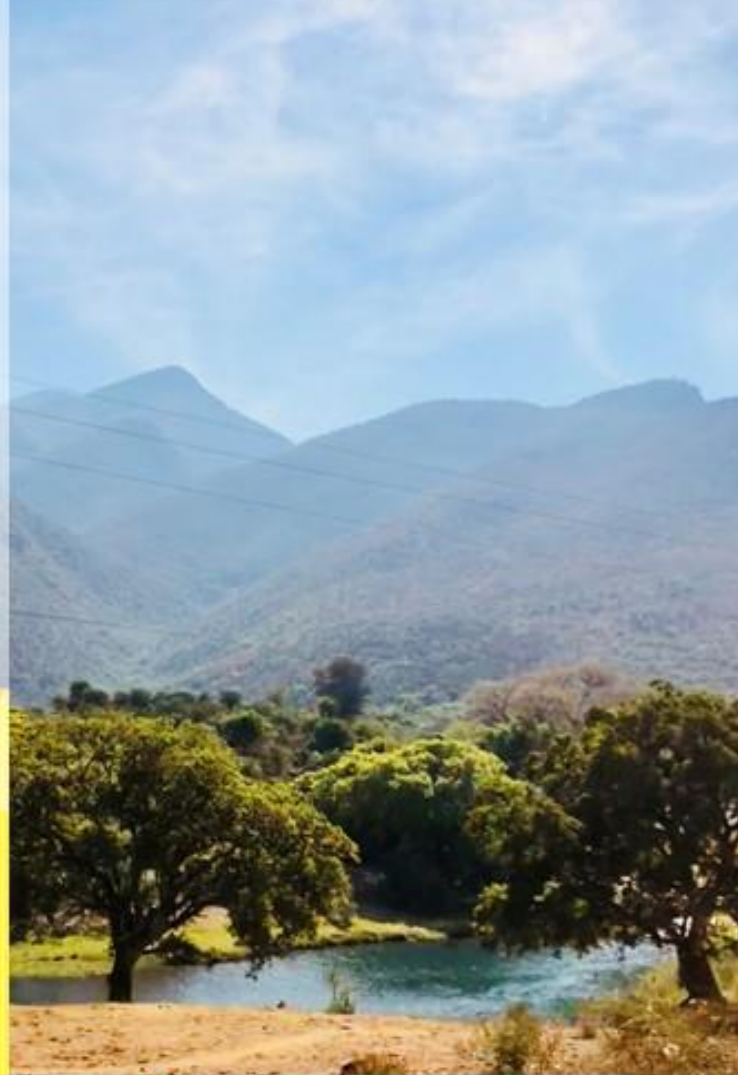


# Lepelle-Nkumpi Local Municipality Tourism Plan



Developed by:





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## Definitions

<b>Tourism Sector</b>	The tourism sector consists of twelve standard industrial classifications of the economy that provide products/services consumed by visitors.
<b>Economic Value</b>	The measurement of the benefit provided by a good or service to an economic agent. It is generally measured relative to units of currency.
<b>Economic Impact</b>	Examines the effect of an event on the economy in a specified area, ranging from a single neighbourhood to the entire globe. It usually measures changes in business revenue, business profits, personal wages, and/or jobs.
<b>Tourism Demand</b>	The total number of persons who travel or wish to travel and use tourist facilities and services at places away from their places of work or residence.
<b>Domestic Tourism</b>	Tourism involving residents of one country traveling only in that country.
<b>International Tourism</b>	The number of tourists who travel to a country other than the country they usually reside in, but outside their usual environment, up to 12 months and whose main purpose in visiting is not remunerated in the country visited.
<b>Domestic Overnights</b>	People who undertake an overnight trip of one night or more at least 40 kilometres away from home are referred to as overnight visitors.
<b>Domestic Day Trips</b>	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel.
<b>Tourist</b>	Any visitor travelling to a place that is not his/her usual environment for more than 1 night but less than 12 months, and whose main purpose of the trip is not remunerated by the place visited.
<b>Visitor</b>	Any person travelling to a place other than that of his/her usual environment for less than 12 months, and whose main purpose of the trip is other than the exercise of an activity remunerated from within the place visited.
<b>Purpose of Visit</b>	The main reason for visiting a particular location.
<b>Locality</b>	A place, spot, or district, with or without reference to things or persons in it or to occurrences there.
<b>Average Spend</b>	The total sales revenue made to date, divided by the total number of customers to date.
<b>Employment</b>	An employed person is anyone 16 years or older who has completed at least one hour of work in the period being measured.
<b>Income</b>	Consumption that, at the end of a period, will leave an individual with the same amount of goods as at the beginning of that period.





## Acronyms

<b>BR</b>	Biosphere Reserve	<b>MSA</b>	Municipal Systems Act
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment	<b>MTSF</b>	Medium Term Strategic Framework
<b>CATHSSETA</b>	Culture, Arts, Tourism, Hospitality, Sports, Sector Education and Training Authority	<b>NDP</b>	National Development Plan
<b>CBS</b>	Community Beneficiation Strategy	<b>NEF</b>	National Empowerment Fund
<b>DBSA</b>	Development Bank of Southern Africa	<b>NHC</b>	National Heritage Council
<b>EIA</b>	Environmental Impact Assessment	<b>NHCS</b>	National Heritage & Culture Strategy
<b>GDP</b>	Gross Domestic Product	<b>NRTS</b>	National Rural Tourism Strategy
<b>ICT</b>	Information and Communication Technology	<b>NTSS</b>	National Tourism Sector Strategy
<b>IDC</b>	Industrial Development Corporation	<b>SA</b>	South Africa
<b>IDP</b>	Integrated Development Plan	<b>SANBI</b>	South African National Biodiversity Institute
<b>IDT</b>	Independent Development Trust	<b>SAT</b>	South African Tourism
<b>K2C</b>	Kruger to Canyons	<b>SDF</b>	Spatial Development Framework
<b>LDP</b>	Limpopo Development Plan	<b>SEDA</b>	Small Enterprise Development Agency
<b>LED</b>	Local Economic Development	<b>SEFA</b>	Small Enterprise Finance Agency
<b>LEDET</b>	Limpopo Economic Development, Environment and Tourism	<b>SMME</b>	Small, Micro & Medium Enterprises
<b>LGDP</b>	Limpopo Growth and Development Plan	<b>SWOT</b>	Strengths, Weaknesses, Opportunities & Threats
<b>LNLM</b>	Lepelle-Nkumpi Local Municipality	<b>TGCSA</b>	Tourism Grading Council of South Africa
<b>LPTA</b>	Limpopo Province Tourism Association	<b>UK</b>	United Kingdom
<b>LTA</b>	Limpopo Tourism Agency	<b>USA</b>	United States of America
<b>LTMS</b>	Limpopo Tourism Marketing Strategy	<b>VFR</b>	Visiting Friends and Relatives
<b>MICE</b>	Meetings, Incentives, Conventions and Exhibitions	<b>ZCC</b>	Zion City Church





## 1 Introduction and Background

The Lepelle-Nkumpi Local Municipality (LNLN) recognised the significant tourism potential in its municipal jurisdiction. The tourism potential in the LNLN has the capability to grow the local economy and help alleviate poverty. Therefore, necessitating an enactment of a holistic and integrated tourism plan which is narrowly aligned with all relevant national, provincial and local policies and developmental strategies, including the Revised National Tourism Sector Strategy (NTSS 2016-2026). This plan addresses current challenges and potential opportunities related to the tourism environment of the LNLN. The aim of this plan is to develop and implement a realistic strategy that entails specific action steps that will guide the LNLN towards growth, development and diversification of the tourism sector. The tourism plan will contribute towards the municipality's competitive edge and will strengthen its economic position.

Tourism is one of the leading economic sectors in the world and in South Africa. In recent years international tourism performance to South Africa experienced continuous growth. A total of 10,3 million international tourists visited the country in 2017. On the domestic front almost 19,2 million travellers were recorded in 2017 with a total of 135 million daytrips taken according to South African Tourism (SAT). The National Development Plan (NDP) recognises tourism as one of the main drivers of employment and economic growth in South Africa. This is further embedded in the constitution where tourism is listed as a functional area of concurrent national and provincial legislative competence.

Provincial, district and local municipalities have to align their developmental strategies to the national agenda. This means that all departments responsible for economic development work towards the common goals of creating employment and eradicating poverty. The provincial department of tourism in Limpopo (LEDET) recognises the potential that tourism has for economic growth. LEDET is actively busy implementing its Tourism Growth Strategy to ensure that Limpopo's tourism sector contributes to economic growth. Therefore, it is very important that the district and local municipalities of Limpopo follow in the provincial footsteps.

For the LNLN to follow in the footsteps of the Capricorn district and the Limpopo province, it is necessary to determine the current tourism situation. The current tourism situation in the LNLN was determined through consultations with key stakeholders. Strategic directions have been identified and will address the tourism shortcomings currently experienced in the LNLN as required to turnaround the tourism's position as a key economic sector. Tourism developmental clusters were created and will guide the process for identifying specific tourism projects. To achieve alignment with





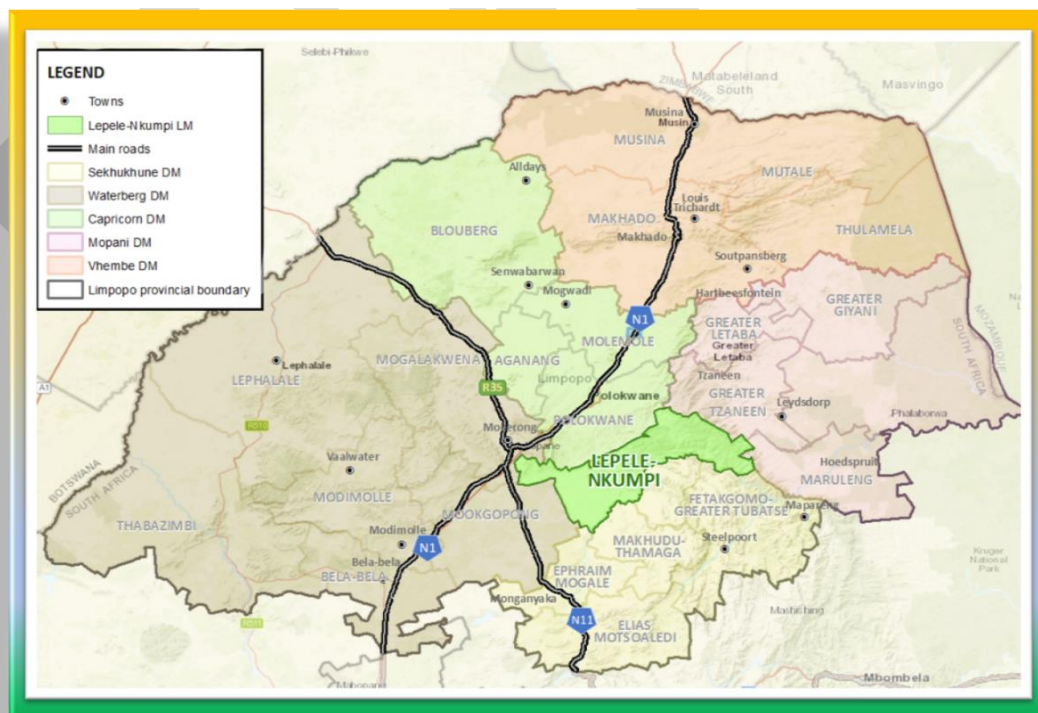
tourism policies, strategies and market trends, the compilation of the Lepelle-Nkumpi Tourism Plan is hereby presented in this document.

## 2 Tourism Value in Lepelle-Nkumpi Local Municipality

Lepelle-Nkumpi is one of five local municipalities found in the Capricorn District Municipality. The Capricorn District Municipality is situated in the centre of the Limpopo Province and is one of five district municipalities in Limpopo. The LNLM is further bordered by eight different local municipalities. All of them, except Polokwane Local Municipality, are located in other district municipal areas. These bordering municipalities include Polokwane, Greater Tzaneen, Maruleng, Fetakgomo/Greater Tubatse, Makhuduthamaga, Ephraim Mogale, Modimolle/Mookgophong, and Mogalakwena.

Lepelle-Nkumpi is situated 55km south of Polokwane City, the capital of the Limpopo Province. This municipal area is mainly rural with more than 120 villages and an estimated population of 230 000 people. The LNLM covers an area of approximately 3,450km<sup>2</sup> and is classified as a rural municipality because the density of the population is less than 150 persons/km<sup>2</sup>. The main economic hub in the LNLM is Lebowakgomo, which is one of the Capricorn district growth points and the seat of the provincial legislature.<sup>1</sup> Below is a diagram that indicates the location of the LNLM in Limpopo.

**Diagram 1: Local municipalities of Limpopo**



**Source: Adapted from MapAble, 2018**

<sup>1</sup> Lepelle-Nkumpi Local Municipality Background [Available at: <http://www.lepelle-nkumpi.gov.za/?q=background>]

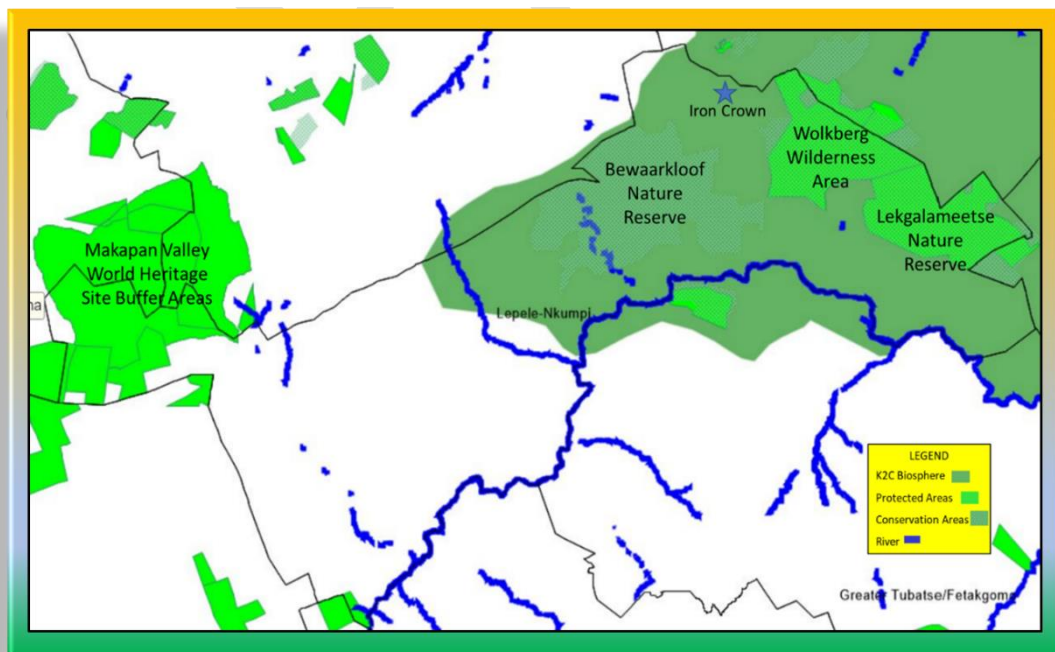




Lepelle-Nkumpi is situated on the western edge of the Kruger to Canyons Biosphere Reserve (K2C). The K2C biosphere encompasses the Kruger National Park along with other reserves such as the Blyde River Canyon Nature Reserve. This area covers 2 474 700 hectares with a high level of biodiversity and unique plant types especially on mountain tops. The Lepelle-Nkumpi area boasts the roles of the Olifants and Nkumpi rivers as the life-giving sources to the area. The Olifants river forms the southern boundary of Lepelle-Nkumpi. Several branches of the Olifants River divide the municipality including the Nkumpi River, Hlakaro River and the Mohlapiitse River. These rivers flow from north to south through the municipality and end in the Olifants River.

There are a number of small wetlands in Lepelle-Nkumpi and these wetlands hold the potential to be declared Ramsar wetlands. A Ramsar site provides the framework for the conservation and wise use of wetlands and their resources.<sup>2</sup> Lepelle-Nkumpi is very mountainous especially on the north-eastern side where the Wolkberg Wilderness Area, Lekgalameetse Nature Reserve, and Bewaarkloof Nature Reserve in the Northern Drakensberg mountain range can be found. These three reserves are provincial nature reserves, which form part of conservation efforts as formal protected areas. It is considered that 35% of the municipal area consists of “irreplaceable” biodiversity.<sup>3</sup> Below is a map depicting all the natural features found in the LNLNLM such as the rivers, protected areas and nature reserves.

**Diagram 2: The LNLNLM natural environment**



**Source: Adapted from MapAble, 2018**

<sup>2</sup> About Ramsar. [Available at: <https://www.ramsar.org/>]

<sup>3</sup> Lepelle-Nkumpi SDF Review. 2016. Spatial Analysis and Synthesis Final. Aurecon South Africa (PTY) Ltd: Polokwane

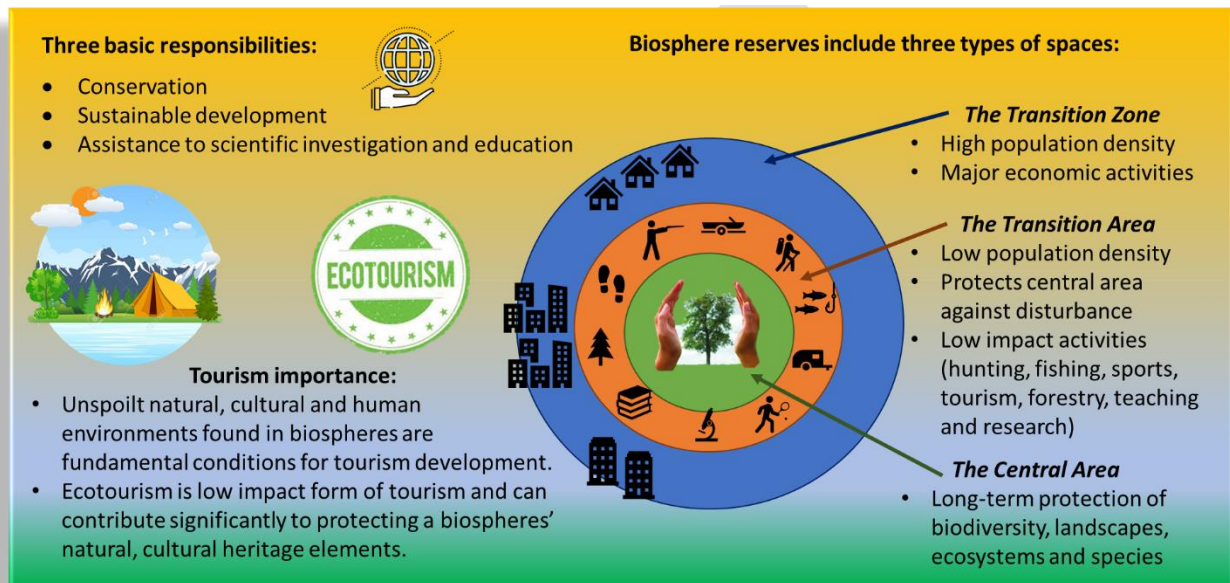






Lepelle-Nkumpi consists of vast natural features which hold potential to attract niche markets such as ecotourists and adventure tourists. The K2C biosphere recognises these unique natural features and further inspires to protect them. By developing these natural features in a sustainable way with creative marketing campaigns, the potential can be unlocked. This means the local economy of the LNLN can leverage from these natural features found in the K2C biosphere, while still protecting its authenticity. The diagram below explains the importance of tourism development in UNESCO declared biosphere reserves.

Diagram 3: The value of an UNESCO Biosphere Reserve



Source: UNESCO<sup>4</sup>

The main benefit of tourism is that it creates employment. This means that tourism can be an important source of welfare for the LNLN. For Lepelle-Nkumpi to benefit from tourism, the municipality depends on the availability of investment for development of tourism attractions and activities.<sup>5</sup> The natural resources found in Lepelle-Nkumpi can result in a flourishing tourism sector if used sustainably and responsibly. The opportunities throughout the whole municipality are vast for ecotourism, adventure, avitourism, agritourism, cultural, historical and recreational activities.

On the next page is a map of the LNLN, with the current and potential main attractions that have been identified throughout the municipality. These attractions hold potential to create tourist routes which could further lead to economic growth.

<sup>4</sup>Tourism development in UNESCO biosphere reserves. [Available at: <https://halshs.archives-ouvertes.fr/halshs-00916320/document>]

<sup>5</sup> Xhiliola Agaraj & Merita Murati, 2009. "Tourism an Important Sector of Economy Development," Annals - Economy Series, Constantin Brancusi University, Faculty of Economics, vol. 1, pages 83-90, May.



Diagram 4: Map of current and potential attractions in Lepelle-Nkumpi Local Municipality



## 2.1 Main Tourism Attractions and Development Potential

Lepelle-Nkumpi offers few attractions, however, some of the current attractions are very unique in their settings. The eastern side of the municipality boasts mountainous, natural and cultural scenery. Protected areas such as the three provincial reserves create a feeling of escapism and tranquillity. The central and eastern side is also part of the Kruger to Canyons Biosphere Reserve (K2C) which makes it a great ecotourism and birding destination. The western side of the municipality is the economic hub with Lebowakgomo being the main town and tourism consisting of recreational activities. The western side also has some agritourism potential. The main attractions and development potential for further economic development will be discussed in this section.

### SEGWAIGWAI CABLEWAY

This cableway was built by the locals of the Mafefe village. The original purpose was to transport goods over the Olifant's river. Due to the newly constructed Olifant's bridge, the locals do not use the cableway for its intended purpose anymore. The Lekgalameetse Nature Reserve which is situated close by is the only promoter of the Segwaigwai Cableway. This means that some tourists do request a trip on the cableway, but it is not an official tourist activity. The locals charge about R20 per ride for tourists wishing to take a ride on the cable way. Therefore, the Segwaigwai Cableway could become an adventure activity which can be packaged with other activities close by. However, some safety checks and maintenance will assist in developing this cableway into a regular tourist activity. The construction of a kiosk with an area for tourists to relax and view the cableway rides will add value to this activity. Other developments needed will be designated parking area, a paved walkway, signage and ablution facilities.

