="list-style-type: none"> Implement operational plan and staff costs (including maintenance, stationary, other educational material, printers and other office and classroom equipment etc.) 	<ul style="list-style-type: none"> R 5 million
<ul style="list-style-type: none"> Maintenance/ Monitoring and evaluation 	<ul style="list-style-type: none"> R 100 000 per annum

Source: Urban-Econ

This budget will vary according to design specifications and requirements for the functioning of the facility (size of facility and décor, types of materials being used, etc.) The actual size of facility will be determined through the feasibility and business plan. The table below shows an indicative yearly cost estimate breakdown for a five year period.



Table 69: Yearly Budget Breakdown

Yearly Budget Breakdown (DM Responsibility)					
2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Total (DM)
R 500 000	R 0	R 0	R 0	R 0	R 500 000
Yearly Budget Breakdown (Outsourced Funding)					
R 0.00	R 1 000 000	R 9 000 000	R 7 000 000	R 2 500 000	R 19 500 000
Total 5 year Budget (DM + Other)				R 20 000 000	

Source: Urban-Econ

17.5.8 ENVISAGED SMME AND TRANSFORMATION POTENTIAL

SMME support and inclusion of previously disadvantaged persons are fully supported through this initiative, as it provides a platform for support and exposure to educational opportunities through bursaries and to become actively involved in research, and pursue a career in tourism development. The centre is envisaged to assist with business support and training. This proposed educational centre will not only educate and skill people but create windows for opportunities in the working world through practical experience, through mentoring, and an allied procurement strategy for students and interested entrepreneurs. By locating the institution in Capricorn it provides accessibility for the outlying areas and disadvantaged people to become involved in tourism and skills enhancement for purposes of becoming involved in tourism and therefore, opens up opportunities and creates positive career perceptions about tourism.

Approximate employment figures, which will be created through the construction process, as well as the operational process of the facility, as indicated by an Input-Output Multiplier Model used, are indicated in the tables below based on a capital injection of R 20 million. The indicators include new business sales, Gross Value Added, Income Multipliers, and employment multipliers. For the capital and operating multipliers, the new business sales turnover is almost triple the amount injected into the establishment of the facility and employment indicators show a large number of opportunities opening up for job creation through this initiative.



Table 70: Multipliers for the construction process derived from the capital input of R20 million

Capital Outputs	Multiplier	Total	Direct	Indirect
New Business Sales		R 55 763 580	R 24 741 131	R 31 022 449
Gross Value Added		R 19 812 081	R 8 187 294	R 11 624 787
Income Multiplier		R 9 779 818	R 4 336 435	R 5 443 382
Employment Multipliers		122	69	54

Source: Urban-Econ

Table 71: Multipliers for the operating process derived from the capital input of R20 million

Operating Outputs	Multiplier	Total	Direct	Indirect
New Business Sales		R 60 630 224	R 22 053 441	R 38 576 782
Gross Value Added		R 21 942 922	R 5 593 732	R 16 349 190
Income Multiplier		R 11 477 930	R 4 817 653	R 6 660 278
Employment Multipliers		190	125	64

Source: Urban-Econ

17.5.9 ROLE PLAYERS

The following role players have been identified as having a role to play in the development of a tourism educational centre in Capricorn DM:

Capricorn DM, Dept. of Higher Education, FEDHASA, CATHSSETA, National Skills Development Fund, LEDET, LEDA and TEP.

17.5.10 PHYSICAL AND RESOURCE REQUIREMENTS

The below example provides an indication of the type of requirements that will be needed for the proposed facility. This example is taken from subject guidelines by Department of Education, toward a National Certificate (Vocational): Tourism Operations NQF Level 3, 2007. The same requirements are indicated for other NQF levels.





17.5.10.1 RESOURCE NEEDS FOR THE TEACHING OF TOURISM OPERATIONS LEVEL THREE

(Recommended per group of 15 – 20 students)

Physical resources

The following teaching aids should be made available, if possible:

a) Practicum room or simulator

- A practical room (e.g. a front office, or a tourism information centre, etc.) which is a simulated tourism office environment, equipped with the basic office furniture and equipment, as well as the necessary electronic equipment, e.g. computer(s), printer, telephones, fax machines, photocopier, etc.
- Two-hole punch and stapler, ideally per workstation
- Filing cabinet
- Brochure stand(s)
- Counter top/ workstation/ reception counter as applicable
- Display boards
- The latest developments in electronic equipment must be available
- The computer(s) must be equipped with internet connection to enable website browsing for research purposes, as well as software training programmes, e.g. for making reservations
- At least one computer (with colour printer and connected to the Internet) equipped with a DVD- writer for presentations
- Storeroom facility for Portfolios of Evidence (PoEs), ideally directly connected to the simulator venue for easy access.

b) Classroom

- Classroom/lecture venues for use of Tourism students, where the tourism industry 'feel' can be created by means of maps, posters, wall decorations, industry magazines, etc.
- TV monitor and DVD/VCR
- DSTV satellite dish and decoder with connection (for Travel Channel, National Geographic etc.)



- Computer and data projector and screen
- Flash disk for facilitator to store information
- Presentation programme on computer to be used by facilitator to

provide students with visual information on learning outcomes



- Digital video camera (with necessary connections and memory cards)
 - Wall clocks (minimum 5) on which to explain time zones/world times
 - Larger-than-usual desks/tables, since Tourism students work with documents, maps, atlases, reference books etc.
 - Reference books (e.g. Lonely Planet, Rough Guide, and World Travel Guide etc.)
 - Dictionaries
 - Wall maps (World; Africa Physical and Political; South Africa Physical and Political)
 - Atlases and globe
 - Overhead projector and pull down screen
 - Flipchart
 - White board and/or black board
 - Storeroom facility for maps and other teaching aids, consumables etc. The storeroom should ideally be situated adjacent to/near the Tourism class room(s) for easy access
 - Notice board(s) outside in the corridor(s)
- c) Media/resource centre** (recommended per group of 15 – 20 students)
- A well-equipped media/resource centre
 - Availability of computers and printers for students to complete assignments/case studies and do additional research
 - Research software e.g. Encarta, etc.
 - Subject related magazines (e.g. Getaway, Travel News Weekly, Outdoors, etc.), daily newspapers and subject related reference books for research by facilitators and by students
 - Subject related DVDs/videos
 - Copies of applicable tourism legislation/Acts
 - Stock room to store

17.5.10.2 HUMAN RESOURCES

a) Lecturers/ Facilitators

- Facilitators with a tertiary qualification (or qualification at NQF Level 7) in Travel and/or Tourism; or
- Hospitality, preferably with relevant industry experience





- In cases where tourism industry experience is non-existent, it is strongly recommended that such a facilitator does some part-time work in the tourism industry, e.g. during college holiday periods, in order to gain practical work experience
- It will be to the advantage of facilitators/lecturers if they have already been declared competent as assessors and/or moderators
- Training in OBE
- Partnerships should be established with the industry to augment facilitation in certain specialised areas where the appointed FET facilitator/lecturer lacks the necessary expertise
- Outsourcing for modules such as First Aid
- Specific facilitator(s) / lecturer(s) trained to manage the simulator/practicum room activities
- Fundamentals facilitator: Regarding the IT component of Life Orientation it is strongly recommended that the particular facilitator should adapt the learning material to address the needs of computer use in the tourism industry.
- Full time technology and research manager (with knowledge of computers, website browsing, research and reference books)

b) Other resources

- Access in the computer classrooms (for each Tourism student) to a computer and printer and the Internet
- Iveco bus – 20 seater for educational excursions and projects

c) Consumables

- Tablet including the following:
 - Learning material/ text books
 - Answer books, with examples which students must complete for practical assignments
 - Basic calculator for each students
 - Lever arch file for each student to serve as PoE
 - Lever arch file for Practical Assessment Portfolio
 - Subscription fees for internet, subject related magazines, newspapers, TV license
 - Disks



- CD's
- Ink cartridges (black and colour)
- Transparencies and –pens



- Standard office stationary (pens, tippex, etc.)
- Plastic sleeves
- Dividers
- Relevant reservations registers and related tourism documents
- Log books

17.5.11 CONCLUSION

The above section discusses the importance of tourism education and need for a tourism educational centre which will not only serve Capricorn DM but surrounding areas as well. Sufficient detail has been provided with regard to conceptualising the project and providing a descriptive analysis of what the process will require. It is recommended that the district immediately take the following steps:

- Identify stakeholders and secure buy-in into the process, through a structured (PSC) discussion or through the district forum and proposed regional tourism forum,
- Investigate possible locations with careful consideration for land ownership etc. and discuss through PSC of interested and affected parties,
- Lobby for funding for a feasibility study and business plan (this will only be necessary if the district has not been allocated a budget large enough to accommodate for the feasibility and business plan),
- Once funding is made available, commission the study in a timeframe of 4 months on average,
- Thereafter, secure funding for the establishment of the facility,
- Once the facility is constructed, ownership needs to be dealt with accordingly and handed over to responsible party,
- Once the owner has taken possession the facility would need to be operational as soon as possible.

All attempts by the DM need to be made to proactively lobby for funding, if funding is not available and would need a strong and inspired leader to carry through the facilitation of the project.



17.6.1 KNOWLEDGE MANAGEMENT STRATEGY (PROJECT 5.1.1.)

Project 5.1.1. Formulate a knowledge management strategy for collating information and visitor statistics to track demand, include audit of the amount of jobs/ employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction LTA.

17.6.1 PROJECT BACKGROUND AND PURPOSE

One of the challenges facing tourism in Capricorn is the lack of available tourism statistics, which is key to making important decisions. An opportunity that arises from this is to work in collaboration with the Limpopo Tourism Agency, the LMs and private establishments to collect statistics at destination level.

Introduction

Prior to 1994, tourism marketing was a function of national government. However, following the installation of a democratic national government in that year, this responsibility was devolved to the provinces. Provinces are now responsible for both tourism product development and the marketing of their regions both domestically and internationally. At the national level, the National Department of Tourism utilises South African Tourism as its marketing arm with its role to market the country generically to international markets.

Heath (2002) reinforced the importance of information management and research by indicating that destinations that gather and use information effectively can improve their competitive positions. He acknowledges the importance of information management, research



and forecasting as part of the 'cement' which binds and links different facets of competitiveness⁴².

According to Hassan (2000), market information needs to be collected and analysed to alert destination(s) of any signs of decline such as⁴³:

- Arrivals from traditional markets
- Length of stay
- Lower per tourist spending rates

As Leiper (1989), in Kelly, *et al*, (2006:449) indicates, reliable tourist attendance information is a core metric for evaluating the performance and competitiveness of tourism destinations⁴⁴.

Problem Statement:

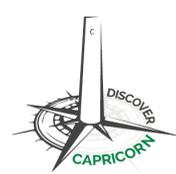
In reference to the above statement, a defining challenge facing tourism in Capricorn is the lack of tourism statistics. Currently statics are only available at provincial and national level and this is cause for concern as destination based decision surrounding tourism cannot be made without this knowledge. However it should be noted that this is a National problem and not only Capricorn DM specific.

17.6.2 DATA COLLECTION IN SOUTH AFRICA

⁴² Heath, E. 2002. 'Towards a model to enhance Africa's sustainable tourism competitiveness', *Journal of Public Administration*, 38(3.1): 327-353.

⁴³ Hassan, S.S. 2000. 'Determinants of market competitiveness in an environmentally sustainable tourism industry', *Journal of Travel Research*, 38(3): 239-245.

⁴⁴ Kelly, J., Williams, P.W., Schieven, A. & Dunn, I. 2006. 'Toward a destination visitor attendance estimation model: Whistler, British Columbia, Canada', *Journal of Travel Research*, 44(4):449-456.



The following diagram has been formulated by Urban-Econ to explain the role and linkages which key players have in collecting data pertaining to the tourism industry in South Africa.

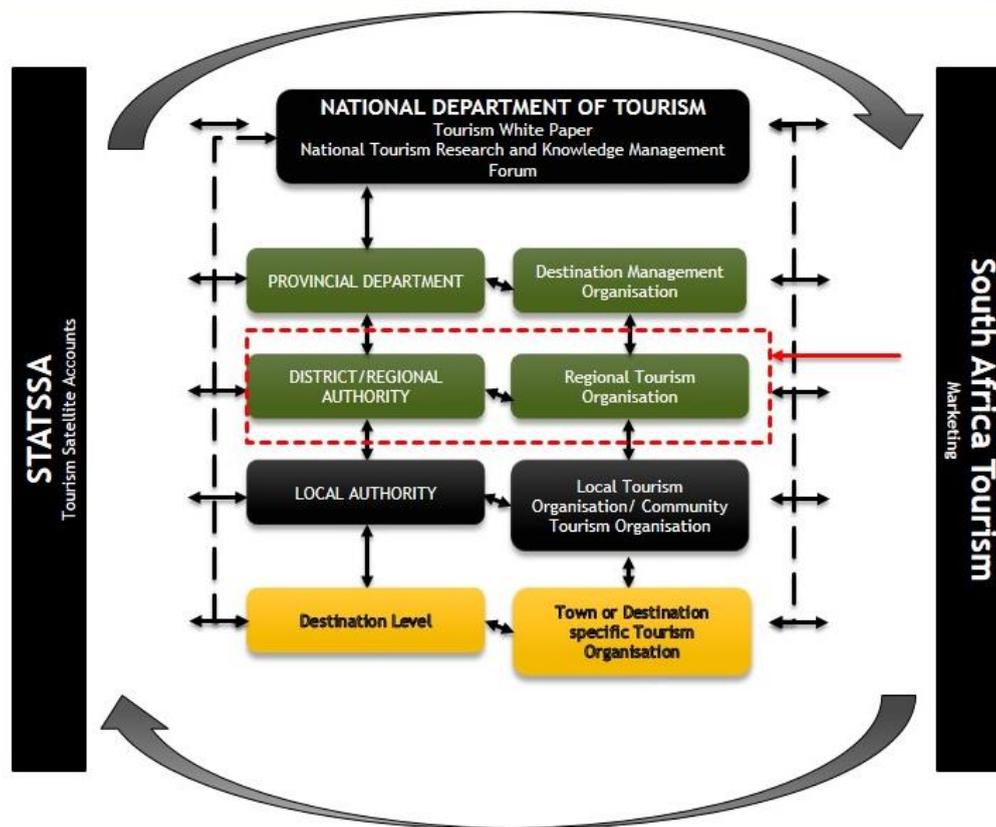


Figure 63: Key Players in tourism data collection in South Africa

Source: Urban-Econ

As seen in the Diagram, information is fed from the top to the bottom. Unfortunately this is not the case from the bottom up. Data is available at National and Provincial Level but not at District, Local or Destination Level. The diagram portrays an idealistic situation in data collection for all levels affected by tourism. Currently Provincial, District, Local and Destination Entities are dependent on information received from South African Tourism, STATSSA and the Tourism Satellite Accounts to formulate annual reports, etc.