Diagram 5: Segwaigwai Cableway



Photo source: Dean Smook, Tourism Development Economist



### SEFAGAFAGA MAGIC TREE

The Magic Tree is very sacred to the local residents of Mafefe. The story behind the Magic Tree has potential to make a culture and heritage tour. The locals perform traditional practices around the tree regularly which influences accessibility to the tree. This means that no one has access to the tree for seven days after the traditional practices. This could possibly have a negative impact on tourism. Developing the tree into an attraction will require continuous communication with tourists regarding visiting times or tours.

Close to the tree is the Wolkberg Cave which attracts ecologists and virologists for research purposes. Research is done on the nine species of bats residing in the cave. According to the researchers, the bats carry very deadly viruses and therefore the cave is inaccessible for any human. Tourism potential for the cave is therefore non-existent. The tree is also situated very close to the Mafefe Tourism Centre. The centre also has three rondawels which the researchers use as accommodation when they are visiting the caves. These rondawels and the Mafefe Tourism Centre are in desperate need of maintenance with very limited electricity and ablutions.

Transforming the Mafefe Tourist Centre into a research centre where the researchers can display their research findings and educate the tourists about the bats will contribute to economic development in this area. A café can also be introduced where tourists can purchase and enjoy refreshments. Reviving this potential tourist destination and marketing the tree in accordance with traditional practices could see this becoming a very popular destination for tourism.

**Diagram 6: Mafefe Tourist Centre**



Photo source: Dean Smook, Tourism Development Economist

### LAPALESEHLE VILLAGE

This establishment is located close to the Magic Tree in the eastern side and offers water activities in the summer time. It is an ideal location for enjoyment of the natural scenery and water sport activities. There is no building on the premises, only a caravan used for cooking food. This means that potential exists to construct a building for an administration office and a small café with tables, chairs and ablutions. This establishment has further potential for small functions/celebrations and photoshoots. Therefore, this activity could become a recreational node for visiting friends and relatives.

Diagram 7: Lapalesehle Village

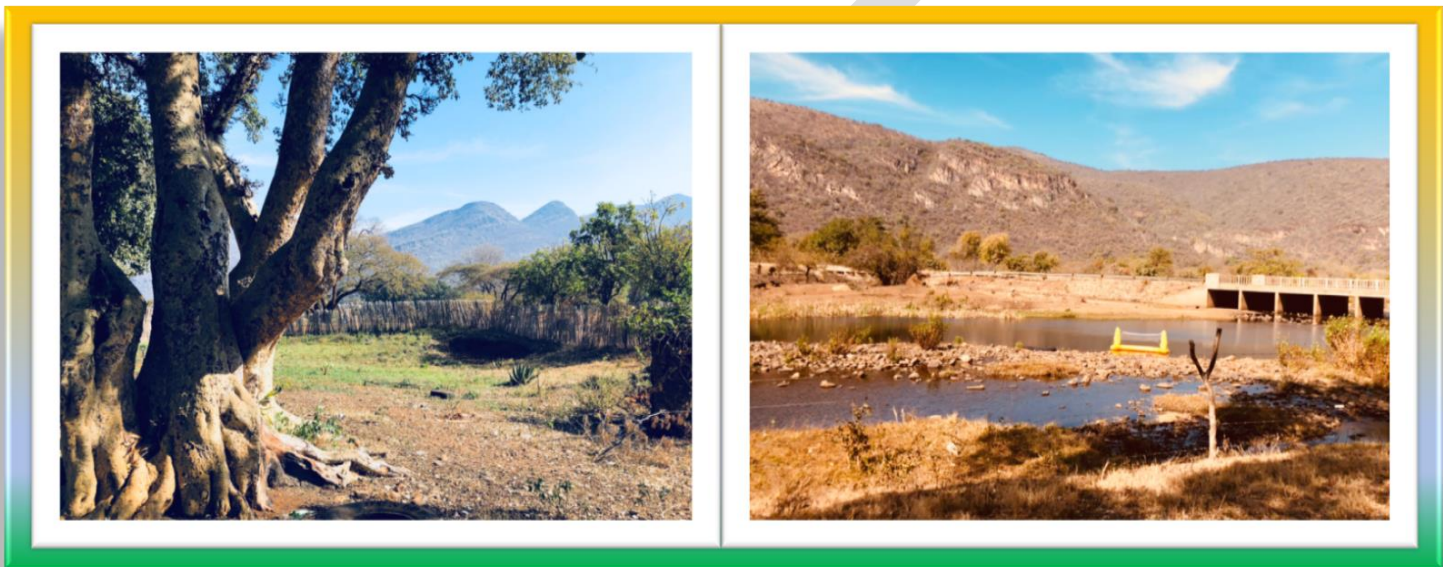


Photo source: Dean Smook, Tourism Development Economist

### LEKGALAMEETSE NATURE RESERVE

Lekgalameetse Nature Reserve is situated on top of the Northern Drakensberg on the eastern side of the LNLNLM. This reserve enjoys beautiful views of the eastern side of the LNLNLM and the surrounding K2C biosphere. There are two camps in this reserve, namely the Mafefe African Ivory Route Camp and the Makhutswi Camp. These camps have communal kitchens and ablution facilities. A waterfall can be found in the reserve which the visitors enjoy. This reserve has no Big 5 game but small to medium antelope can be spotted on self-drives and guided walks. The reserve offers a diversity of plant, insect and bird species. It is also world renowned for its rare butterfly species.

Accessibility to this nature reserve is only for experienced 4x4 vehicle drivers. It is a very long gravel road which could use a resting point to overlook the great Olifant's River. Driving further up the mountain means a 4x4 vehicle is required as the gravel road is very bumpy and becomes slippery with rocks. Once you reach the entrance of this reserve the roads become more accessible and level.

Potential exists to improve the accessibility of the road for non 4x4 vehicles and to add signage indicating the way to the nature reserve. Furthermore, the reserve has ideal potential for quad biking, horse riding, birding, wildlife and nature photography.

Diagram 8: Lekgalameetse Nature Reserve



Photo source: Mafefe African Ivory Route Camp

### WOLKBERG WILDERNESS AREA

It is alleged that leopards and brown hyenas can be spotted, otherwise small antelope and predators can also be found in this wilderness area. There is no accommodation in this wilderness area, but feasibility studies can be done to determine where in the area accommodation will be most suitable. There is thus potential for Lepelle-Nkumpi to develop tourist activities in this area with adequate signage.

Diagram 9: Wolkberg Wilderness Area



Photo source: Dean Smook, Tourism Development Economist

### BEWAARKLOOF NATURE RESERVE

The Bewaarkloof Nature Reserve is situated in the central parts of the LNLm and has big potential for ecotourism activities as it forms part of the gateway to the K2C biosphere. Just outside this reserve close to Mathabatha there is potential for a camping site to be constructed. This campsite has further potential for adventure activities such as hiking and abseiling. It is alleged that the Cape Colony Vulture species reside on the Strydpoort mountains in this reserve. Leopards have been spotted along with other small antelope.

The inside of this reserve appears to have been neglected and abandoned. The existing infrastructure in this reserve is deteriorated and there are no fencing, signage, water or electricity, and illegal squatters are using the reserve as a pasture for their cattle and to collect timber for firewood.<sup>6</sup> Therefore, this reserve and surrounding area has potential to create employment and to improve the

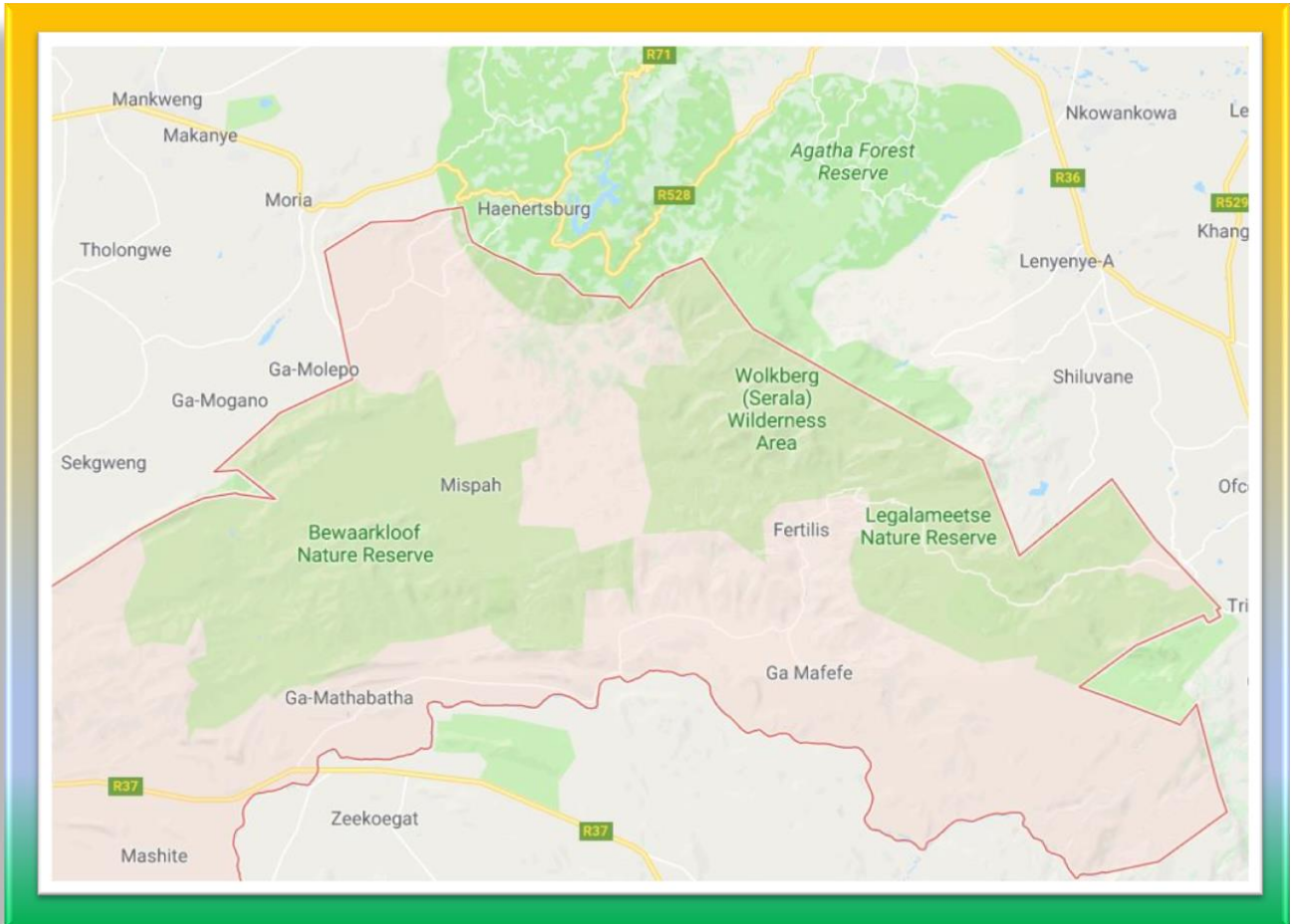
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<sup>6</sup> Bewaarkloof pass. [Available at: <https://www.mountainpassessouthafrica.co.za/find-a-pass/limpopo/item/1031-bewaarkloof-pass.html>]



economic conditions. This can be done by developing a resting camp and reviving the 4x4, and hiking routes. of the LNLNLM. Below is a diagram depicting the three provincial nature reserves.

**Diagram 10: Three provincial nature reserves in the LNLNLM**



Source: Adapted from Google Maps 2018

## IRON CROWN

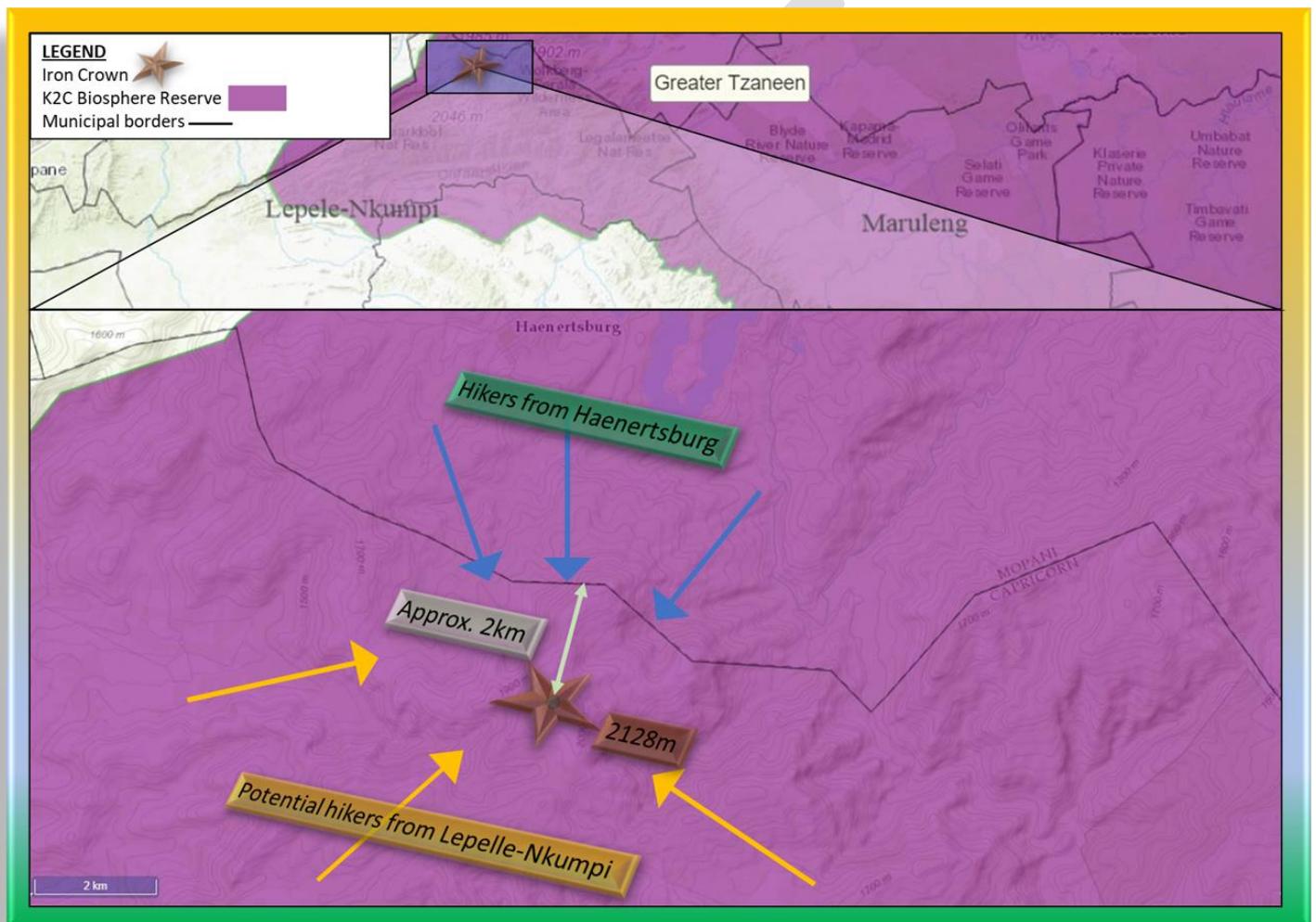
The Iron Crown is the highest point in Limpopo. The Iron Crown is 2128m above sea level and is currently the highest point in the K2C biosphere. This attraction is located in the north eastern parts in the LNLNLM about 2km from the Greater Tzaneen Local Municipality border. This attraction shares the benefits of being part of the K2C biosphere and it is very popular among ecotourists for hiking trips, 4x4 drives, and bird watching.





All tourists currently hike only from the eastern side of the mountain from the Haenertsburg side to the Crown. This means the LNLNLM has potential to benchmark and become more competitive with the neighbouring municipality. By developing the Iron Crown site and creating different hiking tours from the western side of the mountain, there is an opportunity to attract more hikers and ecotourists. Through collaborative efforts with the Limpopo Tourism Agency (LTA), the Iron Crown can be marketed internationally which could attract international and domestic adventure and ecotourists to visit and spend money in Lepelle-Nkumpi.

Diagram 11: Location of the Iron Crown Peak in the LNLNLM



Source: Adapted from MapAble, 2018

### ASBESTOS MUSEUM

This museum is relatively new and is centrally situated in the LNLNLM next to the Makgatho Air Museum. The Asbestos Museum aspires to educate the visitors about the history of asbestos and the dangers experienced by extracting and using this type of material. The inside of the museum is nicely decorated



with informative stories and examples of the different type of asbestos. There is a kiosk and an ATM on the premises. There is potential to develop parking for this museum and erect signage.

Diagram 12: Asbestos Museum



Photo source: Dean Smook, Tourism Development Economist

### LIMPOPO ENTERTAINMENT

This establishment is located in Lebowakgomo and is ideal for family fun picnics and swimming activities. This establishment offers many shadings, a volleyball court and eight swimming pools. Furthermore, the centre has capacity for 5000 visitors and hosts events and music festivals ideal for families. Collaborating with the municipality in creating the heritage footprint, more culture and heritage events can be hosted at this establishment. Potential also exists to develop this establishment into a popular holiday resort with conference facilities and a variety of accommodation offerings.



### ZION CITY CHURCH

The regional office for the Zion City Church (ZCC) is located just outside Lebowakgomo to the east. This establishment attracts a lot of people over Easter weekend and with other big religious events. By upgrading the designated parking area, it will improve the sites' attractiveness and allocating more signage will increase tourist numbers. Furthermore, packaging religious events with accommodation establishments and other services/activities will assist in attracting more tourists to the area.

### ZEBEDIELA CITRUS ESTATE

This is one of the largest citrus estates in South Africa. This establishment has potential to make agritourism boom in Lepelle-Nkumpi. The railway from Mookgophong to Zebediela is currently not in use and has potential for daytrips to the citrus estate. The citrus estate can further develop a citrus tour throughout the estate which could include donkey cart rides, fruit picking and juice making. Furthermore, adding a souvenir shop with a cafe can also contribute to employment creation and economic development. The estate is also ideal for marathons as sport tourism is the latest trend in the tourism sector. It is strongly believed that sport tourism can enhance social and economic development within rural and urban communities.<sup>7</sup> Signage for the establishment towards and at the gates of the estate are adequate but could be improved.

Lepelle-Nkumpi has potential to become a main tourist destination in the Limpopo province. The tourism potential ranges from ecotourism and adventure tourism in the east to agritourism and leisure tourism in the central and western side. Developing this potential will require collaborating efforts with relevant stakeholders and investors. Feasibility studies will be required to assure the success of the potential attractions and activities. Creative marketing campaigns encompassing the destination as a whole will attract the different niche markets.

## 2.2 Tourist Market Share

Tourist demands change continuously, thus, it is very important that tourism establishments keep up with these changes. This will ensure long profitability of the tourism sector and tourists staying at a destination such as Lepelle-Nkumpi for longer. This section explores the tourism demand and potential of the market segments found in South Africa, Limpopo and Lepelle-Nkumpi. The official national statistics available for tourism are based on 2016/2017 and were released in 2018.

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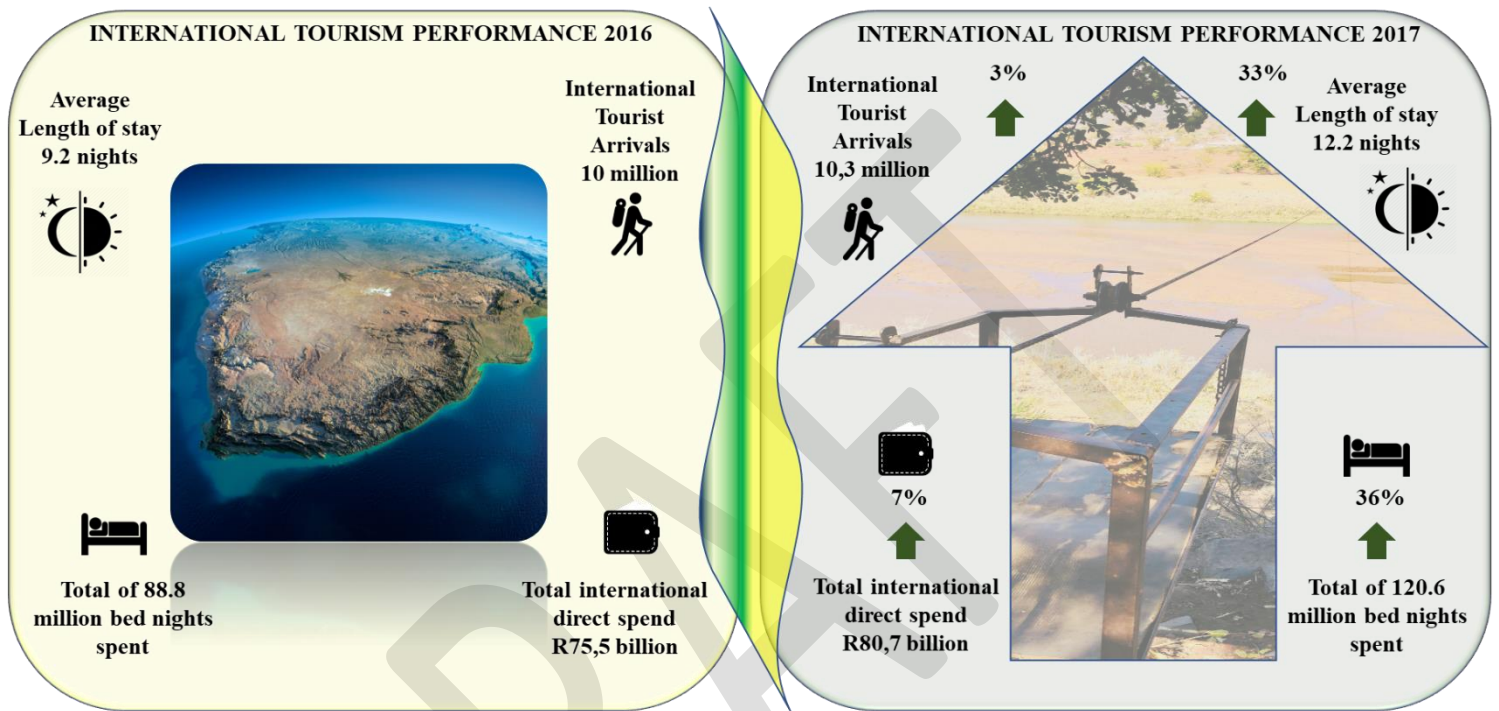
<sup>7</sup> F. Homafar, H. Honari, A. Heidary, T. Heidary & A. Emami. 2011. The role of sport in employment, income and economic development. [Available at: <http://www.academicjournals.org/journal/JHMT/article-full-text-pdf/8AF515F2541>]



**SOUTH AFRICA INTERNATIONAL TOURISM PERFORMANCE**

The diagram below depicts a summary of the international tourism performance in South Africa for 2016/2017.