Destination Level. The responsibility of District Entities is to collect data at Local and Destination Level and so forth.

It was also noted that Local, Destination and even Product owners in some cases conduct their own research. Unfortunately data collection methods have not been standardised and data collected lower than Provincial Level cannot be seen as reliable. There is an urgent gap for standardised data collection methods in South Africa at Provincial, District, Local and Destination Level. The capacity, competences and reason for collecting data needs to be relayed between all levels.

There is also a general lack of tourism support and capacity in the local municipalities, as well as the district municipality. This is compounded by limited coordination at the district level to manage shared resources, initiatives and role players. Weak coordination relates to both institutional arrangements and with regard to tourism development and marketing as well as regulation. Stakeholders have identified the need to work in synergy to achieve integrated and strong tourism linkages and growth and development.

In collaboration with the Limpopo Tourism Agency, the LMs, and the private sector, Capricorn DM can bridge this gap. By collecting data at destination level that can be fed through to Provincial and National Level these entities can work in synergy to ensure that a holistic understanding of the Capricorn Tourist can be formulated. This will improve future decision making and improve general tourism growth in the district as products can be tailored for a specific niche market.

Project Outcome: Seasonal market segment research conducted through the visitor book project and relevant marketing material identified and mainstreamed

17.6.3 CAPRICORN DM RESEARCH COLLATION FUNCTION

Tourism information, especially the collection of strategic information, is basic to the role of a destination management organisation (DMO). It is necessary so as to develop and monitor strategies and actions of district attractions, events and accommodation establishments.

Capricorn DMs research function needs to be conducted in line with its strategy, and functions to contribute to Capricorn reaching its goals and fulfilling its aims as a DMO.





17.6.4 CARBON VISITOR BOOK PROJECT

Limpopo Tourism Agency formulated this concept and have requested support from the DMs and LMs to ensure that this project is implemented and properly driven.

This Carbon Visitor Book Project will be conducted by LTA through the collection of tourism information on media influences, purpose of visit, country of residence and more, of those people who visited participating establishments and filled in the visitors' books.

The information from these books will then be returned by their users on a regular basis and captured into a database formulated by Limpopo Tourism Agency. Reports in this data are produced and provided to tourism amenities whom work together with LTA on this project.

The report compiled contains several sections: first is an introduction to the report, second an analysis of the tourism market of the whole of South Africa, which is followed by an analysis of the tourist picture in KwaZulu-Natal. Third, there is a description of the visitor books, fourth data from who filled in the standard visitor book are analysed and fifth, data from all respondents who filled in the hostel book are analysed. The different regions within KwaZulu-Natal are analysed and also the seasonality within these regions. Lastly, there are some conclusions and recommendations drawn from these findings which prove useful in term of future planning for all participants.

This annual report is sent back to product owners. Reports such as these show seasonality and the factors which influenced tourists to visit these sites. It gives product owners a clear idea of where to advertise and what should be focused on when these activities are undertaken.

Comparisons between participating Provinces can be made and improvements incorporated where necessary.



17.6.5 OTHER KEY CONSIDERATIONS

- That Capricorn DM work in collaboration with Limpopo Tourism Agency to ensure the successful implementation of this project.
- That all LM's in the DM be represented and participate in this project.
- That all product owners, attraction sites, museums and tourism events partake in this project.
- All municipalities to contribute towards the operations of as well as marketing of the visitor book project.
- There needs to be a dynamic tourism researcher to drive the process.
- The concerns of the private sector need to be acknowledged and their participation motivated.
- There needs to be a focus on both marketing and product development.
- The appointment of a service provider to publish the carbon visitor books, collate the data and build a database which all LMs, DMs and LTA can use to store the data.

17.6.6 ACTIVITIES TO BE UNDERTAKEN AND ANTICIPATED OUTCOMES

Below are two tables which indicate activities and KPIs for each objective identified above to ensure the successful implementation of this project.

Table 72: Activities to be undertaken, key performance and implementation

Activities to be undertaken for the establishment	Key performance	Implementing
1. Stakeholders and role players need to be identified from Private Sector	Role players identified	LTA, Capricorn DM, LMs
2. The department LTA needs to be consulted and collaboration between	LTA consulted and driving the project successfully	LTA, Capricorn DM, LMs



them and CDM needs to take place throughout the entire project		
3. Private sector establishments, museums, attractions and events needed to participate in this project needs to be identified.	Private sector establishments, museums, attractions and events participation and by-in.	LTA, Capricorn DM, LMs
4. Operationalisation/ Implementation plan for LTA	Operationalization/ implementation plan implemented	LTA, Capricorn DM, LMs
5. Database developed for data collection	Database functional and ready	LTA, Capricorn DM, LMs
6. Data captured into the central database	Data captured	LTA, Capricorn DM, LMs
7. An annual report needs to be written and dispersed among all effected parties.	Report written and dispersed	LTA, Capricorn DM, LMs

Source: Urban-Econ

17.6.7 CASH FLOW

The cash flow indicated below is indicative of the amount that would need to be set aside for the Visitor Book Project. Funding will need to be acquired as a joint effort by LTA, Capricorn DM and the LMs. The following is a yearly budget breakdown and accumulates to a total of R1.5million. However it should be kept in mind that this is a continuous project and should not stop at the end of the indicated 5 year project.

Table 73: Yearly Budget Breakdown

Yearly Budget Breakdown (DM Responsibility)					
2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Total (DM)
R 100 000	R 100 000	R 100 000	R 100 000	R 100 000	R 500 000
Yearly Budget Breakdown (Outsourced Funding)					
R 200 000	R 200 000	R 200 000	R 200 000	R 200 000	R 1mil
Total 5 year Budget (DM + Other)				R 1.5 mil	

Source: Urban-Econ



17.7.17 ROLE PLAYERS

Linkages to other projects

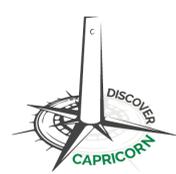
This project is linked to all projects identified directly and indirectly

Implementing Agent/s

Limpopo Tourism Agency, Capricorn DM, service providers, LMs, all tourism associations

Potential Funding Agents

IDC, LEDET, LEDA, LTA, Capricorn DM.