**Diagram 13: South Africa international tourism performance 2016/2017**



**Source: SAT Annual Research Report 2017**

The better performing year was 2017, with South Africa receiving 10.3 million international arrivals, a total of about 300 000 more arrivals than in 2016. Aggressive brand marketing campaigns spearheaded by SAT and the introduction of new and increased direct air connectivity to and from major overseas markets also boosted inbound arrivals.<sup>8</sup> South Africa’s international tourism revenue totals also showed notable growth from R75.5 billion in 2016 to R80.7 billion in 2017. South Africa should ultimately aim to improve these numbers by focusing on the areas that keep tourists from choosing South Africa as their travel destination, for example crime or political instability.

The average length of stay has an impact on tourist expenditure. In 2017 the average length of stay was 12.2 nights. This is a three-night increase from the average 9.2 night-stays in 2016. The total bed nights spent in 2016 was 88.8 million and in 2017 it increased to 120.6 million bed nights. Increasing the bed nights will increase tourist expenditure and help SMMEs become more profitable, thereby growing the local economy.

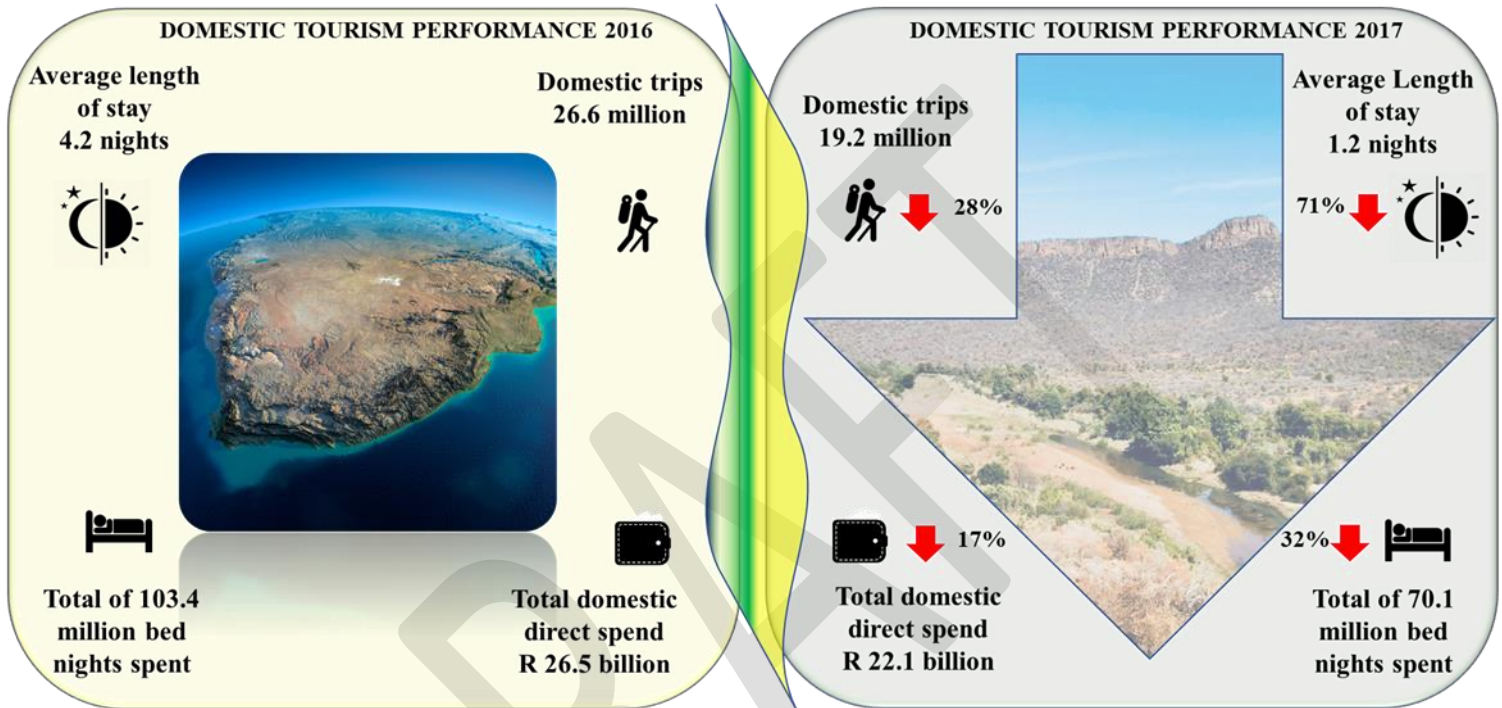
<sup>8</sup> Euromonitor 2017- Travel in South Africa



## SOUTH AFRICA DOMESTIC TOURISM PERFORMANCE

The domestic tourism performance did not fare well compared to the international tourism performance. The diagram below depicts more detail of the domestic tourism performance of South Africa for 2016/2017.

**Diagram 14: South Africa domestic tourism performance 2016/2017**



Source: SAT Annual Research Report 2017

In 2016 the domestic tourism performance was better than 2017. The reason for the decline in performance is attributed to the fact that fuel and household expenses are on a sharp rise. Safety and security is also a big issue for many domestic travellers as incidents make international headlines and therefore domestic travellers become hesitant to travel, however this is not the only reason.<sup>9</sup> Domestic trips decreased by 7.4 million in 2017. South Africa’s domestic tourism revenue totals decreased from R26.5 billion in 2016 to R22.1 billion in 2017. South Africa experienced a loss in potential revenue due to the fact that 7.4 million less domestic trips barely impacted the total direct spend. This means that the domestic market has potential to increase economic activity in a destination. Lepelle-Nkumpi’s marketing efforts should aim to increase domestic trips, thereby increasing tourist expenditure and economic growth.

The average length of stay is the only indicator that remained relatively consistent by only decreasing from 4.2 in 2016 to 4.1 in 2017. The total bed nights decreased by 33.3 million in 2017 which is a

<sup>9</sup> SAT on it 2016/2017 Annual Report. [Available at: <https://pmg.org.za/committee-meeting/25625/>]

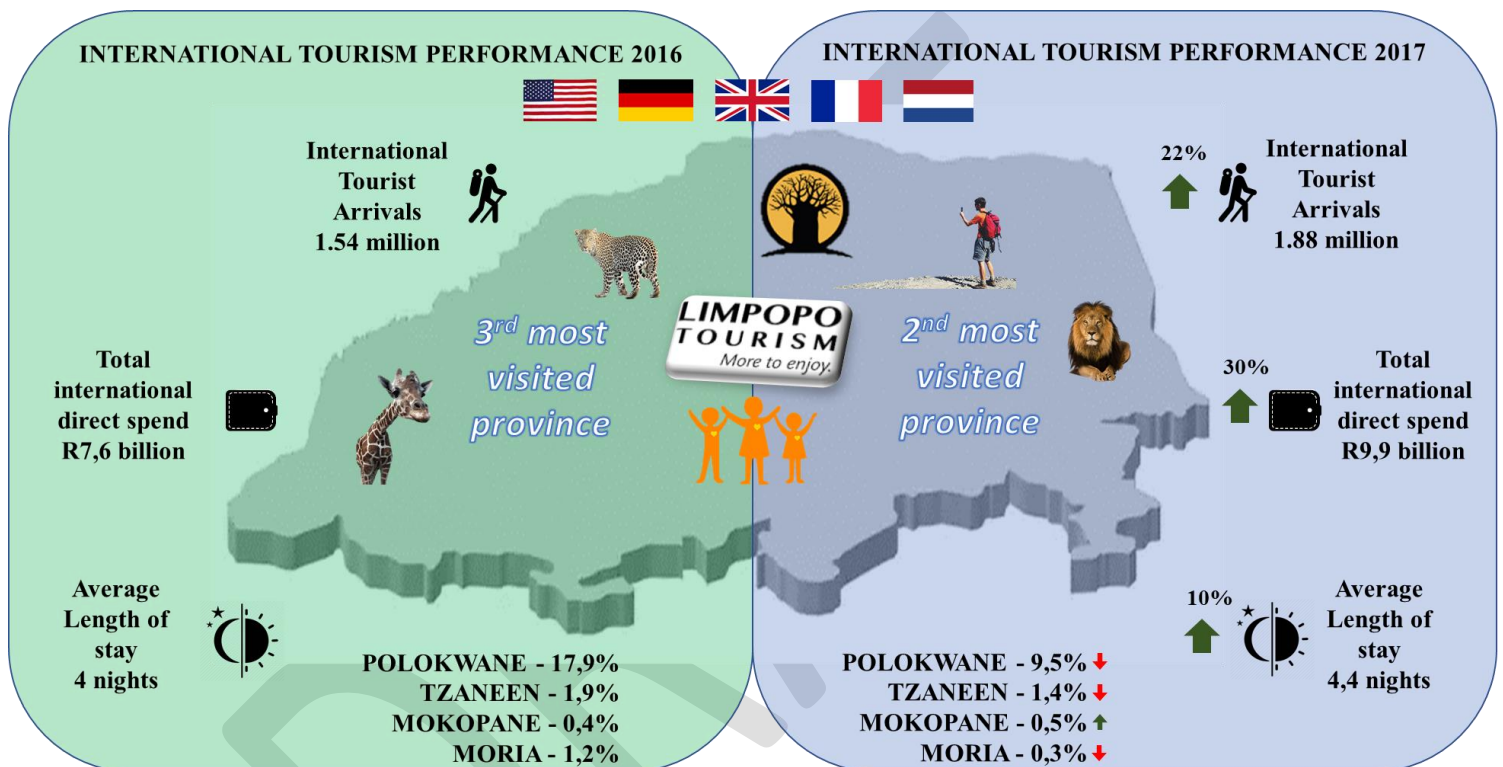


significant drop compared to 2016. The domestic tourism performance in 2017 indicates that domestic travellers are feeling the economic pressures.

### LIMPOPO INTERNATIONAL TOURISM PERFORMANCE

Similar to South Africa’s international tourism performance, Limpopo experienced a better performing year in 2017 compared to 2016. The diagram below depicts a summary of Limpopo’s international tourism performance in 2016/2017.

Diagram 15: Limpopo international tourism performance 2016/2017



Source: SAT Annual Research Report 2017

International tourist arrivals in Limpopo increased by 22% from 2016 to 2017. The increase in arrivals indicates that Limpopo is high in demand and that international marketing initiatives are successful. Gauteng takes the lead every year which could be attributed to the fact that the province has two international airports. The figures of Limpopo and the Western Cape are nearly identical. Limpopo is the second most visited province in South Africa proving that the province has many attractions and activities for tourists, making it a very competitive destination in the country.

The top five international markets to Limpopo, namely, USA, Germany, UK, France and Netherlands are motivated by various reasons to visit the province. The international markets are motivated by the beautiful scenery which accounts for 65,4%, followed by the wildlife in game parks at 50,2%. Lepelle-Nkumpi has a great advantage to attract the top five markets. The eastern side of the municipality



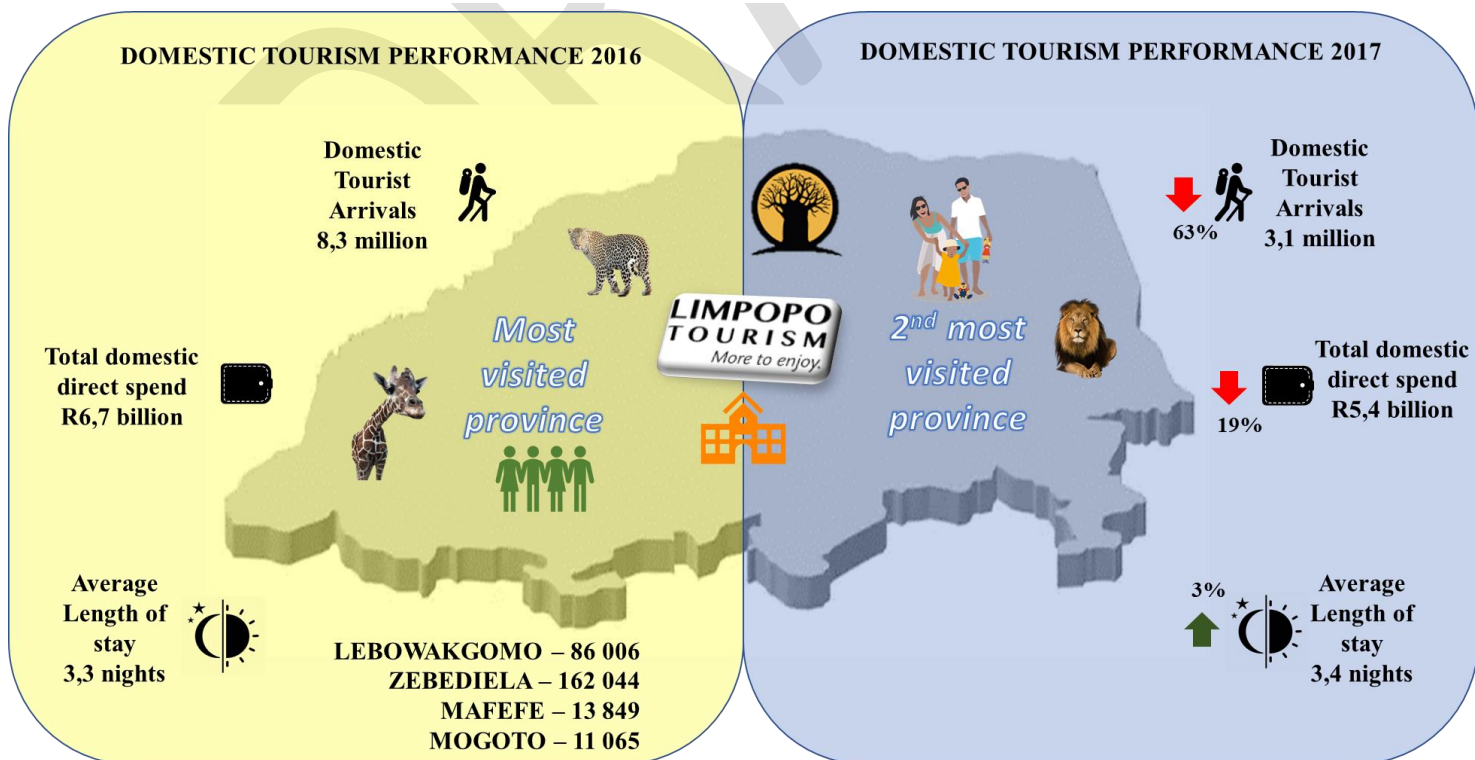
boasts beautiful mountainous scenery and three provincial nature reserves with irreplaceable wildlife. Potential niche markets for the LNLM are ecotourists and adventure tourists.

In investigating the number of international tourists visiting tourist towns surrounding Lepelle-Nkumpi, many of these international tourists could be attracted to visit Lepelle-Nkumpi. By applying the above percentages to the total amount of international arrivals to Limpopo, the number of international tourists visiting and spending money in the surrounding tourist areas of Lepelle-Nkumpi can be determined. Creating unique and creative marketing campaigns for the unique tourist attractions and activities in Lepelle-Nkumpi will increase the odds of attracting more international tourists to Lepelle-Nkumpi and improve the economic conditions. Since 2014, the best year in terms of international expenditure in Limpopo is 2017. The increase in expenditure could be attributed to the fact that the average length of stay for international tourists travelling to Limpopo is also increasing. Further motives for travelling in Limpopo are needed to ensure the average continues rising. This way, Limpopo will stay a very competitive destination.

### LIMPOPO DOMESTIC TOURISM PERFORMANCE

Limpopo is very depended on domestic tourism for economic development. In 2016 Limpopo was the most visited province on the domestic front. However, in 2017 the tourism sector did not perform as well.

Diagram 16: Limpopo domestic tourism performance 2016/2017



Source: SAT Annual Research Report 2017



Domestic tourism took a big knock in 2017 compared to 2016, with domestic tourism to Limpopo decreasing by 63% in 2017. All provinces had a big decrease in 2017 except Gauteng and Northern Cape. These two provinces saw significant growth in domestic travellers. Limpopo was one of the provinces which endured the biggest drop in domestic travellers. However, Limpopo is the province that received the most revenue from domestic tourists in 2017, amounting to a total of over R5,4 billion. The reason for this could be because Limpopo has vast tourism offerings compared to the other provinces. Although Limpopo experienced a significant drop in domestic arrivals in 2017, the expenditure difference between 2016 and 2017 did not drop as significantly. This means that Limpopo had a big loss in potential revenue.

Domestic tourists travel to Limpopo for different reasons. In 2016 and 2017, the main reason for travelling to Limpopo was to visit family and/or friends. About 750 000 tourists travelled for religious and cultural purposes in 2016 while only 696 000 travellers embarked on religious journeys in 2017. Travelling for business totalled to about 598 000 in 2016 and, again, the figure dropped in 2017 to 315 000. The only purposes for visit which increased in 2017 was holiday and medical. The number of holiday-goers increased significantly with about 338 000 tourists in 2017. Potential niche markets for the LNLN are leisure and religious tourists.

The average length of stay since 2016 has been relatively constant. There is a great need to increase this average so that Limpopo can further increase its competitiveness. Many tourists travelling in Limpopo merely use accommodation as a stopover to rest after travelling for a day and then continue travelling the next day. This could possibly add to the relatively low average.

Visiting friends and family was the biggest purpose for overnight trips to the Capricorn district in 2016 with over 1,4 million visitors. The second biggest purpose was for religious purposes. This is due to the Moria Pilgrimage and the ZCC religious events and ceremonies. Lepelle-Nkumpi could attract this whole market by hosting regular events at the ZCC regional offices found in the municipality. Weddings and other celebrations account for a large number of people, almost 90 000 and with Lepelle-Nkumpi's ideal natural and mountainous setting, it would be ideal for these kinds of events and celebrations.

Lebowakgomo is the busiest town in the municipality, with visitors in all three categories. Visiting family and/or friends was the highest with over 80 000 visitors. Zebediela is the forerunner in visiting family and/or friends with over 160 000 people visiting in 2016. The family and/or friends visitors need to be motivated to attend local culture festivals and the Limpopo Entertainment Centre could also host more regular festivals. Tourists need to be encouraged to spend money so that economic growth and employment increases.







### 2.3 Strategic Gaps

Limpopo's tourism demand performance on an international level for 2016/2017 was satisfactory. International arrivals were strong for both years. 2017 took the lead with an overall growth of 22%. In comparison to the other provinces of South Africa, Limpopo secured an overall second place for most international arrivals. The reasons for the increase in international arrivals is because of the vast natural, cultural and historical offerings being promoted aggressively by marketing institutions. Lepelle-Nkumpi should increase marketing efforts for the unique attractions and activities such as the Cable way, Magic Tree, African Ivory Route Camp, Iron Crown and the three provincial nature reserves.

The performance of the domestic demand to Limpopo suffered a great deal in 2017. Domestic arrivals experienced a massive 62.5% decline from 8.3 million in 2016 to 3.1 million in 2017. Limpopo was not the only province experiencing the sharp decline. All the provinces experienced a decline except two, namely Gauteng and Northern Cape. The decline is because people are rethinking travel plans as inflation and safety has a massive impact on spending behaviours. Lepelle-Nkumpi is close to Gauteng, which is the biggest competitor with domestic performance. Lepelle-Nkumpi is the ideal location for escapism. Online marketing and erecting billboards in Gauteng will attract the domestic travellers who seek to escape the busy city life for the tranquillity that Lepelle-Nkumpi has to offer.

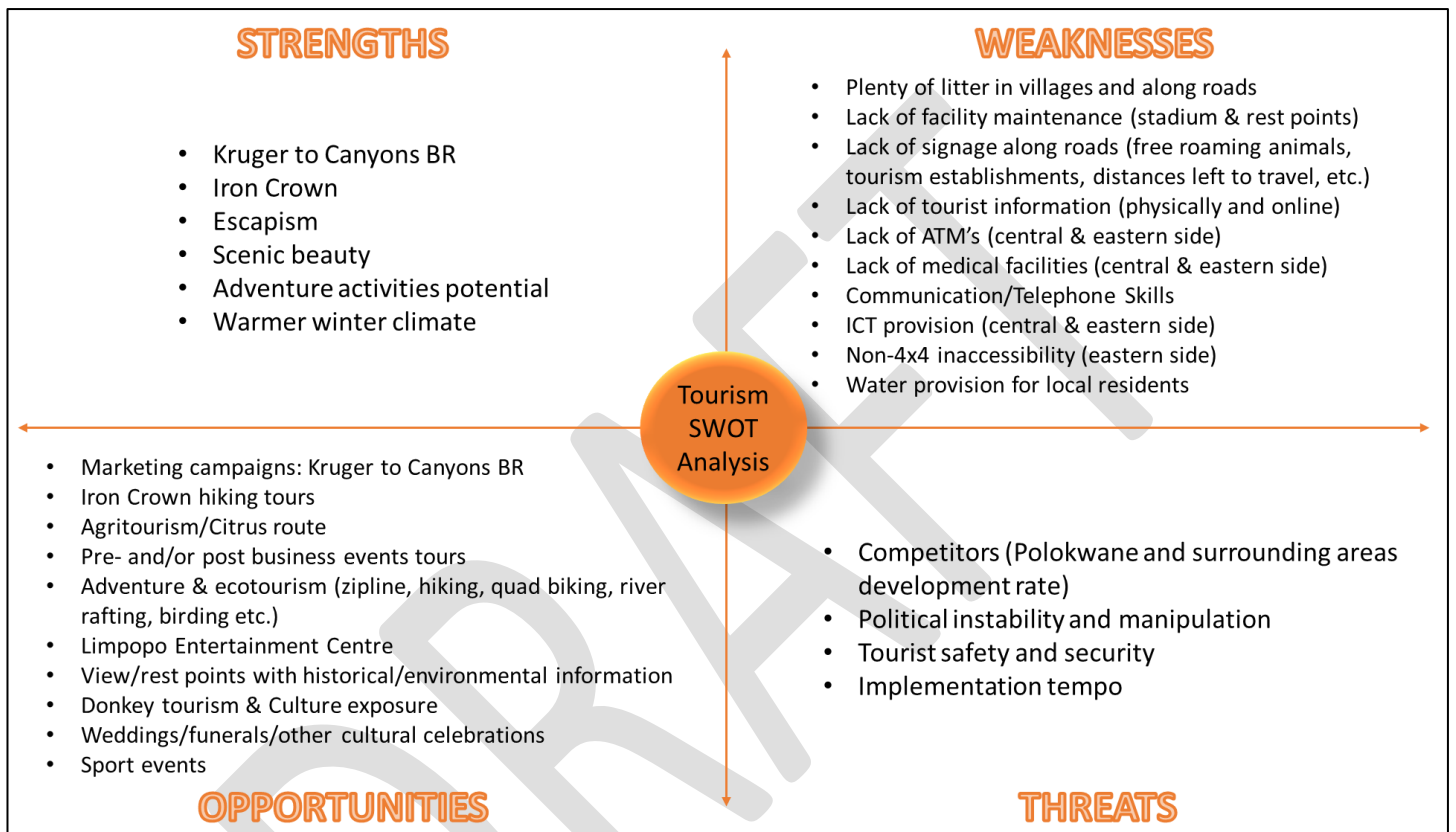
There is a great responsibility for the LNL M tourism sector and its supporting stakeholders to increase the domestic tourism performance and to maintain and attract a well-performing international tourism performance. By developing the identified current and potential attractions in the LNL M, it is possible to attract the tourists and improve the tourism performance. Furthermore, this can be done by packaging the attractions and activities in Lepelle-Nkumpi more creatively, more affordably and by applying aggressive marketing efforts on all platforms such as social media, brochures, trade shows, etc.





After thoroughly investigating the tourism environment of the LNLN a SWOT analysis was compiled. The SWOT analysis pinpoints the core strengths which the LNLN can use to its advantage to develop tourism. Weaknesses identified will lead the way toward the strategic direction needed to create an enabling environment for the opportunities in the LNLN. Monitoring the threats closely and adapting accordingly will reduce developmental barriers.

Diagram 17: LNLN tourism SWOT analysis



Source: Urban-Econ Development Economists, 2018

**STRENGTHS:**

- The K2C biosphere and the protected areas have great potential for ecotourism in the municipality. This includes the three provincial nature reserves which are formally protected areas and create a gateway to this biosphere reserve. Persuading the tourists to use these roads on their way to the Kruger National Park and surrounding areas could boost tourism in the area.
- The natural scenic beauty creates a feeling of escapism and isolation.
- The rivers and mountains offer great potential for adventure tourism such as river rafting, 4x4 routes, cable way trips, quad biking, mountain biking, hiking, abseiling and rock climbing.
- The climate reduces seasonality slightly due to the pleasantly warm temperatures in the winter.





### WEAKNESSES:

- Litter scattered in Lebowakgomo and along the roads in the western and central parts of the municipality will have a big influence on positioning Lepelle-Nkumpi as the gateway to the K2C biosphere.
- Lack of facility maintenance will negatively impact on tourists' experiences, especially at the resting points where benches are broken. The Lebowakgomo Stadium is also in desperate need of revival and a clean-up.
- There is a lack of signage throughout the municipality. Informing tourists about free roaming domestic and wild animals, tourism establishments, attractions, activities and distances to next towns/villages will help with navigation and safety precautions.
- There is insufficient information available on the internet and also no tourism information centre in the municipality. Increasing the spread of information will help with awareness and marketing efforts, thus increasing the number of tourists to the area.
- The eastern and central parts of the municipality do not have enough ATMs. This could be due to the lack of demand from local residents and tourists. However, increasing tourist numbers will require more ATMs to make spending money easier and will avoid time-wasting due to long queues.
- There are mobile clinics and hospitals mainly in the western and central side, but there might be a need for more clinics in the eastern side, especially with high risk adventure activities.
- Poor communication is a barrier due to some of the local residents who do not understand or speak English. Also, the quality of telephone/cell phone communication is sometimes unclear due to poor network reception in the eastern side.
- The eastern side of the municipality can make use of a road upgrade from gravel to tar. Furthermore, extending this road towards the eastern side of the mountains towards the towns in the Greater Tzaneen and Maruleng municipalities, and the Kruger National Park, will increase the flow of tourists as it becomes more convenient. The restriction to the type of vehicle needed on this road will then be eradicated.
- Stakeholders have claimed that some local residents do not have sufficient water supply. This could pose a potential threat to tourism development as investors may not see the economic opportunities.

### OPPORTUNITIES

- The K2C biosphere boundaries start roughly in the centre of the municipality and go eastwards. Because of this location, there is an opportunity to position the municipality as the



gateway to this biosphere. Marketing efforts could boast the competitive advantage of having the Iron Crown in the LNLN and the K2C biosphere. However, there are a few requirements that would have to be met before this could happen, for example, all litter must be cleaned up.

- The Iron Crown in the north eastern area of the LNLN presents an opportunity for the more adventurous hikers and rock climbers. Putting a big frame similar to the big yellow frames in Cape Town at the Iron Crown could further inspire tourists to get to the highest point in Limpopo. Development of such route(s) along with eco-adventure companies would definitely challenge tourists to reach this point. Other adventure opportunities throughout the whole eastern side could be quad and mountain biking, river rafting, ziplining, abseiling and 4x4 routes.
- The Zebediela Citrus Estate along with the railway can potentially see a sharp increase in tourists to the area. Converting the railway from Mookgopong towards Zebediela into a passenger train transport system could make for a great day outing for visitors to this citrus estate. Donkey cart tours through the estate could help explain the agriculture behind the different citrus growing and harvesting processes. Including a souvenir shop and café would also satisfy other tourist needs and increase economic activity. The citrus estate can also host marathons and other single/group sports on the estate and surrounding areas to increase sport tourists visiting the area.
- More rest/view points along the roads could serve the nature enthusiasts and photographers. At these points historical/cultural/natural story-telling boards can be erected to inform the tourists about the area.
- Due to the vast number of donkeys throughout the whole municipality, there is an opportunity to take tourists on donkey-cart rides to certain cultural activities/attractions/taverns and teach them about the local culture. This could help economically to feed the donkeys and support local SMMEs.
- Limpopo Entertainment Centre has the potential to further develop into a family holiday resort with conference and accommodation facilities. This centre currently hosts cultural events and festivals. By increasing the number of events there could be significant exposure for this establishment and the LNLN.
- The newest trend in the wedding industry is for the ceremony and celebration to become a weekend getaway. Lepelle-Nkumpi's beautiful natural scenery and tranquillity creates the perfect opportunity for wedding venues. Also, the proximity of Lepelle-Nkumpi to the Gauteng



market makes it easy for the market to travel to the municipality for the weekend to attend a wedding or any other celebration/event.

- With more and more people becoming active and participating in group or individual sport, there is an opportunity to host sporting events such as obstacle courses and marathons. The Lebowakgomo Stadium could also host school sporting events with surrounding municipalities.

### THREATS

- Polokwane City does somewhat constrain the development of the business and services sectors in Lepelle-Nkumpi by creating the perception that there is no further need for the development of these facilities locally, which could make it extremely difficult to attract investors.
- The relationship between tribal authorities and the municipality should be strengthened in order to mutually agree upon development projects, otherwise sustainability of these projects could be terminated, thus bringing economic development to a halt.
- Local residents need to be educated about the economic value that tourists bring to the municipality. Tourists cannot be bombarded by local authorities in an unfriendly and threatening manner. Tourists need to leave the municipality with a positive memory of the hospitality and the friendly locals so the tourists will make return visits.
- The implementation process in certain areas is taking too long, thus reducing competitiveness. Comprehensive implementation plans need to be executed on time to speed up the economic development process. An example is the Mafefe Tourist Centre. The Capricorn District Municipality had a vision of a tourism centre in Mafefe, in view of the beauty of the natural environment of this area. They constructed a centre consisting of various rooms and a stage area, as well as chalets with all the needed utilities. A pre-feasibility study was done for this centre in 2008, however, this structure is completely unused.

## 3 Strategic Alignment

This section of the report carries out a summary review and interpretation of relevant economic development and tourism-related legislation, policies and strategies on national, provincial, district and local government levels. Furthermore, strategic institutions must act as a strong foundation, which the tourism sector and other industries need to build on, and so help to regulate and support the effective growth and development of the tourism sector on all government levels.



Understanding the importance of the different strategic institutions is crucial since the national level provides the means to guide the tourism sector’s institutional environment. However, the tourism sector predominantly functions on a local level and needs to abide by local authorities’ regulations and standpoints. Hence, it is vital that the institutional framework feeds into and supports the goals of each government level and follows a structured approach to regulating and facilitating the tourism sector. A detailed policy review is attached as an appendix to this document. Below is a diagram showcasing a summary of the policies and strategies reviewed and how these relate to each other.

**Diagram 18: Integration of different government levels' policies and strategies**



Source: Urban-Econ Development Economists, 2018

Policies and strategies on a national level aim to create an enabling environment for the tourism sector to flourish and for South Africa to be positioned as an internationally competitive tourism destination. One such strategy is the revised National Tourism Sector Strategy 2016-2026 (NTSS). The NTSS is compiled from a number of other national strategies. An objective of the NTSS is to establish intergovernmental relations to develop and manage tourism throughout the country. This ultimately eradicates unemployment and poverty in rural areas through sustainable development programmes and community involvement, and further promotes the natural environment, culture and heritage along with responsible tourism practices to ensure inclusive growth while building a transformed tourism economy.

The Limpopo Provincial Government with its rich historical and natural resources, with the lively tourism sector and world-renowned attractions, identified tourism as one of three strategic pillars for economic growth. The tourism sector is very capable to lead economic development in emerging sectors and improve the quality of life for residents in Limpopo. In the province, there is a recognised





need for economic diversification through the utility of the tourism sector. The two most influential strategies for tourism development in Limpopo are the Limpopo Development Plan and Limpopo Tourism Strategy. These strategies identify requirements and action steps which guide economic development and increase tourism activities and investments in the province.

The Capricorn District Municipality provides a comprehensive over-arching strategic framework to guide tourism growth and development in its region. This strategic framework is aligned with the provincial strategies and policies. The aim is to guide the local municipalities in developing sustainable tourism initiatives that promote greater economic development for the widest possible community. The legislative and by-law framework is provided by the LNL, whereby tourism and other industries reside. The local government influences the rate at which implementation takes place within the tourism sector and the private development scope of its local region. It is therefore crucial that the Lepelle-Nkumpi Tourism Plan aligns with the district and provincial government strategies and policies. By doing so Lepelle-Nkumpi will develop its capacity and legislative environment to create a more conducive environment for the tourism sector.

## 4 Lepelle-Nkumpi Tourism Strategic Direction

The Lepelle-Nkumpi Tourism Plan creates an enabling tourism environment for the LNL. This means that the plan addresses current tourism challenges and potential opportunities. This section highlights the key issues which arose from the assessment of the Lepelle-Nkumpi tourism cluster and captures the tourism development vision, objectives, priorities and key action plans for the compilation of the tourism plan.

### 4.1 Tourism Vision

*“To position Lepelle-Nkumpi as the only gateway to the K2C Biosphere Reserve and to develop tourism as a sustainable competitive economic sector, thereby improving the quality of life for the local residents by means of creating employment through a financially viable municipality.”*

### 4.2 Tourism Strategic Objectives

The key strategic constraints can to a large degree be controlled and dealt with by the LNL through structured programmes and by involving the local communities. These key strategic constraints and opportunities are discussed in the table below.



Strategic Constraint	Description of the existing situation	Opportunities
<p><b>Inadequate transportation infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Accessibility in the eastern side requires upgrade for non 4x4 vehicles.</li> <li>• Distribution of tourism related, and other signage is not always visible, especially at night.</li> <li>• Tarred portions of the roads in a fair to good condition.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving the road conditions to Mafefe AIR camp in Lekgalameetse NR.</li> <li>• Reviving the 4x4 routes in Lekgalameetse and Bewaarkloof NRs.</li> <li>• Developing the provincial/local corridor to the eastern side of the Lekgalameetse NR and providing opportunity for tourism to flow from the Maruleng municipality towards the K2C biosphere gateway attractions.</li> <li>• Development of more rest/view/picnic points for the flow of tourists to this area to be more convenient.</li> <li>• Increase signage indicating domestic and wild animals roaming freely.</li> <li>• Signage indicating the distance left to travel to a village/destination.</li> </ul>
<p><b>Uncompetitive products</b></p>	<ul style="list-style-type: none"> <li>• Accommodation establishments provide satisfactory facilities</li> <li>• Few accommodation establishments are graded.</li> <li>• Most current establishments in the central and eastern side are underdeveloped.</li> <li>• Online marketing is non-existent for some establishments, while other establishments could improve on their current marketing strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Increase self-catering accommodation with communal/private kitchens.</li> <li>• Establishments can provide extra services, e.g. free/affordable Wi-Fi, irons, meal delivery, free ice, etc.</li> <li>• Encourage establishments to be graded and to add rating to marketing/administrative material.</li> <li>• Improve maintenance on facilities and site environments to increase attractiveness.</li> <li>• Create unique festivals to attract different markets, e.g. colour mountain festival, heritage foot print celebrations, etc.</li> <li>• Upgrade the existing infrastructure.</li> <li>• Constantly research tourist demands and experiences</li> <li>• Evaluate the strong and weak points of competitors</li> </ul>







Strategic Constraint	Description of the existing situation	Opportunities
<p><b>Inadequate investment in marketing</b></p>	<ul style="list-style-type: none"> <li>• Some establishments are present on social media, but still lack general information about the establishment.</li> <li>• There is a lack of private websites.</li> <li>• Establishment signage not always clear enough on the road sides.</li> <li>• Marketing campaigns not fully developed or non-existent</li> </ul>	<ul style="list-style-type: none"> <li>• Develop marketing campaigns</li> <li>• Advertising billboards next to the R518 between Zebediela and Lebowakgomo</li> <li>• Advertising more frequently on social platforms</li> <li>• Market on billboards in Gauteng.</li> <li>• Handing out vouchers which are only valid if a selfie is posted on social media with the establishments’ name in the post.</li> <li>• Host workshops to assist with development of technological skills, private websites and improvement of marketing skills.</li> <li>• Tour and travel operations which compile tour packages and market them to the potential tourists</li> <li>• Establishment of a visitor’s information centre</li> </ul>
<p><b>Insufficient trained skilled staff</b></p>	<ul style="list-style-type: none"> <li>• Lack of English communication skills.</li> <li>• Lack of telephone etiquette.</li> </ul>	<ul style="list-style-type: none"> <li>• Host language and telephone etiquette improvement workshops for tourism establishment staff.</li> <li>• Research required training needed</li> </ul>
<p><b>Inadequate safety and security</b></p>	<ul style="list-style-type: none"> <li>• Some locals are not aware of tourism activities in their surroundings and may treat tourists as trespassers.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a welcoming and hospitable culture amongst local communities. Encourage traditional authorities to educate their villages about the economic benefits of positive tourism experiences.</li> <li>• Provide emergency contact numbers for police, medical and fire services.</li> <li>• Constantly evaluate safety and security at tourist destinations and facilities</li> </ul>
<p><b>Lack of activity diversity</b></p>	<ul style="list-style-type: none"> <li>• Limited attractions and activities throughout the LNLN</li> <li>• Western side doesn’t offer much recreational activities.</li> <li>• Eastern side lacks accommodation establishments</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to construct a cable way to the Strydpoort mountains close to Lebowakgomo at Molapo Matebele Motel.</li> <li>• Other potential activities include: Abseiling, river rafting, mountain biking, quad biking, hot air ballooning, team building activities, boat tours, horse riding, photography, etc.</li> </ul>



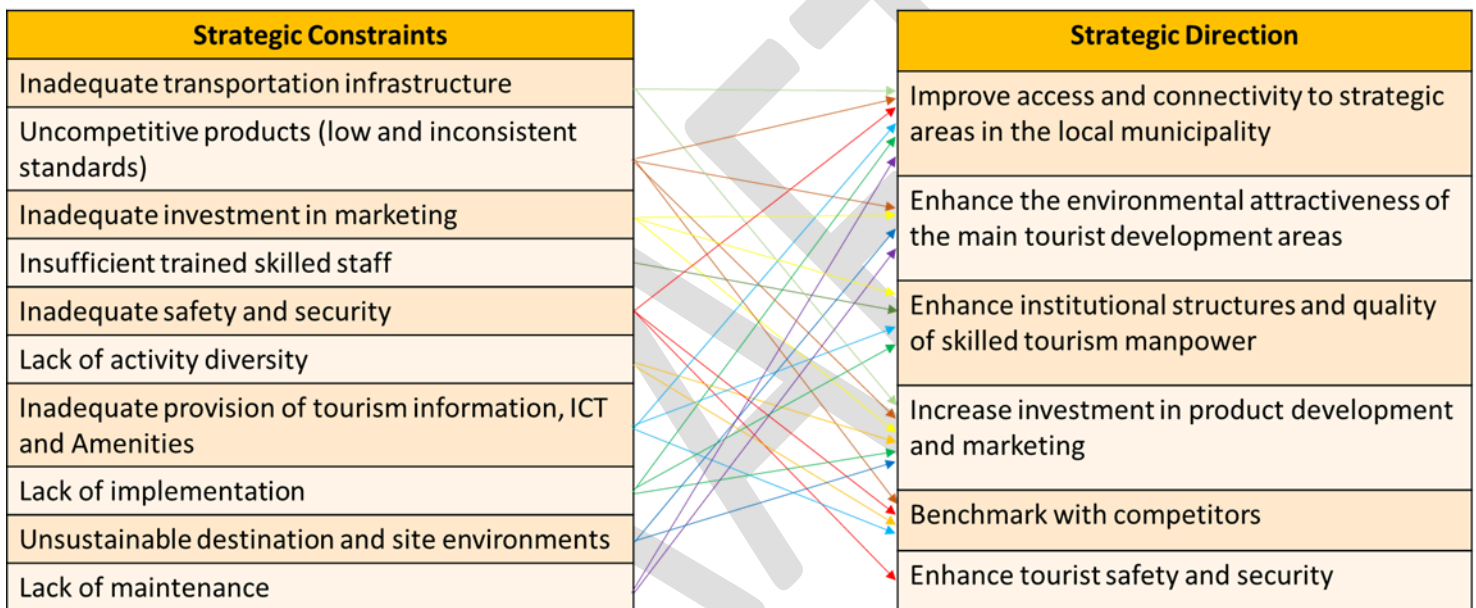


Strategic Constraint	Description of the existing situation	Opportunities
<p><b>Inadequate provision of tourism information, ICT and amenities</b></p>	<ul style="list-style-type: none"> <li>• No visitor information centre</li> <li>• Reception and signal are very poor in some of the destinations in the eastern side.</li> <li>• Lack of ATM's, medical facilities and roadside stalls in the eastern side.</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism SMME opportunities along the roads, e.g. culture stalls, food and beverage stalls, souvenir stalls, etc.</li> <li>• Approaching network service to resolve the network problems. This could be advantageous for tourists as they may need to connect with the external world.</li> <li>• Increase ATM and medical service supply in central and eastern side</li> </ul>
<p><b>Lack of implementation</b></p>	<ul style="list-style-type: none"> <li>• Implementation of tourism development in the past have been too slow and reduces the competitiveness of the LNLN.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor, evaluate and adapt implementation plans as it influences the success or failure of tourism development.</li> </ul>
<p><b>Unsustainable destination and site environments</b></p>	<ul style="list-style-type: none"> <li>• Lack of infrastructure such as parking, ablutions, electricity and water.</li> <li>• The roadside resting/view/picnic points do not have sufficient litterbins and litter is scattered everywhere making the area very unappealing.</li> <li>• Areas in Lebowakgomo have scattered litter.</li> </ul>	<ul style="list-style-type: none"> <li>• Establishments can upgrade their establishments by providing clear parking spaces for visitors and well-maintained ablution facilities.</li> <li>• Provision of solar electricity and JoJo water tanks as alternative sources.</li> <li>• Develop a plan to keep the LNLN clean from litter as it contributes to the attractiveness of the natural environment.</li> </ul>
<p><b>Lack of maintenance</b></p>	<ul style="list-style-type: none"> <li>• Lebowakgomo stadium has potential to be a multifunctional establishment but is in dire need of an upgrade.</li> <li>• The benches at roadside resting/view/picnic points aren't maintained regularly.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop comprehensive maintenance plans for rest/view/picnic points and other tourism destinations. The plans must include repairs, repainting, and small changes needed to the layout of the destinations.</li> </ul>




The strategic constraints require strategic planning and management for the identified opportunities to become a reality. Strategic planning is a vital component which provides a platform for quality management.<sup>10</sup> The quality of tourism establishments in Lepelle-Nkumpi have to benchmark with competitors to attract more tourists and further develop the tourism sector of the LNLM. Inputs from stakeholders yielded the current strategic direction to address the constraints in the municipality. The diagram below depicts the recommended strategic directions which will address the identified strategic constraints.

Diagram 19: Strategic constraints vs. strategic directions



Source: Urban-Econ Development Economists, 2018

The strategic directions identified will guide the way to tourism improvement in the LNLM. The strategic directions are discussed in more detail below:

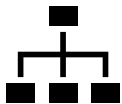
- 
**Improve access and connectivity to strategic areas in the local municipality:** The whole of the Eastern side of the LNLM is underdeveloped in terms of accessibility. According to Saayman<sup>10</sup>, without transport and accessibility the tourism sector would cease to exist. This means that improving the accessibility in the eastern side and extending roads to connect with other municipalities would increase the flow of tourists in and through the LNLM and improve competitiveness.