15.7 Development of a DMO/ RTO

Project 5.2.6. Develop a District Marketing Organisation/ Regional Tourism Organisation.

17.7.1 PROJECT BACKGROUND AND PURPOSE

A major challenge facing tourism in Capricorn is the unequal and fragmented institutional support and marketing of tourism products, which is a contributing factor to the uneven and fragmented growth in the tourism sector in the district. A key opportunity that arises from this is to create a strong, unified and integrated institutional and organisational structure to coordinate tourism marketing and development activities.

Problem Statement:

In reference to the above statement, a defining challenge facing tourism in Capricorn is the weak and fragmented institutional structure which directly affects marketing and tourism product development actions. There is also a general lack of tourism support and capacity in the local municipalities, as well as the district municipality. This is compounded by limited coordination at the district level to manage shared resources, initiatives and role players. Weak coordination relates to both institutional arrangements and with regard to tourism development and marketing as well as regulation. Stakeholders have identified the need to work in synergy to achieve integrated and strong tourism linkages and growth and development.

Uneven Institutional Structuring:

The current state and unevenness of the five local municipalities highlights the need for the district municipality to assist with the coordination of structures. During consultation it was evident that the local municipalities do not receive enough support from the district municipality and that there is a definite need for an umbrella organisation, which unifies and represents all five LM's in the Capricorn District.





To this end it is suggested that a District/ Regional Tourism Association be established. An effective management structure is necessary if tourism is to be effective within the Capricorn DM. The proposed structure will link the DM Tourism Structures, with its LM'S, local tourism bodies (e.g. CTO's, NGO's), as well as provincial tourism bodies (e.g., LEDET and LTA) and allow for interaction with private sector tourism firms and operators.

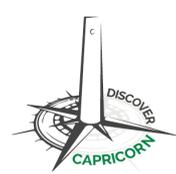
Recommendation: The recommendation for a reformed district tourism institutional structure, is a unified body pooling all district related matters together and providing a platform for tourism development and coordination as well as developing the relationship between private and public sector. This will culminate in a single District Tourism Entity to be established, that is the Regional Tourism Association (RTO) which acts as a municipal entity⁴⁵ and which is managed by private sector stakeholders. This entity would undertake the tourism marketing and development actions required in the District, integrating the diverse attractions and experiences into a unified message aimed at attracting domestic and international tourists to Capricorn.

17.7.2 INSTITUTIONAL STRUCTURE IN THE LEGAL ENVIRONMENT

The R.T.O is envisaged to function as a Municipal Owned Entity established in terms of the Municipal Structures Act No. 117 of 1998, Municipal Systems Act No. 32 of 2000, Municipal Finance Management Act No. 56 of 2003 and Cross-boundary Municipalities Laws Repeal and Related Matters Act 23 of 2005, where the municipality has ownership but the private sector manages and operates the entity.

This structure is envisaged to integrate and strengthen relations between the public and private sector as per legal requirements stipulated for the formation of a municipal entity.

⁴⁵ According to the Municipal Systems Act, a municipality entity is defined as a company, co-operative, trust, fund or any other corporate entity established in terms of any applicable national or provincial legislation and which operates under the ownership control of one or more municipalities. And includes, in the case of a company under such ownership control, any subsidiary of that company, or a service utility.



17.7.3 PROJECT SCOPE

Main Aim: To establish a single institutional structure, a municipal entity, consist of the regional tourism organization (RTO) and supporting the district tourism forum.

This will enable the private and public sectors to function efficiently and for all interests to be represented. The proposed institutional structure will also achieve a strong and united tourism marketing action integrating the diverse attractions and experiences into a unified message aimed at attracting domestic and international tourists.

17.7.4 OBJECTIVES

1. Establish a Regional Tourism Association as a municipal entity which links private sector interests and existing Community Tourism Organisations (C.T.Os)
2. Operationalise District Tourism Forum which represents public sector interests

17.7.5 SINGLE DISTRICT TOURISM ENTITY (RTO+RTF)

The project therefore, entails a single tourism body at district level with two defining components, the District/ Regional Tourism Forum (DTF) to fully represent the public sector and the Regional Tourism Association (RTO) to fully represent the private sector with the RTO functioning as a municipal owned entity.

The district entity lies on the principle of combining public and private sector to strengthen relationships and provides cohesion. The relationship between private and public sectors needs to be identified and it is through the suggestions of this project that this comes through. The private and public sectors are interrelated and need one another to function effectively. It is imperative





that both private and public sector work together to make tourism successful in Capricorn DM. The following diagram indicates the flow of tourism entities from National Level down to Local Municipal Level as indicated in the LEDET (Limpopo Department of Economic Development, Environment and Tourism) Tourism Growth Strategy 2009-2014.

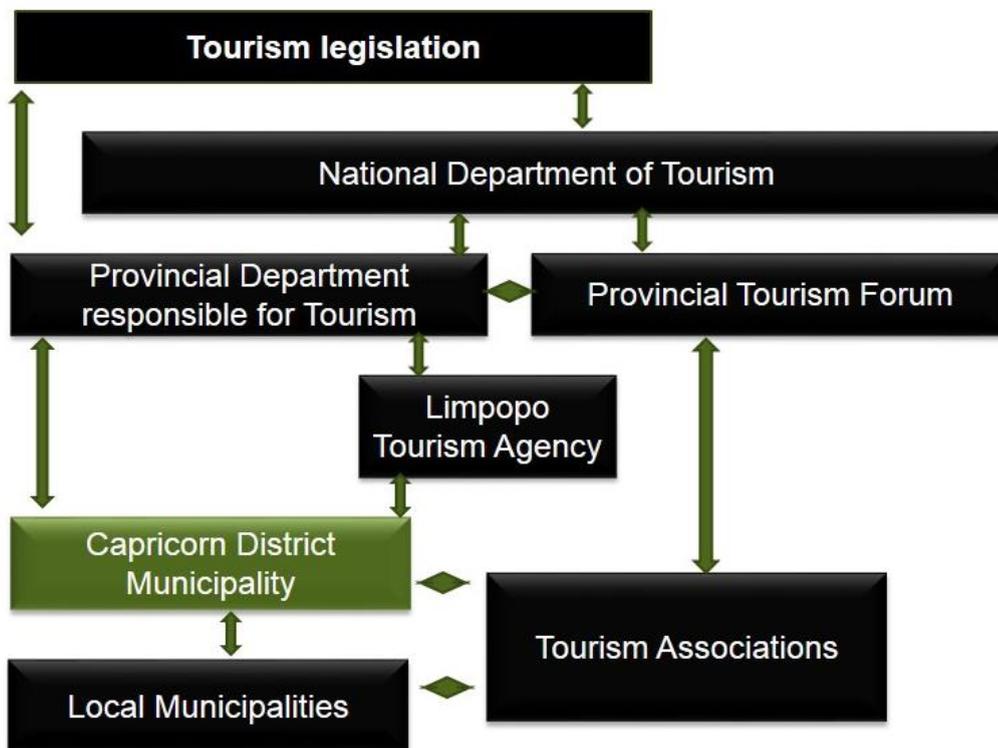


Figure 64: Institutional Structure (National - LMs)

Source: Limpopo Tourism Growth Strategy 2014

The following diagramme below illustrates the institutional structure proposed with the proposed single district body lying at the core of tourism in Capricorn DM.