<sup>10</sup> Saayman, M. 2009. Hospitality, Leisure and Tourism Management. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press.





- **Enhance the environmental attractiveness of the main tourist development areas:** The vast amounts of litter in the areas where the population density is the highest creates an unappealing image. Lebowakgomo and the central parts of Lepelle-Nkumpi form the gateway to the K2C biosphere. The UNESCO registered K2C biosphere emphasises the need for conservation of the natural environment while maintaining a balanced relationship between people and nature.<sup>11</sup> It is therefore vital to create waste control procedures to enhance the attractiveness and sustainability of the natural environment. The sustainability of tourism development relies on the attractiveness of the environment to create that pull factor for visitors on arrival and becomes part of the experience.<sup>12</sup> Thus, enhancing the environmental attractiveness implies that existing tourism establishments require continuous attention and maintenance to remain appealing to tourists.



- **Enhance institutional structures and quality of skilled manpower:** The institutional environment should be a priority to the LNLN. The LNLN should always be represented at provincial and district forums to communicate challenges and opportunities. This means that the correct communication channels are followed for tourism development to take place effectively and efficiently. Also, providing skills training to tourism establishments to improve on marketing and communication barriers will assist with improving service delivery.



- **Increase investment in product development and marketing:** Tourism establishments function best when clustered together. This provides a critical mass of activity appeal to visitor markets. The rationale for clustering proved to increase tourist mobility, competition, marketing initiatives and investment in development. Thus, establishment owners/managers should work together to expose and attract tourists to the area and not just to a single attraction of activity.<sup>13</sup>



- **Benchmark with competitors:** Tourists with much travel experience will expect more from new destinations. It is therefore imperative to exceed tourists' expectations and to inspire return visits. The LNLN has to create experiences for tourists which competitors are unable to provide. By assessing competitors' strengths and weaknesses, establishments can constantly maintain or

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<sup>11</sup> UNESCO. Biosphere reserves. [Available at: <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/biosphere-reserves/>]

<sup>12</sup> Page, S.J. & Connell J. 2009. Chapter 9 Visitor attractions. Tourism A Modern Synthesis.

<sup>13</sup> Gunn, C.A. 1988. Tourism Planning. Second edition. New York: Taylor and Francis





improve their quality of standards. This could be achieved by creating marketing methods, offering training and facility upgrading to attract larger portions of the market segments.<sup>14</sup>

- **Enhance tourist safety and security:** Poor safety and security measures create negative perceptions for a destination.<sup>15</sup> The LNLN can be much more competitive if crime is eradicated completely. The tourism sector is very sensitive to any threat of personal safety. Communicating to tourists to exercise precaution is important. Should a crime incident occur, tourists should feel assured of a professional response from the LNLN.<sup>16</sup>



Each strategic direction has a positive influence on the tourism sector. By constantly communicating the strategic directions to all relevant stakeholders and ensuring that tourism development is a developmental priority, the LNLN will see positive growth in the tourism sector. Thus, the implementation of the strategic directions is of vital importance for the future of tourism in the LNLN.

### 4.3 Tourism Strategic Priorities

The gaps and opportunity analysis lead the way to the creation of the value chain for the LNLN. The tourism sector value chain is a holistic and integrated system, which involves different components with direct and indirect roles and functions within the sector.

The value chain is depicted in a diagram on the next page. At the top of the diagram, the value chain indicates a detailed summary of the current tourism situation in the LNLN. The identified development opportunities are summarised in detail at the bottom of the diagram and further elaborated on in the following section. The opportunities could become a reality once the strategic constraints are eradicated by means of implementing the strategic directions.

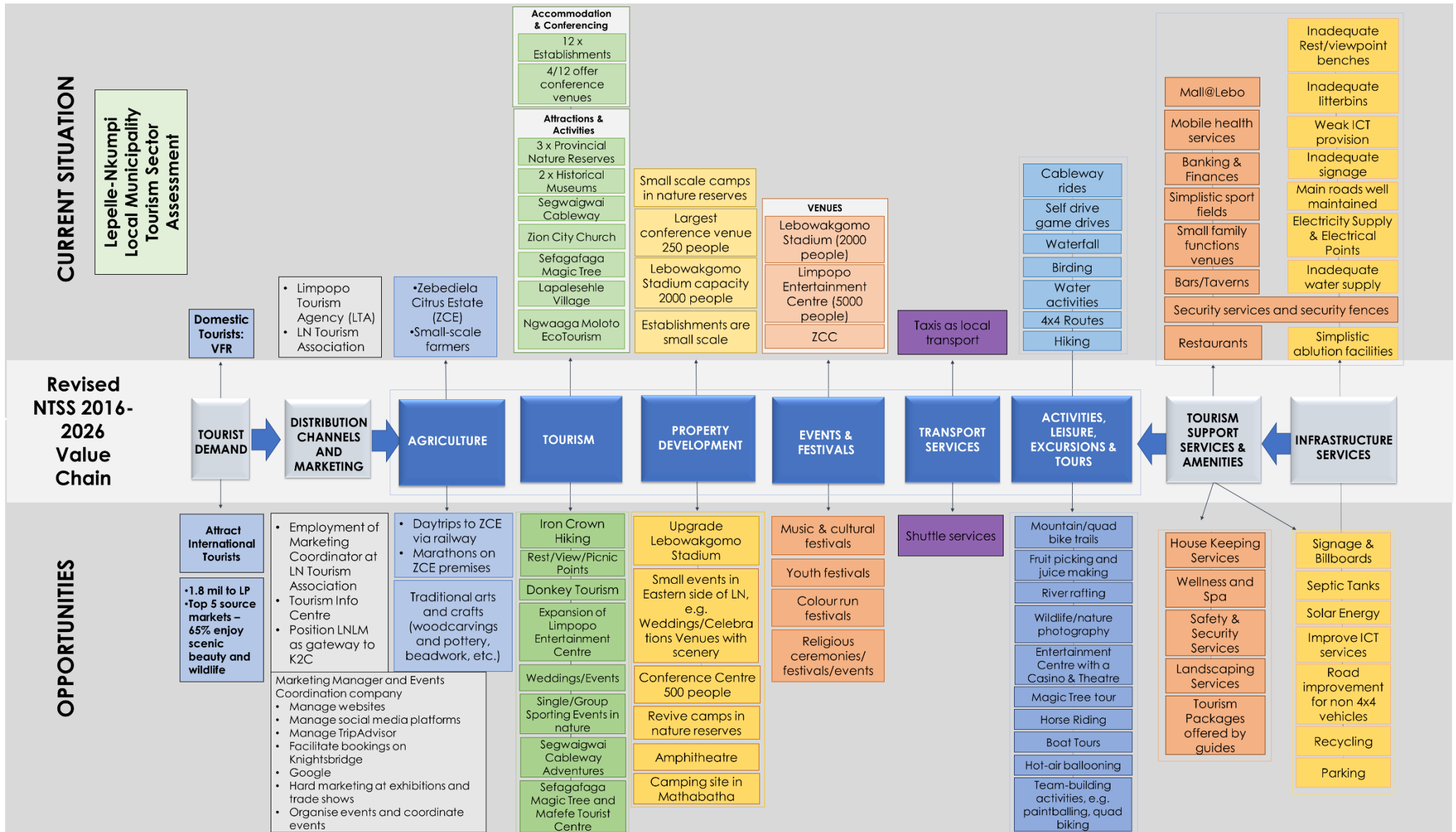
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<sup>14</sup> Saayman, M. 2009. Hospitality, Leisure and Tourism Management. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press

<sup>15</sup> South Africa. 1996. Department of Environmental Affairs and Tourism. White paper on the development and promotion of tourism in South Africa. Pretoria: Government Printer

<sup>16</sup> Saayman, M. 2009. Hospitality, Leisure and Tourism Management. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press







## 5 Developmental Tourism Clusters

On provincial and district levels the tourism sector creates a supporting and conducive environment for all tourism establishments to perform to the best of their abilities. It is therefore imperative that LNLM align with tourism at a provincial and district level to be more competitive. This will be achieved through active involvement and intervention projects that create a more efficient and functional external environment for the tourism sector.

Tourism attributes and the specific needs in the LNLM have been identified and need to be developed.<sup>17</sup> The current tourism establishments in the LNLM have therefore been clustered together as developmental tourism clusters. These clusters are accommodation and conferencing, attractions and activities, and support services. Each potential project identified is outlined pertaining to the outcome, priority, action, role players, timeframe, estimated cost and potential funding. Together these elements will help guide the desired outcomes which are derived from the strategic directions. The priority element assigned to every outcome is ranked in terms of importance. Influencing factors include urgency, value, timeframe, cost, marketing and other developmental challenges. Priority assignment is evaluated on the following levels:

Priority Level	
<b>Low</b>	These actions are recommended and necessary, however it does not have an immediate impact on the quality, performance, or functionality of the tourism sector. This includes cases of general requests that has the least business impact
<b>Medium</b>	These actions have equal priorities are carried out on a first-come-first-served basis They are 'potentially critical' and are subject to availability of resources These actions operate within medium business impact.
<b>High</b>	Processes/actions with highest priorities are carried out first. They are labelled as 'currently critical'. These actions operate within a priority basis of high business impact

The timeframe element refers to a specific period in which the identified actions need to take place. The timeframe and priority elements correspond where certain actions with high priority should be implemented as soon as possible. However, some high priority actions can only take place once other outcomes have been achieved.

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<sup>17</sup> Saayman, M. 2009. Hospitality, Leisure and Tourism Management. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press





Timeframe Schedule	
<b>1-3 Years</b>	These are the projects that should be implemented as soon as possible. Their priority levels may vary, however the implementation is possible within a shorter time, should the relevant partnerships collaborate effectively.
<b>3-5 Years</b>	Due to the nature of these projects, the implementation thereof is dependent on the achievement of other project outcomes within 1-3 years.
<b>5+ Years</b>	These projects involve ongoing processes, continuous planning and development, and are gradually implemented over a longer period.

### 5.1 Accommodation and Conferencing Cluster

One of the main aspects concerning tourism is the requirement of accommodation for an overnight stay. The accommodation industry forces tourists to spend at a higher rate than normal household expenditure, this is because of conferencing, food and beverages, and other services.<sup>18</sup> Tourist accommodation establishments has the responsibility to make the tourists feel welcomed and comfortable. This involves considerable investment in the accommodation infrastructure which could be a challenge for the development of new accommodation establishments. Nonetheless, the accommodation industry is labour-intensive. This means that employment opportunities can be created with further developments of existing establishments.

The accommodation and conferencing cluster consist of hotels, motels, guesthouses, lodges and bed-and-breakfast facilities. Currently, there are no resorts in the LNLM, but the potential exists to further develop current establishments into resorts. The LNLM has a relatively low number of accommodation establishments. Some establishments are simplistic, only offering a room with a bed, en-suite bathroom and optional breakfast. There is potential for the accommodation establishments to be graded by grading organisations. Tourists are familiar with grading organisations and are more prone to choose graded establishments. Grading organisations also assist with making tourists aware of graded establishments through marketing efforts.

Four accommodation establishments consist of additional facilities such as conferencing venues. These conferencing facilities can accommodate small (less than 199 people) to medium (200 to 499

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<sup>18</sup> Medlik, R. & Ingram, S. 2000. The Business of Hotels, Fourth Edition. Oxford: Butterworth-Heinemann.





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people) conferences and/or meetings. The biggest conference venue in the LNLN can host a maximum of 250 people.

The accessibility for the majority of accommodation establishments is relatively good. However, there is potential to improve on signages for the accommodation establishments. The eastern side of LNLN has potential to upgrade the roads, thereby improving the accessibility to the accommodation establishments situated in the nature reserves. Most of the accommodation establishments are situated on the western side in Lebowakgomo or surrounding villages.

The table below provides detailed projects for the accommodation and conferencing developmental tourism cluster.

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Project	Outcome	Priority	Action	Role players	Timeframe					Estimated Cost	Potential Funding
					2018/19	2019/20	2020/21	2021/22	2022/23		
<b>Mafele AIR Camp</b>	Improved access and connectivity to strategic area	High	<ul style="list-style-type: none"> <li>Improve road conditions to the Lekgalameetse Nature Reserve entrances</li> </ul>	<ul style="list-style-type: none"> <li>African Ivory Route</li> <li>LEDET</li> <li>Lekgalameetse Nature Reserve</li> <li>Traditional Authorities</li> </ul>	✓	✓				R9 000 000	<ul style="list-style-type: none"> <li>African Ivory Route</li> <li>LEDET</li> <li>SAT</li> <li>IDT</li> <li>DBSA</li> </ul>
	Benchmark with competitors	Low	<ul style="list-style-type: none"> <li>Provision of solar electricity for rondawels and kitchens</li> </ul>		✓	✓				R600 000	
	Enhanced tourist safety and security	High	<ul style="list-style-type: none"> <li>Create a welcoming atmosphere</li> <li>Educate locals through workshops about tourism benefits</li> </ul>		✓					R10 000	
	Increased investment in product development and marketing	High	<ul style="list-style-type: none"> <li>Develop a marketing strategy</li> </ul>		✓					R50 000	
<b>Mathabatha Camping Site</b>	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>Development of a camping site with supporting infrastructure, communal kitchens and ablutions.</li> <li>Development of abseiling and hiking activities.</li> </ul>	<ul style="list-style-type: none"> <li>Approach franchise resort/hotel companies to form a PPP for the development of the accommodation.</li> </ul>	✓	✓	✓			R20 000 000	<ul style="list-style-type: none"> <li>NEF</li> <li>Franchise resort/hotel companies</li> <li>SEFA</li> <li>SEDA</li> <li>IDC</li> <li>IDT</li> <li>DBSA</li> </ul>
	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>Construct swimming pool, entertainment areas and kids playing area.</li> </ul>			✓	✓			R500 000	



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Project	Outcome	Priority	Action	Role players	Timeframe					Estimated Cost	Potential Funding
					2018/19	2019/20	2020/21	2021/22	2022/23		
Iron Crown Backpackers	Benchmark with competitors	High	<ul style="list-style-type: none"> <li>Conduct location feasibility study</li> <li>Development of backpacking accommodation facilities with supporting infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>Approach franchise resort/hotel companies to form a PPP for the development of the accommodation</li> <li>LEDET</li> <li>LNLM</li> </ul>	✓	✓	✓	✓		R30 000 000	<ul style="list-style-type: none"> <li>Franchise resort/hotel companies</li> <li>SEFA</li> <li>SEDA</li> <li>SAT</li> <li>LEDET</li> <li>LNLM</li> <li>DBSA</li> <li>Tourism Transformation Fund</li> <li>Tourism Support Programme</li> </ul>
	Increased investment in product development and marketing	High	<ul style="list-style-type: none"> <li>Develop a marketing strategy</li> </ul>	<ul style="list-style-type: none"> <li>Private sector consultants</li> <li>Department of Environmental Affairs</li> </ul>						R50 000	
Limpopo Entertainment Center	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>Development of self-catering and catering accommodation suitable for families and business tourists</li> </ul>	<ul style="list-style-type: none"> <li>Limpopo Entertainment Centre</li> <li>LNLM</li> </ul>	✓	✓	✓			R40 000 000	<ul style="list-style-type: none"> <li>LNLM</li> <li>Owner of establishment</li> <li>IDC</li> <li>Tourism Transformation Fund</li> <li>Tourism Support Programme</li> </ul>
	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>Development of conference facilities with supporting infrastructure</li> </ul>		✓	✓	✓			R10 000 000	
	Improved access and connectivity to strategic area	High	<ul style="list-style-type: none"> <li>Road expansion at entrance</li> </ul>		✓					R80 000	
Bewaarkloof Nature Reserve	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>Renovate current buildings in reserve</li> </ul>	<ul style="list-style-type: none"> <li>Approach franchise resort/hotel companies</li> </ul>	✓	✓	✓			R10 000 000	<ul style="list-style-type: none"> <li>LEDET</li> </ul>





Project	Outcome	Priority	Action	Role players	Timeframe					Estimated Cost	Potential Funding
					2018/19	2019/20	2020/21	2021/22	2022/23		
			and develop reception area • Develop self-catering accommodation, with supporting infrastructure	to form a PPP for the development of the accommodation. • LEDET							<ul style="list-style-type: none"> <li>• Franchise resort/hotel companies</li> <li>• Tourism Transformation Fund</li> <li>• Tourism Support Programme</li> </ul>
	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>• Construct swimming pool, entertainment areas and kids playing area.</li> <li>• Develop hiking and horse-riding trails</li> <li>• Revive the 4x4 trails</li> </ul>				✓	✓	✓		
	Improved access and connectivity to strategic area	High	<ul style="list-style-type: none"> <li>• Revive current roads in the reserve</li> <li>• Conduct feasibility study to construct entrance on the LNLN side</li> </ul>		✓	✓					





## 5.2 Attractions and Activities Cluster

Attractions and activities, along with accommodation, are also vital components of the tourism sector. The attractions and activities industry consist of built and natural environments, including cultural resources, festivals and events. Attractions and activities add to the appeal of a destination and are for many tourists the main reason for visiting and spending money. Attractions and activities usually form the basis of destination marketing campaigns. By developing current and new attractions and activities in the LNLM the marketing and awareness campaigns can be developed accordingly. This will create the leisure component for the LNLM whereby interesting and enjoyable experiences are created for the tourists.<sup>19</sup>

The eastern side of the municipality boasts mountainous, natural and cultural scenery, also part of the K2C biosphere which creates niche markets for ecotourism and birding. Protected areas such as the three provincial reserves create a feeling of escapism and tranquillity also found in the eastern side, but access is very limited for non-4x4 vehicles. Improving the road conditions and connecting the provincial roads with towns on the other side of the mountains and municipality will also allow the flow of tourists to this area to be more convenient.

The natural and adventure activities such as birding, wildlife, hiking and mountain biking are mostly in the three nature reserves and surrounding areas. Currently there are no Big 5 game within the reserves, but it is alleged that leopard can be spotted. The cultural and historical activities such as the Asbestos Museum can be found in the eastern and central side of the municipality. The far western side of the municipality also has some natural activities and the world-renowned Zebediela Citrus Estate which holds great potential for agritourism.

The table below provides detailed projects for the attractions and activities developmental tourism cluster.

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<sup>19</sup> Page, S.J. & Connell J. 2009. Chapter 9 Visitor attractions. Tourism A Modern Synthesis.



Project	Outcome	Priority	Action	Role players	Timeframe					Estimated Cost	Potential Funding
					2018/19	2019/20	2020/21	2021/22	2022/23		
Segwaigwai Cableway Adventure	Improved access and connectivity to strategic area	Low	<ul style="list-style-type: none"> <li>Construct designated parking area and walkway to cable</li> </ul>	<ul style="list-style-type: none"> <li>Current cableway operators</li> <li>Adventure companies</li> </ul>	✓					R10 000	<ul style="list-style-type: none"> <li>Adventure companies</li> <li>Tourism Transformation Fund</li> <li>Tourism Support Programme</li> <li>IDC</li> <li>DBSA</li> </ul>
	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>Construct kiosk and waiting/rest area</li> </ul>		✓	✓				R300 000	
	Benchmark with competitors	High	<ul style="list-style-type: none"> <li>Increase the adventure risk factor to be more adventurous</li> <li>Develop a marketing strategy</li> </ul>		✓	✓	✓	✓		R800 000	
Mafefe Research Centre	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>Renovate current buildings and supporting infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Tribal Authorities</li> <li>University of Pretoria</li> </ul>	✓	✓				R400 000	<ul style="list-style-type: none"> <li>Tribal Authorities</li> <li>University of Pretoria</li> <li>DBSA</li> <li>IDC</li> <li>CATHSSETA Mandatory Programme</li> <li>DBSA</li> </ul>
	Benchmark with competitors	Low	<ul style="list-style-type: none"> <li>Construct small café</li> </ul>			✓				R50 000	
Magic Tree Tour	Increased investment in product development and marketing	High	<ul style="list-style-type: none"> <li>Guided tours to the Magic Tree</li> </ul>	<ul style="list-style-type: none"> <li>Tribal Authorities</li> </ul>	✓	✓				R25 000	<ul style="list-style-type: none"> <li>Tribal Authorities</li> <li>IDC</li> <li>IDT</li> <li>NHC</li> </ul>
Lapalesehle Water Sports Village	Increased investment in product	High	<ul style="list-style-type: none"> <li>Construct building with supporting infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Owner of establishment</li> </ul>	✓	✓				R300 000	<ul style="list-style-type: none"> <li>Adventure companies</li> </ul>

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	development and marketing		for a café with private events area	• Adventure companies								<ul style="list-style-type: none"> <li>• Tourism Transformation Fund</li> <li>• Tourism Support Programme</li> <li>• IDC</li> <li>• SEFA</li> <li>• SEDA</li> </ul>
	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>• Extend river rafting route</li> <li>• Conduct feasibility study to increase difficulty levels of river rafting</li> </ul>		✓	✓				R100 000		
<b>Iron Crown Hiking Trails</b>	Improve access and connectivity to strategic area	High	• Conduct a feasibility study for the development of different hiking trails with different difficulty levels to the Iron crown		✓	✓	✓			R300 000	<ul style="list-style-type: none"> <li>• Adventure companies</li> <li>• Tourism Transformation Fund</li> <li>• Tourism Support Programme</li> <li>• IDC</li> <li>• SEFA</li> <li>• SEDA</li> <li>• LNLM</li> </ul>	
	Enhance the environmental attractiveness of the main tourist development areas	High	• Construct a unique landmark at the Iron Crown for visitors to take a photo with as part of the achievement of reaching the highest point in Limpopo	• Adventure companies • LNLM	✓					R30 000		
	Enhance tourist safety	High	• Increase medical services to the strategic area				✓	✓		R800 000		
<b>Lekgalameetse Nature Reserve</b>	Benchmark with competitors	Medium	• Revive 4x4 routes, hiking and mountain biking trails		✓	✓				R70 000	<ul style="list-style-type: none"> <li>• Tourism Transformation Fund</li> <li>• Tourism Support Programme</li> <li>• IDC</li> <li>• SEFA</li> <li>• SEDA</li> <li>• LEDET</li> <li>• LNLM</li> </ul>	
	Enhance institutional structures and quality of skilled tourism manpower	High	• Improved communication skills of staff	• LEDET • Lekgalameetse Nature Reserve	✓					R40 000		
	Increase investment in product development and marketing	Low	<ul style="list-style-type: none"> <li>• Promote nature photography</li> <li>• Start quad biking activities.</li> </ul>			✓	✓			R1 020 000		





	Improved access and connectivity to strategic area	High	<ul style="list-style-type: none"> <li>Develop the corridor to the eastern side of the Lekgalameetse NR, connecting Maruleng Local Municipality with the LNLN</li> </ul>		✓	✓	✓	✓	✓	R50 000 000	
<b>Bewaarkloof Nature Reserve</b>	Improved access and connectivity to strategic area	High	<ul style="list-style-type: none"> <li>Conduct a feasibility study for the construction of an entrance from the Mathabatha side of the reserve</li> </ul>	<ul style="list-style-type: none"> <li>LEDET</li> <li>Department of Transport</li> <li>Department of Environmental Affairs</li> <li>LTA</li> <li>LNLN</li> <li>Resort/hotel franchises</li> </ul>	✓	✓	✓	✓		R500 000	<ul style="list-style-type: none"> <li>Tourism Transformation Fund</li> <li>Tourism Support Programme</li> <li>IDC</li> <li>SEFA</li> <li>SEDA</li> <li>LEDET</li> <li>LNLN</li> </ul>
	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>Promote nature photography and stargazing</li> <li>Develop team building and horse-riding activities</li> <li>Conduct a game restocking programme</li> </ul>		✓	✓				R8 000 000	
	Increased investment in product development and marketing	High	<ul style="list-style-type: none"> <li>Develop a marketing strategy</li> <li>Conduct feasibility study for construction of an eco-resort</li> </ul>		✓	✓	✓			R300 000	
	Enhanced the environmental attractiveness of the main tourist development areas	High	<ul style="list-style-type: none"> <li>Renovate the reserve infrastructure, i.e. fences, roads, electricity, water and buildings.</li> </ul>		✓	✓	✓			R30 000 000	
<b>Asbestos Museum</b>	Improved access and connectivity to strategic area	Low	<ul style="list-style-type: none"> <li>Construct designated parking area</li> </ul>	<ul style="list-style-type: none"> <li>Establishment owner</li> </ul>	✓					R15 000	<ul style="list-style-type: none"> <li>Tourism Transformation Fund</li> <li>Tourism Support Programme</li> <li>IDC</li> <li>SEFA</li> <li>SEDA</li> </ul>
	Enhanced institutional structures and quality of skilled tourism manpower	High	<ul style="list-style-type: none"> <li>Maintenance on ablutions</li> <li>Improve communication skills of staff</li> </ul>		✓					R10 000	





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<b>Makgatho Air Museum</b>	Improve daccess and connectivity to strategic area	Low	<ul style="list-style-type: none"> <li>Construct designated parking area</li> </ul>	Establishment owner	✓					R15 000	LNLM
	Increased investment in product development and marketing	High	<ul style="list-style-type: none"> <li>Maintenance on information boards</li> </ul>		✓					R2 000	
	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>More shading in museum</li> </ul>		✓					R12 000	
	Enhanced institutional structures and quality of skilled tourism manpower	High	<ul style="list-style-type: none"> <li>Employ story tellers</li> </ul>		✓					R60 000	
<b>Zion City Church</b>	Improved access and connectivity to strategic area	Low	<ul style="list-style-type: none"> <li>Construct designated parking area</li> </ul>	ZCC	✓					R50 000	<ul style="list-style-type: none"> <li>ZCC</li> <li>DBSA</li> <li>CATHSSETA Mandatory Programme</li> </ul>
<b>Molapo Matebele Motel Cableway</b>	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>Develop a cableway to Strydpoort mountains</li> <li>Develop 4x4 routes</li> </ul>	Establishment owner Construction companies	✓	✓	✓	✓		R10 000 000	<ul style="list-style-type: none"> <li>Tourism Transformation Fund</li> <li>Tourism Support Programme</li> <li>IDC</li> <li>SEFA</li> <li>SEDA</li> <li>DBSA</li> </ul>
	Benchmark with competitors	High	<ul style="list-style-type: none"> <li>Provide extra facilities such as a swimming pool and entertainment area</li> </ul>		✓	✓				R100 000	
<b>Lebowakgomo Stadium</b>	Enhanced the environmental attractiveness of the main tourist development areas	High	<ul style="list-style-type: none"> <li>Renovate pavilion building infrastructure</li> </ul>	LNLM Dept of Sport, arts and culture	✓					R100 000	<ul style="list-style-type: none"> <li>LNLM</li> <li>Dept of Sport, arts and culture</li> </ul>



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	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>Extend pavilion around the whole field</li> <li>Provide shade areas</li> <li>Construct designated parking area</li> </ul>		✓	✓	✓			R1 000 000	
<b>Wolkberg Wilderness Area</b>	Improved access and connectivity to strategic area	High	<ul style="list-style-type: none"> <li>Conduct feasibility study for the development of different hiking trails</li> </ul>	<ul style="list-style-type: none"> <li>LEDET</li> <li>Airventures hot air ballooning</li> <li>Adventure companies</li> </ul>	✓	✓	✓			R400 000	<ul style="list-style-type: none"> <li>LEDET</li> </ul>
	Increased investment in product development and marketing	Medium	<ul style="list-style-type: none"> <li>Develop hot air ballooning activities</li> <li>Promote nature photography</li> </ul>		✓	✓	✓			R7 000 000	
<b>Bird hides</b>	Benchmark with competitors	Low	<ul style="list-style-type: none"> <li>Conduct environmental impact studies for the proposed bird hides.</li> <li>Develop bird hides along Orrie Baragwanath Pass</li> </ul>	Outsource SMMEs	✓	✓	✓			R3 000 000	<ul style="list-style-type: none"> <li>Birdlife South Africa</li> <li>Birdlife Polokwane</li> <li>Limpopo Birding</li> <li>LNLN</li> </ul>

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### 5.3 Support Services Cluster

The support services assist the tourism sector by creating an enabling environment, thus enhancing the tourist experience. Throughout the whole LNLM there are scattered villages, and in each village there are a few small-scale restaurants and bars/taverns. Restaurants and bars form part of support services to the tourism sector as tourists do not always travel, as their main reason, to visit a restaurant or bar. Lebowakgomo hosts the most restaurants, bars and entertainment venues.

There are also a few establishments catering for small events such as matric farewells and weddings with natural scenery ideal for photos. Lebowakgomo is also the only town with well-known fast food chains such as KFC. The Mall@Lebo is the largest shopping centre in the LNLM, situated in the centre of Lebowakgomo. The eastern side of the LNLM has potential for more restaurants, bars, entertainment venues and other support services. Increasing or supporting the establishments on the eastern side will also increase the flow of tourists and make their experiences more memorable.

The table below provides detailed projects for the support services developmental tourism cluster.

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Project	Outcome	Priority	Action	Role players	Timeframe					Estimated Cost	Potential Funding
					2018/19	2019/20	2020/21	2021/22	2022/23		
<b>Rest/view/Picnic points</b>	Enhanced environmental attractiveness of the main tourist development areas	High	<ul style="list-style-type: none"> <li>Continuous maintenance on existing rest/view/picnic points</li> <li>Identify potential locations for new rest/view/picnic points</li> </ul>	<ul style="list-style-type: none"> <li>LNLM</li> </ul>	✓	✓				R50 000	<ul style="list-style-type: none"> <li>LNLM</li> </ul>
<b>Signage</b>	Improved access and connectivity to strategic areas in the local municipality	High	<ul style="list-style-type: none"> <li>Increase the signage informing tourists about free roaming domestic and wild animals, directions to attractions and distance left to travel</li> </ul>	<ul style="list-style-type: none"> <li>LNLM</li> <li>Dept of Transport</li> </ul>	✓	✓				R100 000	<ul style="list-style-type: none"> <li>LNLM</li> <li>Dept of Transport</li> </ul>
	Enhanced tourist safety and security										
<b>Roadside stalls</b>	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>Construct culture/souvenir stalls, food and beverage stalls along the local and provincial roads for locals to use as trading platforms</li> </ul>	<ul style="list-style-type: none"> <li>LNLM</li> </ul>	✓	✓	✓			R2 000 000	<ul style="list-style-type: none"> <li>LNLM</li> <li>DBSA</li> <li>IDT</li> <li>IDC</li> <li>SEFA</li> <li>SEDA</li> </ul>
<b>Clinic in Mafefe</b>	Enhanced tourist safety	Medium	<ul style="list-style-type: none"> <li>Conduct feasibility study for medical clinic to improve the medical assistance on the eastern side</li> </ul>	<ul style="list-style-type: none"> <li>LNLM</li> <li>Dept of Health</li> </ul>	✓	✓	✓			R5 000 000	<ul style="list-style-type: none"> <li>Dept of Health</li> <li>LNLM</li> </ul>
<b>Shopping centre in Mafefe</b>	Benchmark with competitors	Medium	<ul style="list-style-type: none"> <li>Increase support services like grocery store, restaurant, ATM</li> </ul>	<ul style="list-style-type: none"> <li>LNLM</li> </ul>	✓	✓	✓	✓		R40 000 000	<ul style="list-style-type: none"> <li>LNLM</li> <li>DBSA</li> <li>IDT</li> <li>IDC</li> <li>SEFA</li> <li>SEDA</li> </ul>



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<b>Visitor Information Centre</b>	Benchmark with competitors	High	<ul style="list-style-type: none"> <li>Construct and develop a Centre where tourists can acquire information on any tourism related matters and support services.</li> <li>The LNTA office and training venue also at the VIC centre</li> </ul>	<ul style="list-style-type: none"> <li>LNLM</li> </ul>	✓	✓	✓			R6 000 000	<ul style="list-style-type: none"> <li>LNLM</li> </ul>
<b>Network/Reception</b>	Benchmark with competitors	High	Improve network/reception coverage	<ul style="list-style-type: none"> <li>LNLM</li> <li>Network providers</li> </ul>	✓	✓				R100 000	<ul style="list-style-type: none"> <li>LNLM</li> <li>Network providers</li> </ul>

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## 6 Institutional Arrangements, Monitoring and Evaluation, and Implementation Plan

This section will outline the proposed institutional arrangements needed to ease the implementation process. Monitoring and evaluation mechanisms will be identified to monitor the implementation of the Tourism Plan. This section will also provide a comprehensive implementation plan for the LNLNLM Tourism Plan.

### 6.1 Tourism Plan and Implementation Guidelines

The identified strategic constraints that deter tourism development can be converted to deliver positive outcomes for the LNLNLM in terms of tourism. As previously mentioned, the strategic directions will address the strategic constraints and will lead to tourism development in the LNLNLM. Furthermore, the developmental clusters identified projects with specific action steps and role players involved for tourism development. The identified projects will be outlined in detail in the implementation plan later on in this section.

The importance of planning versus implementing is that all aspects that have been planned need to be controlled. In order to control the implementation plan, organisation structure and action steps are required. Besides effective planning, taking control of the implementation process will determine the success or failure and what adaptations are necessary to increase chances of success.<sup>20</sup> The following guidelines will assist with the implementation process.

- Constantly communicate the implementation plan to all stakeholders involved as this would add to the likelihood of success.
- All stakeholders have to regard the implementation plan and process as acceptable.
- Keep the implementation process simple and attainable so that the implementers understand the necessary action steps and are able to complete the action steps successfully.
- The implementers need to participate in the planning process, as planning and implementation are interdependent.
- The implementation process must provide accurate information to avoid incorrect decision-making and actions.
- The implementation plan must be adaptable and flexible to avoid application problems.
- Information must be collected and processed rapidly to allow timely corrective action.

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<sup>20</sup> Saayman, M. 2009. Hospitality, Leisure and Tourism Management. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press





- The implementation plan and process have to be economically justifiable.
- Instil a long-term vision for all stakeholders.
- Monitor and evaluate the implementation process continuously to determine success rates.

### 6.2 Institutional Arrangement for Local Economic Development

People form the robust foundation for tourism development and management. The capabilities and enthusiasm of the people involved determine the rate of the implementation process. Individuals with strong leadership and organisational capabilities are fundamental for the success of the LNLNLM Tourism Plan and should be continuously developed to best serve the municipality.<sup>21</sup> Institutional arrangements are the systems or processes that governments use to plan and manage their activities efficiently and to effectively coordinate with others to fulfil their mandate. It defines the responsibilities associated with the operation of the tourism products.

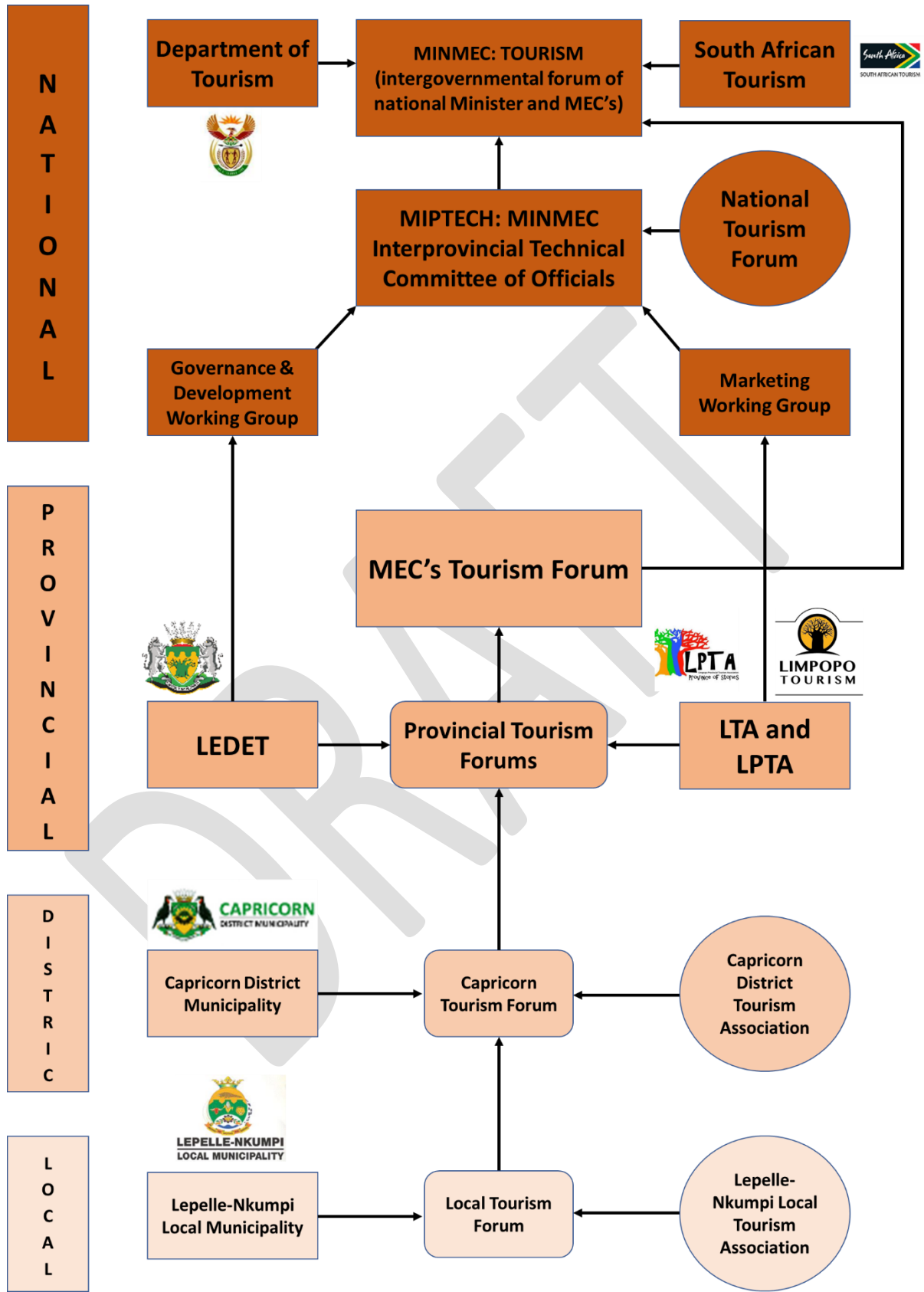
The revised NTSS (2016-2026) proposes a comprehensive institutional arrangement for the tourism sector. The structure clearly indicates the necessary channels from local government level all the way through to national government level. Therefore, the institutional environment of the LNLNLM should keep its institutional structure as a top priority. The diagram below represents the proposed institutional arrangement surrounding tourism development and growth.

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<sup>21</sup> Stavros, J.M. 1998. A Relational Process of Building Your Organization's Future: your organization's driving force is people. [Available at: <http://www.taoinstitute.net/Websites/taos/Images/ResourcesNoteworthy/JacquelineStavrosDissertation.pdf>]



Diagram 20: Proposed institutional framework as per NTSS



Source: Adapted from Revised NTSS (2016-2026)







On a provincial level, LEDET's strategic goals are: job creation and transformation in a sustainable environment, ensuring a healthy and fair trade, being a preferred eco-tourism destination, sustainable environmental management, increasing productive investment and thriving enterprises in all sectors. The LTAs main objective is to promote, foster and develop tourism to and in the Limpopo Province. LEDET and LTA make it their mission to promote and offer a sustainable and diverse tourism experience through strategic destination marketing, and supporting and facilitating tourism development programmes, collaborations with stakeholders and sector transformation. Limpopo Provincial Tourism Association (LPTA) is a platform facilitated by LEDET and are meeting regularly with LEDET and LTA. The LPTA is made up of the chairpersons of the local tourism associations. Currently, 10 Associations out of 25 Municipalities in Limpopo are part of this platform. There are quarterly provincial tourism forums whereby attendees are from local, district and provincial levels. However, it was mentioned that there are very limited private industry stakeholders attending these forums. Including more private stakeholders will help facilitate tourism development. At these provincial forums, all aspects of tourism pertaining to Limpopo should be discussed and workshopped. The outcomes from district tourism forums should be discussed and finalised. The outcomes from the provincial forums should then be reported at the MEC's tourism forum, which is then reported to the intergovernmental forum of national ministers and other MECs.

On district and local levels, tourism-related responsibilities lie with the municipalities, the local tourism associations and LPTA. Currently, there are no district tourism associations, district tourism forums and local tourism forums, but it is advised that these districts and municipalities facilitate such platforms to prepare for provincial forums. They are seen to be good vehicles to support the growth of the tourism sector and to encourage the involvement of all South Africans in the sector.

Local economic development forums are currently the platforms which discuss tourism growth and development and it is said that tourism is under-represented at some of the local forums. However, this is not always the case at Lepelle-Nkumpi local economic forums. The risk with underrepresentation of tourism is that strategic programmes and actions could be misinterpreted and therefore implemented incorrectly or not at all.

The Lepelle-Nkumpi Tourism Association (LNTA) was formed in 2017 and stakeholders in the municipality are not all members yet. The following serves as guidelines for the LNTA:

- Tourism stakeholders and role players need to be identified from the private and public sector.
- The LNLMM should assist LNTA with encouraging the tourism stakeholders to join and participate in the association and its related activities.



- The LNLN should designate both the human and financial resources to enable proper coordination of the LNTA.
- Keep an up to date database of all tourism stakeholders.
- Collaborate with the LNLN and provide specific training programmes to tourism stakeholders.
- Organise local tourism forums to discuss challenges and opportunities.
- Communicate meeting minutes at local economic forums.
- Set up an office and elect board members to assist the association.
- Conduct and commission surveys on tourism issues within the municipality.

It is vital that the institutional framework feeds into and supports the aims and objectives of each institution and follows a structured approach to regulating and facilitating the tourism sector. While tourism receives priority from a provincial and inter-regional perspective, the coordination and collaboration between local, district and provincial role-players experience communication and organisational-channel issues.