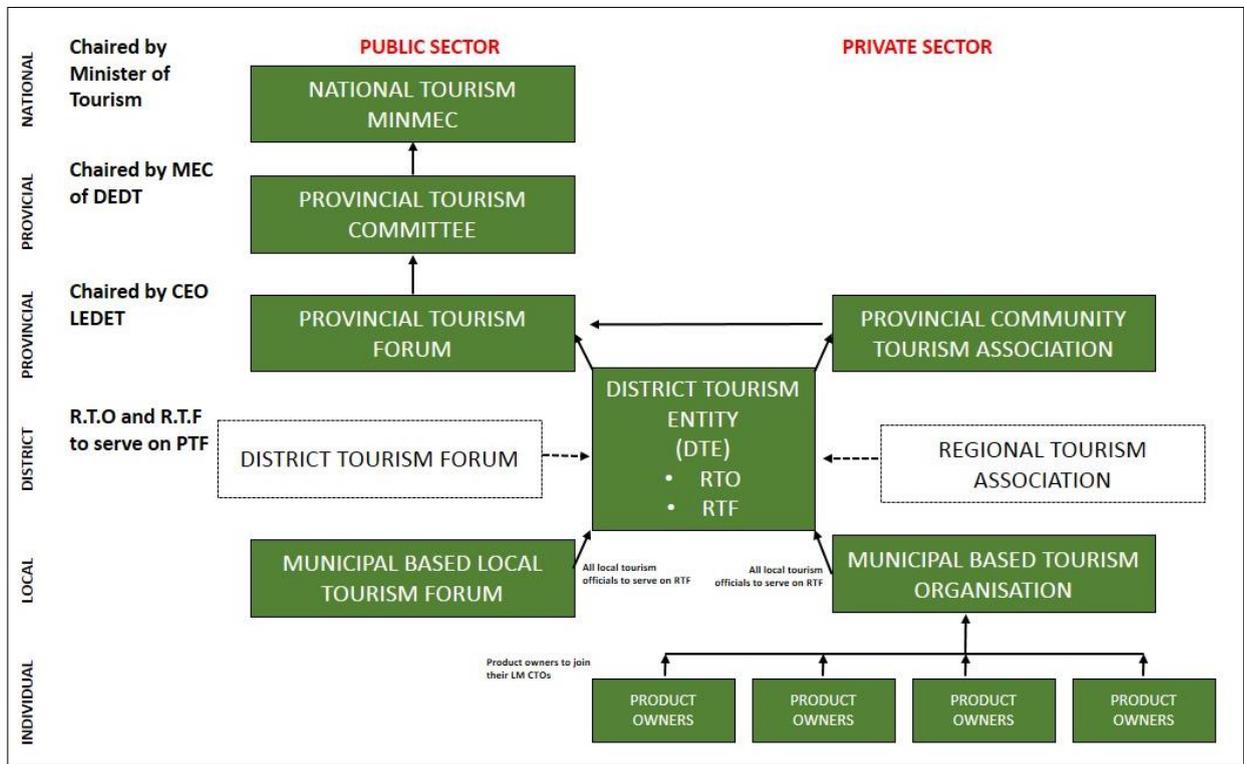


Figure 65: Proposed institutional structure

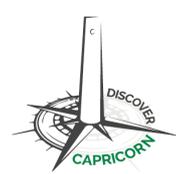
Source: Urban-Econ

As indicated during the consultation process of this project: Considerable amounts of land and property are managed by the local authorities, developing these resources necessitates the involvement of the local authority. And therefore, for the private sector entering partnerships with local authorities provides them with partners of good standing, who are able to share risks associated with development projects (especially when in their initial stages of development).

The **Roles and Functions** of the partnership are therefore proposed as follows:

- Responsibly manage the financial workings of the organisation and make appropriate allocation of funds (from institutions and the private sector) for marketing and development





- Take responsibility for budgets for the purpose of providing support for development projects, capacity building and infrastructure
- Raise funds for specific projects that require financial support over and above grants made by the Capricorn District Municipality
- Lobby and secure extra funding that may be needed
- Represent and manage the collective tourism interests of the communities within the Capricorn Municipality area
- Manage key destination marketing and developmental processes and actions.
- Interact directly with the tourism related authorities namely; The National Department of Tourism (NDT); South African Tourism (SAT); Limpopo Tourism Agency (LTA); Limpopo Department of Economic Development, Environment and Tourism (LEDET); Open Africa; Tourism Enterprise Partnership (TEP) and the Local and the DM structures.
- Foster important cross boundary relationships with other provinces, district and countries (Botswana & Mozambique).
- Make policy recommendations to council that may affect local bylaws and regulation
- Act as a regional tourism authority encompassing all tourism bodies, association and authorities
- Take full and active responsibility for the implementation of the Capricorn Tourism Growth Strategy 2015.

17.7.6 MEETINGS

It is recommended that the RTO and RTF meet on a regular basis with the RTO having a representation on the RTF and the chairman of the representation on the RTO to ensure a strong relationship and between public and private sector as well as integration and consensus of tourism concerns in Capricorn DM. Frequency of meetings will have to be determined through the business plan and deliberations with the DM.



17.7.7 REGIONAL TOURISM ASSOCIATION/ORGANISATION (RTO, RTA)

The R.T.O is envisaged to function as a Municipal Owned Entity established in terms of the Municipal Structures Act No. 117 of 1998, Municipal Systems Act No. 32 of 2000 and Municipal Finance Management Act No. 56 of 2003, where the municipality has ownership but the private sector manages and operates the entity. The RTO should provide a secretariat function to the District Tourism Forum in order for it to function appropriately.

17.7.8 ROLES AND FUNCTIONS

The main roles of the municipal entity (R.T.O) are as follows:

- Manage and Market tourism in Capricorn, including strategic marketing of events, places and other attractions within the district
- Promote tourism growth and development
- Motivation of projects (product development)
- Running of all information offices (branding, marketing outreach, distribution)
- Appoint CEO and staff
- Provide a secretariat function to the R.T.F
- Membership Update and Signing up of New Members
- Provide Tourism Advise to Existing and New Members
- Coordinate Training and Workshop for participants in the Tourism Sector
- Monitor Compliance to District and Local Tourism Policies by established and new entrants to the tourism industry
- Administrative responsibility to ensure the operations contribute towards the realization of the Council's goals and objectives,
- Facilitation and co-ordination of activities for all local publicity associations and Community Tourism
- Associations within the local areas of jurisdiction when necessary.
 - Conducting and commissioning of surveys on tourism issues within the district.
 - Commissioning of feasibility studies on tourism products.
- Maintaining close links with related public and private sector agencies.





- Budget monitoring and key performance systems in place to monitor and evaluate system
- Research and development
- Investment packaging
- Liaison with all tourism stakeholders (authorities, tourism bodies, communities etc.)
- Monitoring of service standards
- Route development and operations.
- Database development.
- Statistical analysis.

17.7.9 MARKETING

All effected role players would be required to work in synergy to achieve the goal of efficiently marketing the district. This would include, but is not limited, to the following role players:

- Open Africa.
- Existing Community Tourism Organisation in Capricorn.
- Existing development agencies (Limpopo Development Agency and Limpopo Economic Development Agency).
- The Limpopo Department of Economic Development Environment and Tourism.
- Chambers of Commerce.
- Surrounding district tourism associations (Vhembe DM; Mopani DM; Waterberg DM & Sekhukhune DM).
- Any tour guide associations.
- All other tourism bodies and associations involved in tourism affecting tourism directly and indirectly in and around Capricorn DM.
- The previously disadvantaged communities need to be included with a view to allowing them an understanding of tourism marketing.

The marketing responsibilities of the new association should be concerned with, but are not limited to the following:



- Ensure marketing of the destination and product development.
- Determination of marketing slogans, themes and approaches.



- Create a unified approach to marketing in the districts.
- Foster diverse marketing tools and methods most effective to target market segments which will range according to attraction and area.
- Conduct research and development of tourism in Capricorn DM as well as continuous research of market segment needs and community needs with regard to tourism.
- Coordination of roll out and management of agreed marketing tools.
- Preparation and implementation of marketing strategies and projects.
- Evaluation of marketing strategies and outcomes.
- Tourism signage management and monitoring.
- Evaluation of funding for promotion applications.
- Facilitate event support programmes.
- Attendance of international and national trade shows.
- Publicity and media coordination and exposure as well as national and international recognition.
- Bid presentations for events and MICE opportunities.
- Special delegation trips.
- Attendance of tourism management meetings.
- Visitor information services- operation and provision.

17.7.10 PHYSICAL AND HUMAN RESOURCE REQUIREMENTS

The proposed district tourism entity will have physical and staffing requirements.

17.7.10.1 PROPOSED STAFFING REQUIREMENTS OF THE RTO

The staffing of the Regional Tourism Organisation is critical to the success of the organisation. Any staff appointments need to be purely based on tourism expertise and knowledge of the tourism environment in Capricorn and the person should have a vested interest in tourism in the district. No appointments





should be on a political basis and the board of members ideally should come from the private sector.

Key competencies of staff (Director) would include:

- Proven training and experience in tourism and tourism management, marketing and development.
- Experience in tourism and tourism management.
- Effective written and verbal communication and presentation skills.
- A media and PR track record.
- Computer literate.
- Proven experience in key decision making forums and high level tourism management entities.
- Outstanding business management skills.
- Fundamental knowledge of the tourism industry in Capricorn DM.
- Other functions such as Office administration and financial record keeping, brochure development, marketing strategy development and administration, event planning and implementation, and assessments of membership registration as well as management of district tourism information office.

Functions would include:

- Manage and administer the operations and programmes for proposed RTO
- Liaise with political personalities and tourism stakeholders
- Attend tourism management meetings within the UDM area and elsewhere
- Represent the UDM area at trade shows and tourism promotion opportunities
- Coordinate media and publicity/awareness campaigns
- Liaise with product owners and CTOs with regards to local tourism issues
- Drive developmental projects
- Ensure that UDM departments activate key requirements in the best interests of tourism



It is suggested that the salary for such a person would be paid by the District with a performance contract being applied as part of the

employee package.



17.7.11 PHYSICAL REQUIREMENTS

The RTO may need a residence to operate from and hold meetings, as well as to keep all admin related resources and databases. This could be integrated with the District Tourism Information hub, however, if it cannot there needs to be an office and office equipment to regulate the operations of the RTO. This will also be linked to an operational budget. Also a website would need to be created in line with the proposed website through the marketing strategy.

17.7.12 EXISTING COMMUNITY TOURISM ORGANISATIONS (CTOS)

The existing CTOs will retain a strong component of autonomy in that they will be able to:

- Still operate their own visitor centres
- Jointly be able to promote their local tourism assets at trade shows
- Retain their own local management committee.
- Promote and manage events as fund raising opportunities
- Create their own localised marketing tools with funding from the proposed RTO, however, must comply to the district tourism branding and image

Each will be able to nominate a representative to the Regional Tourism organisation hence acting as a representative to bring local issues to the attention of the Capricorn DM.

17.7.13 DISTRICT/ REGIONAL TOURISM FORUM (RTF, DTF)

This forum represents the public sector interests in Capricorn DM, where all local municipalities need to be fully represented. The existing Local Tourism Forums need to be represented. It is imperative as a function of this body, it is seen to by the district that all local municipalities have a tourism officer designated for tourism functions and that Local Tourism Forums are formed





in all local municipalities. The district shall provide support to LMs that are finding it difficult to form these forums and operationalise them.

The current district forum is not functioning well; this means that the current forum will need to be operationalised through an appropriate evaluation and operational plan with an agreement to be signed by all local municipalities with penalties for non-compliance.

It is proposed that the RTO will provide a secretariat function to the forum. It is imperative that the local municipalities take an active interest and are involved in this process. If the current situation continues, the districts might have to put in measures to ensure compliance from local municipalities. Duties will include the following:

- Planning of tourism infrastructure development
- Monitoring of tourism infrastructure development
- Planning of capacity building programs
- Monitoring of capacity building programs
- Implementation of capacity building programs
- Ensure maintenance of tourist services, sites and attractions and public services by local municipalities and aid with dilemmas experienced
- Ensure maintenance of database of registered tourism products and service providers by local municipalities
- Driving the development of and implementation of local tourism policy
- Urban and rural planning and development of tourism products and services
- Budget for the effective implementation and growth of tourism in line with the Provincial objectives
- Allocate Institutional capacity and dedicated and skilled Human resources to perform tourism function provision of local infrastructure
- Creation and co-ordination of tourism experience routes across its district and beyond municipal boundaries
- Providing Tourism support to entrepreneurs and investors

17.7.14 OTHER KEY CONSIDERATIONS



- That all LM's in the DM be represented.



- All municipalities to contribute towards the operations of as well as marketing of a unified district tourism entity.
- There needs to be the appointment of a dynamic tourism director and board of members with expertise and efficiency.
- There needs to be a dynamic marketing executive to drive the process.
- The concerns of the private sector need to be acknowledged.
- There needs to be a focus on both marketing and product development.
- The district municipality needs to advertise and fill vacant positions
- The adoption of the terms of reference for the new entity.

17.7.15 ACTIVITIES TO BE UNDERTAKEN AND ANTICIPATED OUTCOMES

Below are two tables which indicate activities and KPIs for each objective identified above that is establishment of the RTO and operationalisation of the DTF.