### 6.3 Monitoring and Evaluation of Success

Monitoring and evaluation is necessary because of the corrective action that it can produce. This means that any deviations from the implementation plan can be distinguished and corrected to ensure the objectives of the LNLN Tourism Plan are accomplished effectively and efficiently. Being organised and executing effective leadership will assist with monitoring and evaluating the implementation process. Being pre-emptive with project implementation could save money and set the standards for future development. The implications for lack of monitoring and evaluating can be detrimental to any project. Implications are the following:

- Financial losses
- Deterioration of facilities and equipment
- Uncontrolled staff actions
- Non-adherence to budgets

In the case where the economy of the LNLN prospers, and all tourism entities work together towards the common goals, and implementation is monitored carefully and considerably, the following could be the result:

- Lepelle-Nkumpi perceived as Limpopo's preferred destination
- Continuous investment in infrastructure to keep up with new trends
- Empowering a skilled and qualified workforce
- Urban development



- Stable social and political environment
- Transformed tourism sector
- Employment opportunities keep rising
- International arrivals grow
- Increased tourism expenditure
- Increased length of stay
- Conducive and sustainable tourism environment
- Improved conservation of natural and cultural attractions
- Improved ICT services
- Easily accessible destinations

In the case where the economy of LNLN does not grow, and recession prevails within increased experiences of disappointment resulting in loss of interest, and lack of implementation monitoring, the following could be the result:

- Lepelle-Nkumpi perceived as an unsafe destination
- Infrastructure lags behind and gets destroyed
- Low-skilled, untrained and unqualified workforce prevails
- Benchmarking with competitors becomes extremely difficult
- Lack of investment potential
- Slow transformation in tourism sector
- Slight increase in international arrivals
- Domestic tourism decreases
- Cost of living keeps on increasing
- Limited job opportunities and increasing strikes
- Sustainable tourism lacking
- Further deteriorating of unrecognised natural, cultural and historical attractions
- Tourists choose alternate destinations

It is therefore imperative that monitoring and evaluating of the implementation process is executed carefully and considerably in order to see the economic conditions of the LNLN improve through tourism. Monitoring mechanisms can take the form of:

- Written reports (monthly, quarterly and annual implementation progress reports)
- Detailed inspections (weekly/monthly site visits, inspect the implementation planning process)
- Proper supervision (implementation progress, regular follow up meetings)



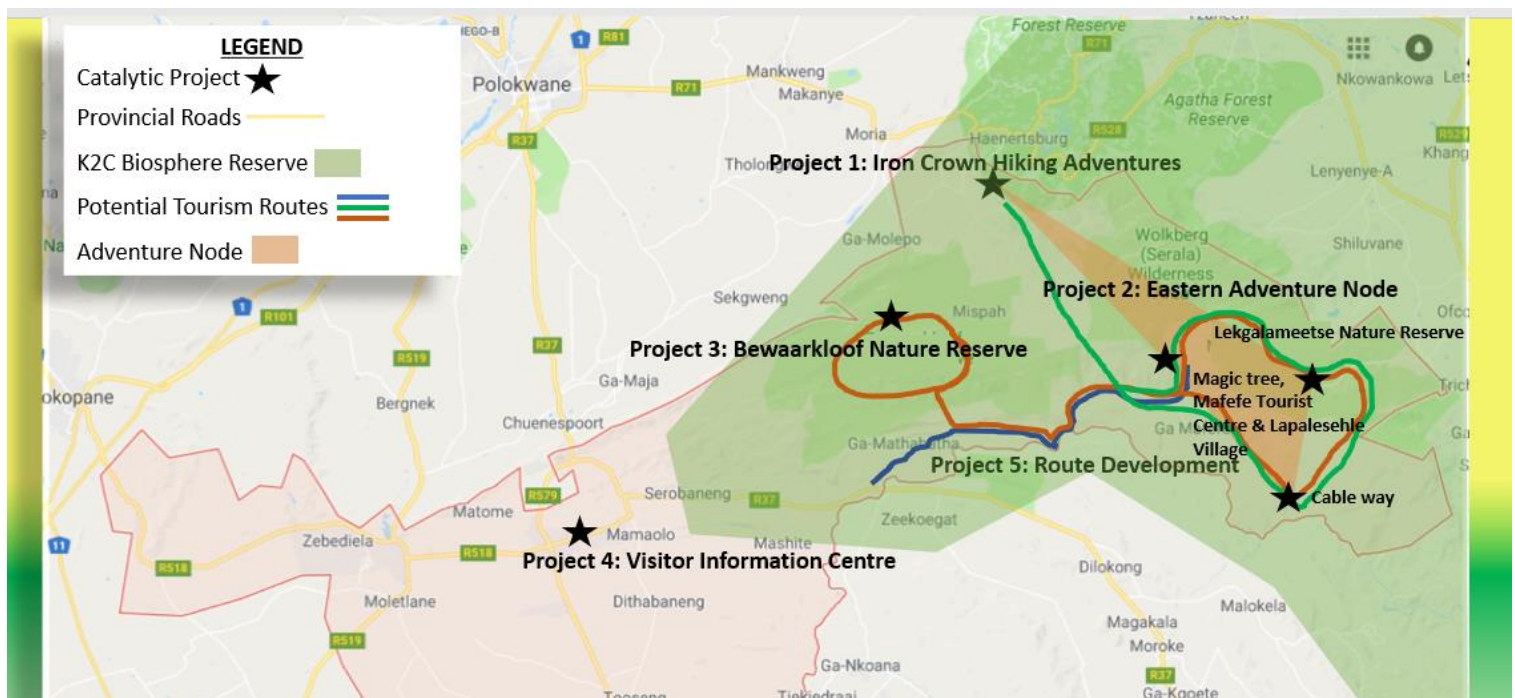
## Tourism Plan

- Audits (financial, human resources or facilities)
- Cost analyses, comparisons and responsibility (optimal expenditure, level of capabilities required, was planning effective)
- Statistics on how many people participated in a programme (more/less labour needed in future)
- Effective communication (quarterly tourism forums, tourism representation at LED forums)

## 7 Catalytic Project Implementation

The basis of the Implementation Plan was formed by the situational analysis, and the gaps and opportunity analysis. The implementation plan comprises of the final phase of the development of the LePelle-Nkumpi Tourism Plan. Five catalytic projects were chosen from the three developmental clusters. The catalytic projects were chosen based on the correlation with other identified projects and the high priority that the projects demand. The five projects are to be implemented first and will be discussed in more detail in this section. Below is a map illustrating the five catalytic projects.

**Diagram 21: Map of catalytic projects**



**Source: Adapted from Google Maps, 2018**



## 7.1 Project 1: Iron Crown Hiking Adventures

### 7.1.1 Project Background

The LNLM boasts with beautiful scenery and mountainous landscapes on the eastern side. The eastern side is also part of the K2C biosphere reserve which aims to protect this picturesque environment. The Iron Crown forms part of these landscapes and is the highest point in the Limpopo province at an altitude of 2128m. The biosphere supports low impact tourism activities such as hiking, making it the ideal activity to reach the Iron Crown. Globally, hiking has been a popular activity for centuries and gained significant momentum in the nineteenth century.<sup>22</sup> About 65% of international travellers to Limpopo enjoy the beautiful scenery and natural environment, making this project ideal to attract these travellers. In 2017, 113 000 travellers to Limpopo travelled with the purpose to participate in some form of sport, including hiking.<sup>23</sup> Currently, hikers are only hiking from the Haenertsburg side in the Greater Tzaneen Municipality. Thus, creating the opportunity for the LNLM to benchmark with competitors.

### 7.1.2 Project Purpose and Description

This project embraces the concept of ecotourism in its finest form, and thus recognises hiking as tool to promoting local economic development and protecting the environment. The hiking trails will vary in difficulty to suit hikers seeking different experiences. Reaching the Iron Crown point there will be a real iron crown as a landmark whereby hikers can take photos to celebrate their achievement. The proposed hiking trails should have, among other things, resting points and overnight camping sites along the routes, main accommodation with a restaurant, bar, boma and swimming pool at the starting points of the routes and cultural activities.<sup>24</sup> Below is a map illustrating the proposed Iron Crown Hiking Adventures



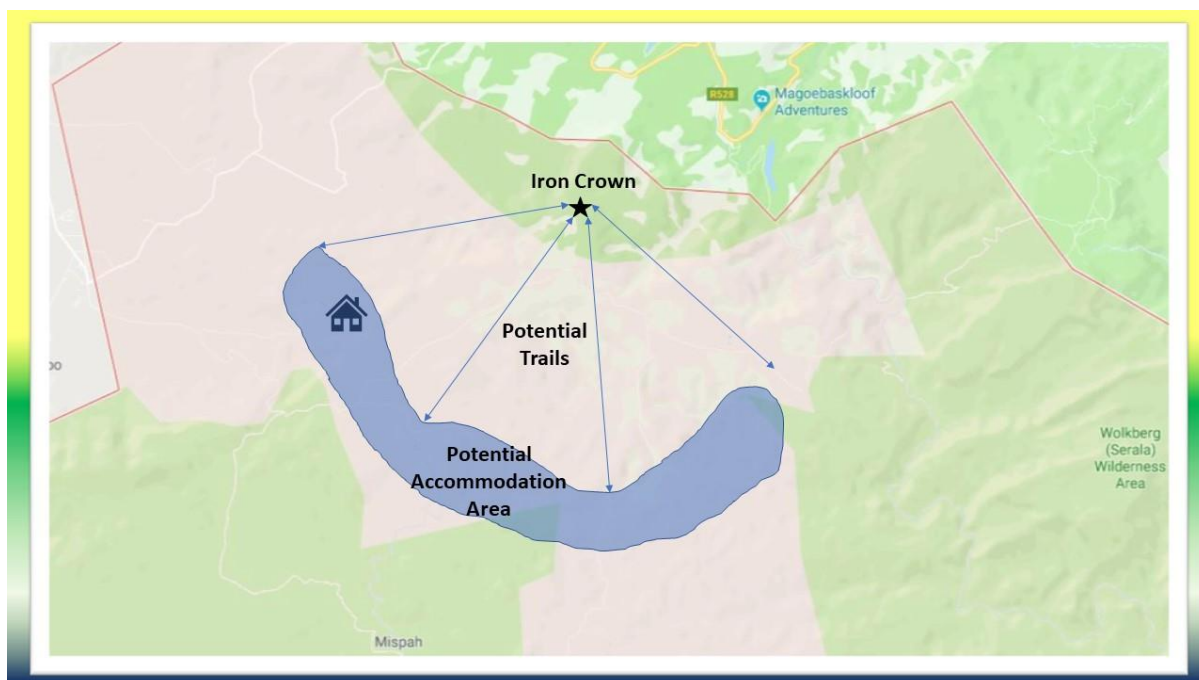
<sup>22</sup>History of hiking. [Available at: <https://thrillspire.com/history-of-hiking>]

<sup>23</sup> Domestic Tourism Survey 2017

<sup>24</sup> Saayman, M. 2009. Ecotourism getting back to basics. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press.



Diagram 22: Iron Crown Hiking Adventures



Source: Adapted from Google Maps, 2018

### 7.1.3 Activities and Outcomes

The following activities need to take place in order for the outcomes to be realised:

- Stakeholders and role players need to be identified.
- Create a project planning and steering committee with clear roles and responsibilities to facilitate and prioritise the proposed development and renovations.
- Mapping and EIA of hiking routes and structures.
- Funding needs to be sourced for the proposed development.
- A service provider needs to be appointed to undertake the proposed development, if the LNLN does not have the capacity.
- A monitoring and evaluating system needs to be developed and implemented.

The proposed development seeks to focus on attracting ecotourists into the destination. This project aims to achieve the following outcomes:

Outcome	Action
<b>Planning committee formed</b>	<ul style="list-style-type: none"> <li>• Form a committee from a board range of backgrounds and experiences who are responsible for the planning of this project.</li> </ul>
<b>Different hiking routes identified</b>	<ul style="list-style-type: none"> <li>• Conduct feasibility studies to determine routes with different difficulty levels.</li> </ul>



Outcome	Action
<b>Employment of hiking tour guides</b>	<ul style="list-style-type: none"> <li>Recruit and train individuals to be able to lead hiking tours to the Iron Crown.</li> </ul>
<b>A suitable location for the construction of backpacker accommodation with supporting infrastructure and services</b>	<ul style="list-style-type: none"> <li>A feasibility study will be required for the location of the main accommodation facility with the supporting infrastructure and services.</li> <li>An environmental impact assessment must be conducted prior to developing the facilities.</li> <li>Determine the size of the accommodation required with potential to expand in the future.</li> </ul>
<b>Well-developed hiking routes to the Iron Crown with different difficulty levels</b>	<ul style="list-style-type: none"> <li>Develop routes with different difficulty levels.</li> </ul>
<b>Resting points and overnight camping spots along routes</b>	<ul style="list-style-type: none"> <li>Identify areas where benches and possibly shading needs to be placed. Preferably close to water.</li> </ul>
<b>Iron Crown landmark successfully erected</b>	<ul style="list-style-type: none"> <li>Design a crown made from iron with a diameter of about 3 meters and height of 1,5 meters.</li> <li>Erect crown about 2 meters from the ground so that visitors can stand under the crown and take photos.</li> </ul>
<b>Fully functional backpacker accommodation with supporting infrastructure and services</b>	<ul style="list-style-type: none"> <li>The committee must appoint an architect who understands the complexity of designing accommodation and supporting infrastructure and services adhering to green principles (i.e. buildings, electrical, plumbing, etc.).</li> <li>The appointed architect must design facilities using the planning committee’s inputs and budgetary information. The committee must then review the draft plans and finalise the design.</li> <li>Both parties must agree on the final schematic layout of the facilities to avoid making revisions at a later stage (which may be costly and complicated).</li> <li>The architect must provide the committee with blueprints showing the exact spaces and dimensions of the facilities. The planning committee must then inspect the blueprints.</li> </ul>





Outcome	Action
	<ul style="list-style-type: none"> <li>• The construction documents need to be provided by the architect with the specifications of the facilities that need to be constructed, the dimensions and the construction phases and timelines for completion.</li> <li>• Once blueprints and construction documents are finalised, the committee must formulate the terms of reference and appoint service providers (including general contractors, electricians, plumbers and other subcontractors).</li> <li>• Construct backpacker facilities with regular site visits from planning committee.</li> <li>• During construction, the planning committee must specify and purchase the furniture and equipment required for the facilities and hiking tours. Keep a clear record of delivery dates.</li> <li>• The official opening of the Iron Crown Hiking Adventures may be planned once the facilities are successfully completed.</li> </ul>
<b>Adequate tourist safety</b>	<ul style="list-style-type: none"> <li>• Supply on-site medical services during peak hiking periods</li> </ul>
<b>Successful marketing plan</b>	<ul style="list-style-type: none"> <li>• The planning committee must formulate a marketing plan with specifications of a dedicated website, social media pages and other forms of marketing to attract visitors to this tourism attraction.</li> </ul>

### 7.1.4 Transformation Potential

Ecotourism establishments are seen as unique entities which dictate special kinds of managerial techniques and strategies. This is because these establishments operate in environmentally sensitive areas with visitors increasingly expecting so called “green” and environmentally friendly products.<sup>25</sup> Development of tourism in rural areas such as the LNLN will increase participation of the local communities and could bring wider benefits, for instance involving ownership and management.

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<sup>25</sup> Saayman, M. 2009. Ecotourism getting back to basics. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press.







### 7.1.5 Role Players

The development of the proposed Iron Crown Hiking Adventures requires collective effort from all stakeholders and role players including:

- The planning committee facilitated by LNLN
- Franchise resort/hotel companies
- LEDET
- LTA
- Department of Environmental Affairs
- Private sector consultants (architects, contractors, etc.)

### 7.1.6 Budget and Timeframe

Please note the budget provided is an estimate and may vary according to economic conditions, extra requirements and unforeseen circumstances. Additional budgets will have to be added to annual budgets as and when the need arises. If funding is not available, it will have to be sourced as recommended through the proposed tourism plan.

Annual Budget Breakdown					
2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total
R7 630 000	R8 000 000	R8 050 000	R7 500 000	-	R31 180 000

### 7.1.7 Conclusion

It is imperative that the LNLN facilitates the whole process of making the Iron Crown Hiking Adventures a main attraction. The development will add to the competitive edge offered by the LNLN and will provide job opportunities to the eastern side of the municipal jurisdiction. Marketing efforts along with LTA will be required to allow for maximum exposure to attract the ecotourists and adventure enthusiasts.



## 7.2 Project 2: Eastern Adventure Node

### 7.2.1 Project Background

Adventure, eco- and culture tourism are relatively new forms of tourism which adhere to different ethics than the traditional forms of tourism. Adventure tourism does not mean the same to every





person as everyone has different experiences and personalities.<sup>26</sup> Thus, offering adventure activities with different experiences ranging from easy to difficult will attract the whole adventure market segment and not just a portion of the segment.

The eastern side of the LNLN along with the K2C biosphere as previously mentioned consists of enormous potential to offer low impact tourism activities such as adventure activities. Currently, the existing adventure activities are underdeveloped and in dire need for improvement and further development to attract the adventure tourists. Furthermore, the LNLN should facilitate the development of these activities along with all stakeholders and role players to create employment for the local residents and to inspire economic growth through the tourism sector.

### 7.2.2 Project Purpose and Description

The following adventure activities with potential can be found in the eastern side of the LNLN:

- Lekgalameetse Nature Reserve: 4x4 routes, hiking and mountain biking
- Segwaigwai Cableway
- Sefagafaga Magic Tree and Mafefe Tourist Centre
- Lapalesehle Village: water activities

The Lekgalameetse Nature Reserve has potential to acquire quad bikes, include stargazing and nature photography to the list of activities. The maintenance and development required would be the improvement of the roads to the gates and inside the reserve which would make accessibility more convenient for non-4x4 vehicles and thus increasing the flow of tourists through the area. The 4x4 routes, hiking and mountain biking trails need to be assessed for maintenance and maintained accordingly.

The Segwaigwai Cableway which was initially built by local residents for transporting goods across the Olifant's River has the potential to become a low risk adventure activity. The cableway requires regular safety and endurance tests to avoid any potential malfunctions. Constructing a kiosk and waiting area with paved walkways and designated parking will enhance the attractiveness of this potential adventure activity. A marketing plan and partnerships with other establishments are required for efforts to attract and increase the adventure tourists.

The Sefagafaga Magic Tree and Mafefe Tourist Centre are located close to each other and have potential to be packaged together as one activity. The Magic Tree would require tour guides/story

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<sup>26</sup> Saayman, M. 2009. Ecotourism getting back to basics. Institute for tourism and leisure studies. Potchefstroom: The Platinum Press.



tellers with scheduled tours planned around the traditional practices, as the traditional practices limit the tree viewing times. The Mafefe Tourist Centre has potential to be renovated into a research centre and will from hereon be referred to as the Mafefe Research Centre. The Wolkberg Caves attract ecologists and virologists from the University of Pretoria which study the nine different bat species residing in the caves. The bats carry deadly human viruses, thus making the caves inaccessible to tourists. The research findings can be used to educate tourists by means of displaying the findings. There is also potential to construct a small café.

The Lapalesehle Village offers low risk water activities which has potential for to increase the risk factor with river rafting adventures. The construction of a building with supporting infrastructure for a café with private events area will add value to this attraction. Feasibility and impact studies are required to extend the current water activities into more challenging river rafting routes. A marketing plan is also required to make visitors aware of this adventure activity.



Diagram 23: Eastern Adventure Node



Source: Adapted from Google Maps, 2018



### 7.2.3 Activities and Outcomes

The activities to be undertaken by the LNLN are as follows:

- Identify key stakeholders and role players for each adventure activity.
- Create a project planning and steering committee with clear roles and responsibilities to facilitate and prioritise the proposed development and renovations.
- Source funding for the proposed development and renovations.
- A monitoring and evaluating system needs to be developed and implemented for each project

The proposed development of an adventure node seeks to focus on attracting adventure and nature enthusiasts into the destination. This project aims to achieve the following outcomes:

Outcome	Action
<b>General</b>	
<b>Project planning and steering committee formed</b>	<ul style="list-style-type: none"> <li>• Form a committee which is responsible for the planning and steering of the Eastern Adventure Node project.</li> </ul>
<b>Prioritised development and renovations</b>	<ul style="list-style-type: none"> <li>• The planning and steering committee must prioritise the proposed development and renovations in order of urgency and availability of funds.</li> </ul>
<b>Funding sourced</b>	<ul style="list-style-type: none"> <li>• The planning and steering committee must source funding for the different activities.</li> </ul>
<b>Lekgalameetse Nature Reserve</b>	
<b>Improved accessibility to the gates and inside the reserve</b>	<ul style="list-style-type: none"> <li>• Consult with LEDET to improve the road conditions, thus to be more accessible for non-4x4 vehicles</li> </ul>
<b>Renovated and maintained 4x4 routes, hiking and mountain biking trails</b>	<ul style="list-style-type: none"> <li>• Consult with LEDET to inspect the conditions of the 4x4 routes, hiking and mountain biking trails, and to identify the areas in need of maintenance and improvement.</li> <li>• Consult with LEDET to renovate the routes and trails.</li> </ul>
<b>Developed corridor to the eastern side of the Lekgalameetse NR, connecting Maruleng Local Municipality with the LNLN</b>	<ul style="list-style-type: none"> <li>• Consult with LEDET to appoint an Independent Environmental Consultant to manage the process of obtaining authorisation from the relevant Environmental Authorities.</li> <li>• Consult with LEDET to perform an Environmental Impact Assessment for the construction of the corridor.</li> <li>• Consult with stakeholders and role players on the planning process to be followed for the development of this corridor.</li> </ul>



Outcome	Action
<p><b>Quad biking, nature photography and stargazing activities introduced</b></p>	<ul style="list-style-type: none"> <li>• Consult with LEDET and LTA to revise the marketing initiatives to include quad biking, nature photography and stargazing.</li> <li>• Consult with LEDET to provide training for the field guides to conduct stargazing activities.</li> <li>• Acquire funding for the quadbikes and provide training to staff on the operation of quadbikes.</li> </ul>
<p><b>Segwaigwai Cableway</b></p>	
<p><b>Improved tourist safety</b></p>	<ul style="list-style-type: none"> <li>• Conduct safety checks and endurance tests to determine the necessary improvements and maintenance needed to guarantee tourist safety.</li> <li>• Ascertain what specific legal requirements apply to the cableway activity.</li> <li>• Ensure that this activity is protected against claims for loss or damage against visitors who participate in the activity.</li> <li>• Ensure the staff are properly trained and equipped to provide supervision and guidance to visitors.</li> </ul>
<p><b>Increase the adventure risk factor to be more adventurous</b></p>	<ul style="list-style-type: none"> <li>• Consult with eco-adventure companies to conduct a study to determine how the cableway could become more adventurous and experience-based.</li> </ul>
<p><b>Construct kiosk and waiting/rest area</b></p>	<ul style="list-style-type: none"> <li>• Follow necessary procedures to decide on the location for the kiosk and waiting/rest area.</li> <li>• Obtain funding for the construction of the kiosk and waiting/rest area.</li> <li>• Appoint a service provider to produce blueprints and construction documents of the kiosk.</li> <li>• Once blueprints and construction documents are finalised, the committee must formulate the terms of reference for the construction of the kiosk.</li> <li>• Appoint construction service providers, including general contractors, electricians, plumbers and other subcontractors</li> <li>• Construct kiosk and waiting/rest area with regular site visits from the planning and steering committee.</li> </ul>





Outcome	Action
	<ul style="list-style-type: none"> <li>During construction, the planning and steering committee must specify and purchase the furniture and equipment required for the facilities. Keep a clear record of delivery dates.</li> </ul>
<b>Construct designated parking area and walkway to cable</b>	<ul style="list-style-type: none"> <li>The committee must consult with the role players on the layout of the parking and walkway area.</li> <li>Appoint a paving service provider to construct the parking and walkway area.</li> </ul>
<b>Developed a marketing strategy</b>	<ul style="list-style-type: none"> <li>Consult with marketing initiatives to assists with the development of a marketing strategy</li> <li>Form partnerships with surrounding tourism establishments to assist with marketing and awareness initiatives of this activity.</li> </ul>
<b>Sefagafaga Magic Tree and Mafefe Research Centre</b>	
<b>Guided tours to the Magic Tree</b>	<ul style="list-style-type: none"> <li>Develop a Magic Tree tour schedule with the assistance of traditional authorities to avoid interference with traditional practices.</li> <li>Employ tour guides/story tellers to lead the tours to the Magic Tree.</li> <li>Erect signage informing visitors of specific instructions to protect the environment and to avoid any potential accidents.</li> </ul>
<b>Renovate current buildings and supporting infrastructure</b>	<ul style="list-style-type: none"> <li>Consult with the University of Pretoria and the researchers about the Mafefe Research Centre concept.</li> <li>Plan the layout of the research centre.</li> <li>Inspect the buildings and supporting infrastructure to identify the type of maintenance and renovations required.</li> <li>Maintain and renovate the identified areas.</li> </ul>
<b>Construct small café</b>	<ul style="list-style-type: none"> <li>Follow necessary procedures to decide on the location for the cafe.</li> <li>Develop the cafe with regular site visits from the planning and steering committee.</li> <li>During construction, the planning and steering committee must specify and purchase the furniture and equipment required for the facilities and keep clear record of delivery dates.</li> </ul>
<b>Lapalesehle Village</b>	
<b>Construct building with supporting infrastructure for</b>	<ul style="list-style-type: none"> <li>The committee must appoint a service provider to design the required facilities (i.e. buildings, electrical, plumbing, etc.), using the planning</li> </ul>





Outcome	Action
<p><b>a café with private events area</b></p>	<p>committee’s inputs and budgetary information. The committee must then review the draft plans and finalise the design.</p> <ul style="list-style-type: none"> <li>• Both parties must agree on the final schematic layout of the facilities to avoid making revisions at a later stage (which may be costly and complicated).</li> <li>• The service provider must provide the committee with blueprints showing the exact spaces and dimensions of the facilities. The planning committee must then inspect the blueprints.</li> <li>• Construct cafe facilities with regular site visits from planning committee.</li> <li>• During construction, the planning committee must specify and purchase the furniture and equipment required for the facilities and river rafting routes and keep a clear record of delivery dates.</li> </ul>
<p><b>Conducted a feasibility study and environmental impact assessment to increase the difficulty levels of river rafting route</b></p>	<ul style="list-style-type: none"> <li>• Conduct a feasibility study and environmental impact assessment for the expansion of the river rafting activity to make it more challenging.</li> </ul>
<p><b>Extend river rafting route</b></p>	<ul style="list-style-type: none"> <li>• If the feasibility study and environmental impact assessment approved the expansion of the river rafting, then the planning and steering committee should conduct a planning session to determine the requirements needed for the expansion.</li> </ul>

### 7.2.4 Transformation Potential

The transformation potential for the Eastern Adventure Node is relatively big. Most of the adventure activities identified are located in the Mafefe village or surrounding areas. The existing and potential activities have potential to expand in the near future, thus creating employment for the local residents.