Table 74: Activities to be undertaken, key performance and implementation

Activities to be undertaken for the establishment	Key performance	Implementing
8. Stakeholders and role players need to be identified from Private Sector	Role players identified	Capricorn DM
9. The department LEDET needs to be consulted	LEDET consulted	Capricorn DM
10. A business plan needs to be drawn up with organisational structures and funding lobbied for the formation of the R.T.O and operationalisation of the D.T.F./R.T.F.	Business Plan formulated	Capricorn DM
11. Operationalisation/ Implementation plan for the DTE and more specifically the RTO needs to be developed:	Operationalization/ implementation plan implemented	Proposed RTO



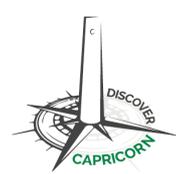
<ul style="list-style-type: none"> The District Council must resolve on the establishment of the entity. Advertise for nomination Boards of Directors to the CEO. Capricorn to fast track implementation within the legal limits with an M&E system in place. Existing associations are to carry on functioning until the single tourism body is established. 	<ul style="list-style-type: none"> Public consultation with a mandatory meeting per local municipality (5 meetings/works hops) 	
<p>12. A constitution, and detailed roles and responsibilities needs to be drawn up for the R.T.O municipal entity and board members elected.</p>	<ul style="list-style-type: none"> Constitution and TOR completed RTO established and agreements signed 	Capricorn DM
<p>13. A office needs to be set up for the RTO</p>	Office established	Capricorn DM

Source: Urban-Econ

Table 75: Activities for the DTF, key performance and implementing agents

Activities for District Tourism Forum	Key Performance Indicators	Implementing agents
<p>District Tourism Forum to be operationalized through the development of a detailed terms of reference for the Forum, agreed upon with the LMs and DM, and an MOA for full participation from all local municipalities.</p>	<p>District tourism Forum Operational</p> <ul style="list-style-type: none"> LMs and DMs sign MOA and TOR for Forum Number of meetings held 100 % representation of local municipalities Number of tourism initiatives embarked on and funding secured Agreements to participate signed by LMs 	Capricorn DM

Source: Urban-Econ



17.7.16 ENVISAGED SMME DEVELOPMENT AND TRANSFORMATION POTENTIAL

The outcomes of the district tourism entity include a fully representative forum and RTO with the intention of being inclusive in decision making with a community orientated approach which aims to also benefit local stakeholders. For example, the DTE (district tourism entity) will not only benefit the private sector but aspiring tourism communities as well. The region will be marketed to have trickle down effects to local SMMEs and businesses.

17.7.16 CASH FLOW

The cash flow indicated below is indicative of the amount that would need to be set aside for the formulation of the District Tourism Entity. The initial R 300 000 would need to be used for the formulation of a business plan for the proposed project. The remainder will be used for establishment of the entity and all operational costs incurred as well as start-up finance needed to mobilise the entity, drawing up of terms of reference, establishment of the office to operate from, staffing and other office equipment etc. The funding for the operation and set up of the district entity can be lobbied and secured from IDC, DEDT, and other potential sources of funding as listed below. An operating expense is estimated at R 750 000 per annum. Please note that the budgets and cash flow presented below are purely indicative and are subject to change and will be investigated in the feasibility study.

Table 76: Yearly Budget Breakdown

Yearly Budget Breakdown (DM Responsibility)					
2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Total (DM)
R 300 000	R 0	R 0	R 0	R 0	R 300 000
Yearly Budget Breakdown (Outsourced Funding)					
R 0	R 1 450 000.00	R 700 000.0 0	R 750 000.00	R 750 000.00	R 3 700 000.00
Total 5 year Budget (DM + Other)				R 4 mil	

Source: Urban-Econ



17.7.17 ROLE PLAYERS

Linkages to other projects	This project is linked to all projects identified directly and indirectly
Implementing Agent/s	Capricorn DM, service providers, LMs, all tourism associations
Potential Funding Agents	IDC, LEDET, LEDA, LTA, Capricorn DM.

17.7.18 CONCLUSION

The above project details and description has attempted to provide the district with the overall project scope and description however, with enough flexibility to implement the project according to the districts internal operations and needs as well as political circumstances. It therefore does not attempt to dictate on membership fees or how many officials need to be represented in a district forum etc. these details will be provided by the detailed business plan and TOR for the district entity drawn up as part of the process. The district initially as a first step needs to identify role players to this initiative, by using the PSC member contact details for the Capricorn Tourism Growth Strategy 2015 as a starting point and alert LEDET of the plans for a single tourism body and formulation of the municipal entity. Concurrently plans need to be drawn to operationalise the existing District Tourism Forum, which could additionally act as a forum for the deliberation of the municipal entity. Public notification and communication needs to be made on the proposed municipal entity and single tourism body. A business plan then needs to be drawn up if the concept is favoured by majority of the decision makers.

The formulation of this proposed project includes the following advantages:

- The Capricorn District Municipality has the opportunity to interact and communicate with one tourism orientated body in an equitable and responsible manner.
- The generic tourism needs and the development of district specific marketing tools can be met/carried out.
 - There will be the streamlining of horizontal and vertical institutional alignment.
 - The relationship between private and public sector will be fostered.





- The lobbying of funding for tourism projects (for operations and projects) will be better coordinated with the appropriate endorsements and political support.
- Projects and actions can be prioritised via a consensus approach with collective community buy in.
- Such a body will be able to participate fully in the application of this Tourism Management Plan and take fundamental decisions regarding its implementation
- Improved marketing exposure.
- A unified tourism industry.
- A streamlining of resources.
- Avoid duplication of projects.
- Avoid market confusion.

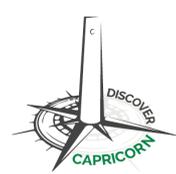
17.7.18.1 KEY ACTIONS

The key actions to be taken by the district are as follows:

1. Identify stakeholders and invite to meetings and workshop the proposed project with the outcome of the process will be consensus (and general buy-in) and a plan of action to take the next step;
2. Apply for funding for a business plan to be undertaken;
3. Submit the recommendation to all LM and DM Councils.
4. If the proposal is supported by council then follow the steps as provided in the Municipal Finance Management Act [Act No. 56 of 2003], Chapter 10, Part 1, section 84 (1) in establishing a Municipal Entity:
 - When considering the establishment of, or participation in, a municipal entity a municipality must first:
 - a) determine precisely the function or service that such entity would perform on behalf of the municipality; and
 - b) make an assessment of the impact of the shifting of that function or service to the entity on the municipality's staff, assets and liabilities including an assessment of-



1. the number of staff of the municipality to be transferred to the entity



2. the number of staff of the municipality that would become redundant because of the shifting of that function or service
 3. the cost to the municipality of any staff retrenchments or the retention of redundant staff
 4. any assets of the municipality to be transferred to the entity
 5. any assets of the municipality that would become obsolete because of the shifting of that function or service
 6. any liabilities of the municipality to be ceded to the entity; and
 7. any debt of the municipality attributed to that function or service which the municipality would retain,
5. A municipality may establish or participate in a municipal entity only if-
- a. the municipal manager, at least 90 days before the meeting of the municipal council at which the proposed establishment of the entity, or the municipality's proposed participation in the entity, is to be approved-
 - b. has, in accordance with section 21A of the Municipal Systems Act-
 - made public an information statement setting out the municipality's plans for the municipal entity together with the assessment which the municipality must conduct in terms of subsection (1); an
 - invited the local community, organised labour and other interested persons to submit to the municipality comments or representation in respect of the matter and,
 - c. has solicited the views and recommendations of-
 - the National Treasury and the relevant provincial treasury;
 - the national and provincial departments responsible for local government and
 - the MEC for local government in the province; and
6. the municipal council has taken into account-
- the assessment referred to in subsection (1);
 - any comments or representations on the matter received from the local community, organised labour and other interested persons;
 - any written views and recommendations on the matter received from the National Treasury, the relevant provincial treasury, the national department responsible for local government or the MEC for local government in the province.



SECTION EIGHTEEN CONCLUSION AND WAY FORWARD

This report has dealt with the formulation of the Capricorn District Municipality Tourism Growth Strategy 2015. The strategy includes a comprehensive Situational Analysis of Tourism in Capricorn DM which culminates in the S.W.O.T. analysis. The main challenges and opportunities are identified from the S.W.O.T. analysis which then leads to the development of an overall strategic framework for tourism development in Capricorn DM and recommendations on the institutional structure at a strategic level, with defined roles and responsibilities of stakeholders to aid with implementation. This framework was based on an extensive consultation process held throughout the project, including a workshop, surveys, PSC meetings, research, field work weeks and individual interviews.

The main strategic clusters identified for Capricorn tabulated below provide a full spectrum of tourism interventions and actions that need to take place in order for tourism in Capricorn to be more progressive.

Table 77: **Main Strategic Clusters**



Strategic Cluster/ Goal	Strategic Thrust	
Strategic Cluster/ Goal 1: <ul style="list-style-type: none"> Marketing-Develop an effective and efficient marketing system to increase visitor numbers into Capricorn Marketing - tourism growth and development (demand) 	Strategy 1.1:	Improve general marketing in Capricorn through varied marketing tools, information offices and adequate distribution
	Strategy 1.2:	Ensuring route development, branding and marketing cohesion
Strategic Cluster/Goal 2: <ul style="list-style-type: none"> Product Development and Support Services-Establish and support key Product Development initiatives to enhance the diversity of tourism and to improve the perception of the tourism industry in Capricorn and accommodate accessibility tourism and drive investment promotion 	Strategy 2.1:	Develop and Enhance Core nature-based tourist experience (iconic natural scenic tourism experiences)
	Strategy 2.2:	Develop Niche Tourism Experiences to contribute to a diverse and unique tourist experience
	Strategy 2.3:	Enhance Tour Operating services, hospitality and accommodation to support the Capricorn tourism industry
	Strategy 2.4:	Ensure Investment promotion of tourism in Capricorn
	Strategy 2.5:	Enhance safety and security in the district to support crime free tourism in Capricorn
	Strategy 2.6:	Promote and Accommodate Accessible tourism
Strategic Cluster/Goal 3: <ul style="list-style-type: none"> People Development- To enrich the tourism industry role-players through skills enhancement and awareness, capacity building, SMME support and transformation and provision of quality 	Strategy 3.1:	Encourage and ensure transformation of the Capricorn tourism industry
	Strategy 3.2:	Stimulate a tourism culture through tourism awareness and education across the district
	Strategy 3.3:	Ensure Quality Tourist Experiences and service excellence

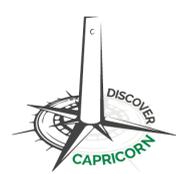


<p>Tourism Experiences service excellence.</p>		
<p>Strategic Cluster/Goal 4:</p> <ul style="list-style-type: none"> • Tourism Infrastructure Investment Framework-To create a favourable built tourism environment to become conducive to growth and development and to boost investor confidence 	<p>Strategy 4.1:</p>	<p>Maintain and upgrade Transport (road), Communication and Services Infrastructure to create a conducive tourism environment.</p>
	<p>Strategy 4.2:</p>	<p>Maintain and facilitate provision of Signage to direct visitors in and around Capricorn</p>
<p>Strategic Cluster/Goal 5:</p> <ul style="list-style-type: none"> • Policy, strategy, governance, research & knowledge management monitoring and evaluation- To create an enabling institutional environment through knowledge management, developing collaborative partnerships and producing planning and regulatory measures 	<p>Strategy 5.1:</p>	<p>Enhance and develop tourism Research and Knowledge Management to facilitate an organised and well managed tourism industry</p>
	<p>Strategy 5.2:</p>	<p>Enhance tourism through institutional arrangements, collaborative partnerships, communication and policy</p>
	<p>Strategy 5.3:</p>	<p>Promote responsible tourism and green principles in tourism development</p>
	<p>Strategy 5.4:</p>	<p>Provide a sustainable Planning framework to guide future tourism development and investment</p>

Source: Urban-Econ

For each of the strategic thrusts identified above, a set of projects were identified (for which an implementation plan was prepared), and from these the list of priority projects chosen are provided below and incorporates a monitoring and evaluation framework for each project. The list of priority projects were discussed and analysed during personal interviews, PSC meetings and the workshop.

Six projects were chosen from the priority list identified for the purpose of concepts to be drawn up, through a prioritisation process as well as a district workshop. The six project that were chosen from the list above:



No.	Project	Description
1.	Project 1.2.1.	Develop a district marketing and distribution strategy with an M & E system linked to tourist trends spurred by marketing initiatives.
2.	Project 1.2.5.	Feasibility study and business plan for the establishment of a detailed route for Capricorn.
3.	Project 2.3.4.	Establish a multifunction centre at Motumo Trading Post (including a Capricorn Information Office, district craft hub with shops and job opportunities along the N1 to include an entertainment area/ centre).
4.	Project 3.2.4.	Facilitate the establishment of a hospitality educational centre in the district in partner with recognised tourism training centres.
5.	Project 5.1.1.	Formulate a knowledge management strategy for collating information and visitor statistics to track demand, include audit of the amount of jobs/ employment figures currently occupied in all tourism related initiatives as well as revenue earned in conjunction LTA.
6.	Project 5.2.6.	Develop a District Marketing Organisation/ Regional Tourism Organisation.

However, all the projects that have been identified are seen as imperative to take place at some point as they respond to the needs and challenges faced by the tourism industry in Capricorn as identified throughout the project. The six main actions that have been elaborated on are highlighted to take place immediately to unlock latent tourism potential and grow the existing tourism industry. However, other identified priority projects can take place subsequently which are listed in the Annexure C.

The way forward is for Capricorn to carry through the recommendations made in order to improve tourism in Capricorn DM and to ensure responsible and sustained tourism development in the future with a knowledgeable and informed tourism sector with a diverse and unique tourism mix of activity.

With this conclusion it is recommended that this strategy be adopted and carried through as a guiding document for tourism development in Capricorn DM with priority projects to be effective immediately.

CAPRICORN DISTRICT MUNICIPALITY
TOURISM GROWTH STRATEGY
2015