### 7.2.5 Role Players

The development of the proposed Eastern Adventure Node requires collective effort from all stakeholders and role players for each identified activity:





**1. LEKGALAMEETSE NATURE RESERVE**

- LEDET
- LNLN
- Lekgalameetse Nature Reserve
- African Ivory Route

**2. SEGWAIGWAI CABLEWAY**

- Current cableway operators
- Eco-adventure companies
- LNLN
- Department of Environmental Affairs
- Private sector consultants (Contractors, etc.)

**3. SEFAGAFAGA MAGIC TREE AND MAFEFE RESEARCH CENTRE**

- Tribal Authorities
- University of Pretoria
- LNLN
- Private sector consultants (Contractors, etc.)

**4. LAPALESEHLE VILLAGE**

- Owner of establishment
- LNLN
- Department of Environmental Affairs
- Private sector consultants (Architect, contractors, etc.)
- Eco-adventure companies

**7.2.6 Budget and Timeframe**

Please note the budget provided is an estimate and may vary according to economic conditions, extra requirements and unforeseen circumstances. Additional budgets will have to be added to annual budgets as and when the need arises.

Annual Budget Breakdown					
2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total
<b>Lekgalameetse Nature Reserve</b>					
R10 075 000	R10 055 000	R11 000 000	R10 000 000	R10 000 000	R51 130 000
<b>Segwaigwai Cableway</b>					







R360 000	R350 000	R200 000	R200 000	-	R1 110 000
<b>Sefagafaga Magic Tree and Mafefe Research Centre</b>					
R212 500	R262 500	-	-	-	R475 000
<b>Lapalesehle Village</b>					
R200 000	R200 000	-	-	-	R400 000
<b>Grand Total</b>					R53 115 000

### 7.2.7 Conclusion

The Eastern Adventure Node has the potential to increase adventure tourism and potentially create an adventure route in the near future. The successful implementation of the adventure node could breathe life into the current economic conditions of the LNLN. Thus, through collective efforts with all role players and funding sources, the implementation of this proposed project could become a reality and increase the standard of living in the LNLN.

### 7.3 Project 3: Bewaarkloof Nature Reserve



#### 7.3.1 Project Background

The Bewaarkloof Nature Reserve has the potential to become a top attraction with an eco-resort. However, the nature reserve appears to have become completely neglected and abandoned. There is no fencing, signage, water or electricity, and illegal squatters are using the reserve as a grassland for their cattle and to collect timber for firewood.<sup>27</sup> This reserve is located approximately in the center of the LNLN and could attract a range of different tourists such as leisure, business and ecotourists.

#### 7.3.2 Project Purpose and Description

Due to the extent of negligence and abandonment, the reserve has potential to create employment for the surrounding villages. Currently, the LNLN side of the reserve has no entrance, therefore a feasibility study is required to determine a possibility to construct a road and entrance from the Lepelle-Nkumpi side. Constructing the road and entrance will increase accessibility and so make the flow of tourists more convenient to the LNLN and the surrounding activities. A game restocking

<sup>27</sup> Bewaarkloof pass. [Available at: <https://www.mountainpassessouthafrica.co.za/find-a-pass/limpopo/item/1031-bewaarkloof-pass.html>]





programme is necessary to increase the competitiveness of the reserve. Nature and wildlife are big motivators for travelling to the international and domestic markets. The altitude of the reserve also



creates incredible views of the K2C biosphere and the Northern Drakensberg mountains. The game restocking programme along with the beautiful scenery will allow for nature photographers to enjoy this reserve. Additional activities that can be created to attract more tourists are team-building and horse-riding activities along with conference and entertainment facilities. After successfully renovating and reviving the Bewaarkloof Nature Reserve a fully functional marketing plan will be required to make potential tourists aware of this attraction.

### 7.3.3 Activities and Outcomes

The following activities are required to facilitate the renovation of the Bewaarkloof Nature Reserve:

- Consult with LEDET regarding the proposed renovation and development of the nature reserve in terms of management, funding, opportunities, etc.
- Identify other stakeholders and role players which could contribute to the successful renovation of the nature reserve.
- A service provider needs to be appointed to facilitate the proposed renovation and development if the LNLN does not have the capacity.

The following outcomes are required for the Bewaarskloof Nature Reserve to provide a true nature and wildlife tourism experience:

Outcome	Action
<b>A feasibility study conducted for the construction of a road with an entrance to the nature reserve from the LNLN side</b>	<ul style="list-style-type: none"> <li>• Consult with LEDET to facilitate a feasibility study for the construction of the road with an entrance from the LNLN side of the reserve.</li> </ul>
<b>Constructed road and entrance to the nature reserve from the LNLN side of the reserve</b>	<ul style="list-style-type: none"> <li>• Consult with LEDET to facilitate the construction of the road and entrance to the nature reserve from the LNLN side of the reserve.</li> </ul>



Outcome	Action
<p><b>Newly developed and renovated infrastructure and supporting services</b></p>	<ul style="list-style-type: none"> <li>• Consult with LEDET to facilitate the renovation of the existing infrastructure and support services, i.e. fences, roads, routes (4x4 and hiking), electricity, water and buildings, etc.</li> <li>• Consult with LEDET to facilitate a feasibility study for the creation of the eco-resort with conferencing facilities, spa facilities and entertainment areas (swimming pools, water slides, etc.)</li> <li>• Consult with LEDET to facilitate the acquisition of funds by approaching different franchise resort/hotel companies.</li> </ul>
<p><b>Game restocking programme conducted</b></p>	<ul style="list-style-type: none"> <li>• Consult with LEDET to facilitate the game restocking programme to create a competitive edge for the reserve.</li> </ul>
<p><b>Team building, and horse-riding and nature photography and stargazing activities introduced</b></p>	<ul style="list-style-type: none"> <li>• Consult with LEDET to facilitate the development of obstacle courses for team building activities which could be packaged with the conferencing facilities.</li> <li>• Consult with LEDET to facilitate the development of horse-riding activities, nature photography and stargazing hikes.</li> </ul>
<p><b>A marketing strategy developed and implemented</b></p>	<ul style="list-style-type: none"> <li>• Consult with LEDET and LTA to develop and implement the marketing strategy for the nature reserve and eco-resort.</li> </ul>

### 7.3.4 Transformation Potential

The proposed development and renovations could create transformation in a broad sense. By creating more leisure, adventure and ecotourism activities, more local residents would be required to fulfil the roles and responsibilities. The conference and team building activities are labour intensive and would also add to the bed nights spent in the nature reserve, thus creating a sustainable economic cycle through employment, which will improve the lives of the local communities.

### 7.3.5 Role Players

The identified stakeholders and role players for the renovation of the Bewaarkloof Nature Reserve are the following:

- LNLN
- LEDET
- LTA
- Department of Transport





## Tourism Plan

- Department of Environmental Affairs
- Resort/hotel franchises
- Private sector consultants (architects, contractors, etc.)

### 7.3.6 Budget and Timeframe

The budget for the renovation of the Bewaarkloof Nature Reserve is based on estimates and could change. In order to avoid unwanted expenses, careful planning of the proposed actions is required.<sup>28</sup>

Annual Budget Breakdown					
2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total
10 215 000	14 525 000	14 125 000	125 000	-	R38 990 000

### 7.3.7 Conclusion

The planning process of a nature reserve is a very important aspect, if careful consideration is not given to planning, it could result in many unnecessary expenses. Thus, the LNLN need to plan the recommended actions in order to achieve the desired outcomes to renovate and further develop the Bewaarkloof Nature Reserve. The possibilities for the employment of local residents are broad and the potential funding sources are vast.

## 7.4 Project 4: Lepelle-Nkumpi Visitor Information Centre and Tourism Association

### 7.4.1 Project Background

The LNLN has no central point for visitors to collect tourism information. A visitor information centre (VIC) is a physical location where visitors can conveniently acquire information about a tourism destination such as Lepelle-Nkumpi. The VIC is not only limited to a physical location and can be in an application format or online in the form of a website.

The newly developed tourism association is also in need of permanent offices to fulfil their roles and responsibilities. By constructing the VIC and tourism association offices in one building it directly links

<sup>28</sup> Van der Merwe, P & Saayman, M. 2004. Chapter Two. Game Farm Planning: From A Tourism Perspective. Managing game farms from a tourism perspective. Institute for tourism and leisure studies. Potchefstroom: Leisure consultants and publications.

the association with the tourism sector. By including a small multifunctional hall in the building, the tourism association can conduct training and planning workshops to improve the skills of tourism establishments in the LNLN. When the hall is not in use other tourism related events can be hosted to create a networking platform for potential partnerships, funding options, etc.

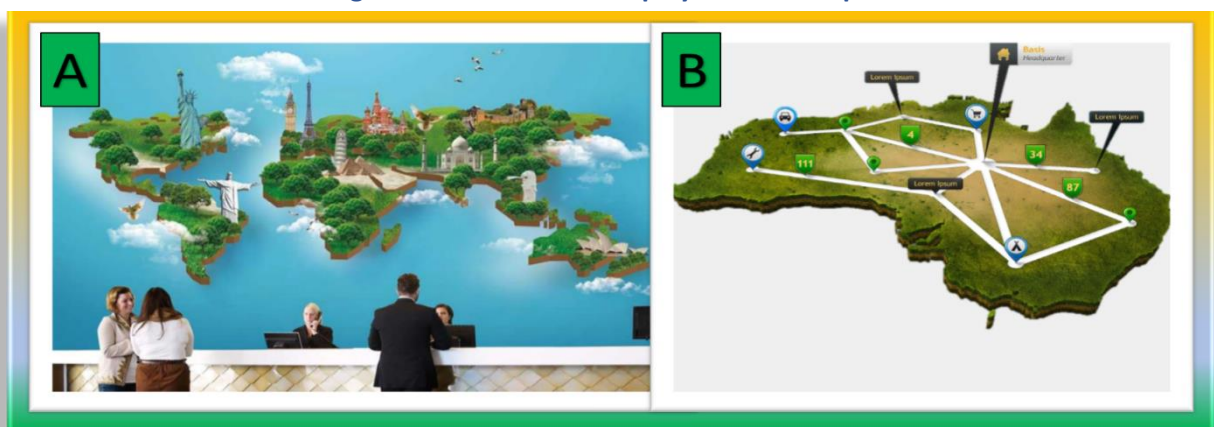
### 7.4.2 Project Description

The ideal location for this VIC is close to Lebowakgomo along the R518 as most visitors travel through the economic hub to the other parts of the LNLN. The proposed location is also ideal for tourism establishments to attend training as most tourism establishments in the LNLN are situated within proximity of Lebowakgomo. The following is a summary of the type of information and supporting services that can be offered by the VIC:

- Tourist friendly maps and brochures
- Educational exhibitions
- Artefact displays (e.g. natural, cultural or historic)
- Bookings (tickets, sightseeing tours and accommodation)
- Other relevant tourism information
- Arrangement of guided tours for visitors coming in bigger groups, catering for any special requirements and needs.

Furthermore, the VIC can have a 3D display of the whole municipality (including roads, villages, rivers and mountains) and the different tourism establishments. The 3D display can be positioned against a wall (see A in diagram below) or alternatively on a flat surface such as a table (see B in diagram below).

**Diagram 24: Alternative displays of a 3D map**



Source: (A) Walls and Murals<sup>29</sup>, (B) Deviant Art<sup>30</sup>

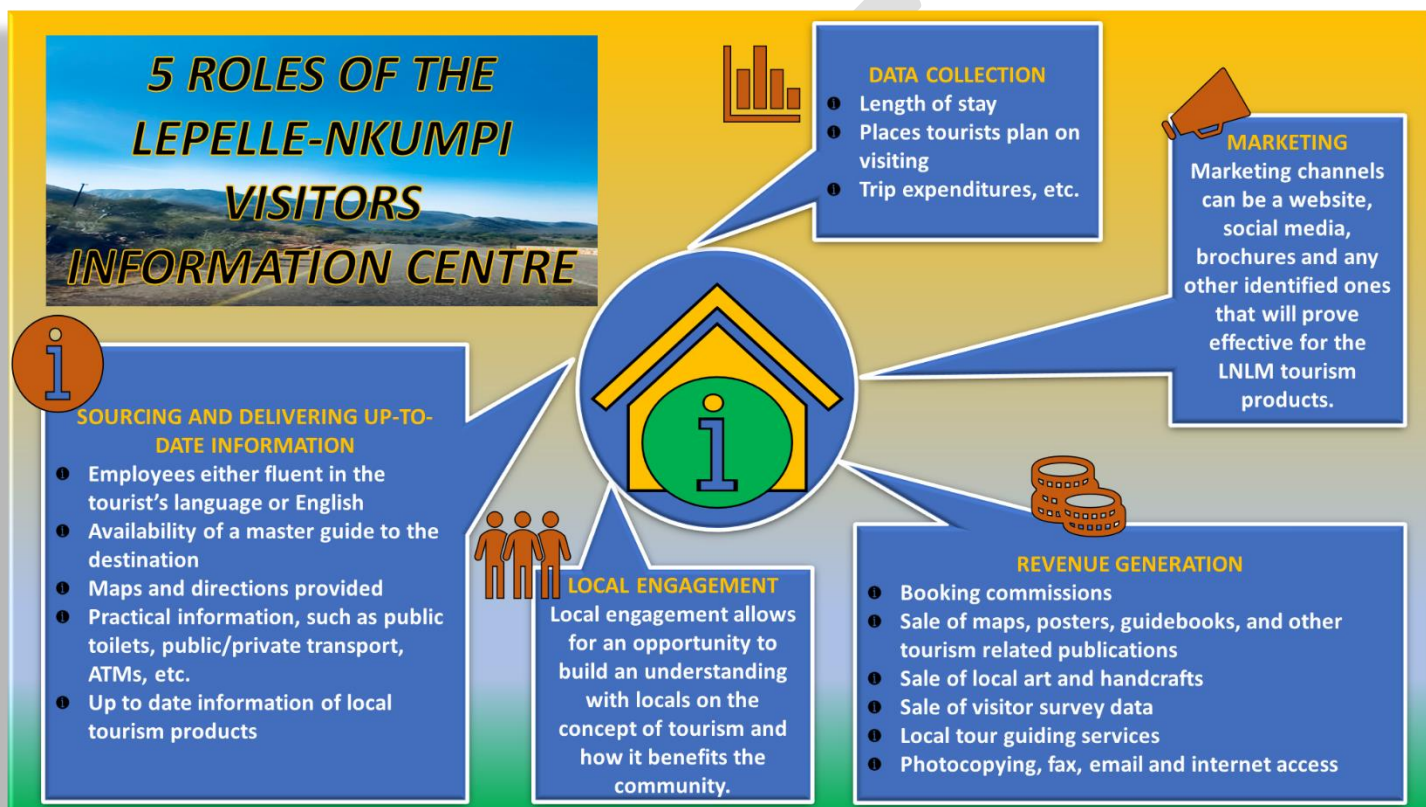
<sup>29</sup> 3D world maps. [Available at: <https://www.wallsandmurals.com/famous-landmarks-3d-world-map-wallpaper-2>]

<sup>30</sup> 3D Map Generator. [Available at: <https://www.deviantart.com/lyova12/art/3D-Map-Generator-Pro-Easy-Routes-625155057>]



A VIC must be equipped with screens to create visualisations of the different product offerings to try and persuade visitors to visit the tourism products offered by the LNLNLM. The employment of operating staff (Visitors Services Assistants and Tour Guides) is vital for the clarification of any queries that visitors may have. Apart from providing visitors with information, the LNLNLM can use the VIC to generate revenue; collect data on visitors and engage with the local communities. The diagram below summarises the five main roles of a VIC.

Diagram 25: Key roles of the proposed Lepelle-Nkumpi Visitor Information Centres



Source: Solimar International<sup>31</sup>

### 7.4.3 Activities

The following activities are required to achieve the desired outcome of establishing the proposed VIC and tourism association office:

- Identify a suitable location which is easily accessible for both the tourists and the tourism establishments.
- Design the layout of the building

<sup>31</sup> 5 Roles of a Good destination Information Center. [Available at: <http://www.solimarinternational.com/resources-page/blog/item/158-5-roles-of-a-good-destination-information-center>]





- Recruit potential Visitors Services Assistants and Tour Guides

### 7.4.4 Role Players

The identified stakeholders and role players for the proposed VIC and tourism association office are the following:

- LNLM
- LNTA

### 7.4.5 Budget and Timeframe

The total budget for this proposed project is only an estimate and may change.

Annual Budget Breakdown					
2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total
1 000 000	3 000 000	2 000 000	-	-	R6 000 000

### 7.4.6 Conclusion

The proposed VIC has a crucial role to play in promoting the LNLM tourism products and activities. The VIC also adds to the competitive advantage of the LNLM and makes the acquisition of tourism information more convenient. Thus, the proposed development of the VIC and tourism association office creates the potential for the coordination of planning, marketing and can stimulate economic growth and development.

## 7.5 Project 5: Development and Marketing of Tourism Routes



### 7.5.1 Project Background

The LNLM is rich in current and potential tourist attractions, such as Bewaarkloof Nature Reserve, Iron Crown, Magic Tree, Lapalesehle Village, Segwaigwai Cableway, Lekgalameetse Nature Reserve, Asbestos Museum and Limpopo Entertainment Centre to name a few. The aforementioned potential tourists' attractions provide a basis for the promotion of exciting experiences in the municipality.

Tourism routes bring together a variety of activities and attractions under a unified theme, thus creating the opportunity to stimulate entrepreneurial opportunities through the development of supporting products and services. The need for potential routes stems from the loose standing



attractions and the marketing challenges experienced by tourism establishments in the LNLN.

Tourism routes have the following marketing objectives:

- Diffuse visitors and disperse income from tourism
- Increase awareness of lesser-known attractions and activities
- Increase the overall appeal of a destination
- Increase the length of stay and spending by tourist
- Attract new tourists and to attract repeat visitors
- Improve the sustainability of the tourism attractions and activities<sup>32</sup>

Routes with specific themes such as a birding route is seen as market driven. This is because the tourism establishments in a particular destination is defined and packaged to be attractive to tourism markets.<sup>33</sup> Thus, creating different routes will unlock the tourism potential of the LNLN and will aspire to develop and grow the local economy.

### 7.5.2 Project Purpose and Description

The purpose of the proposed development and marketing of tourism routes is to assist the current tourism attractions and activities with marketing and to grow the local economy by means of tourism. The only existing route that stretches through the LNLN is the African Ivory Route, which has a Mafefe Cultural Camp in the Lekgalameetse Nature Reserve. The following are potential routes:

- The Mafefe Adventure Route will include 4x4 routes, hiking trails, mountain biking, Segwaigwai Cableway, Lapalesehle Village and the Iron Crown.
- The Orrie Baragwanath Culture and Historical Route will include the Asbestos Museum, Makgatho Air Museum and the Sefagafaga Magic Tree.
- The Birding Route will include Lekgalameetse Nature Reserve, Wolkberg Wilderness Area, the Bewaarkloof Nature Reserve and birding hides along the route.



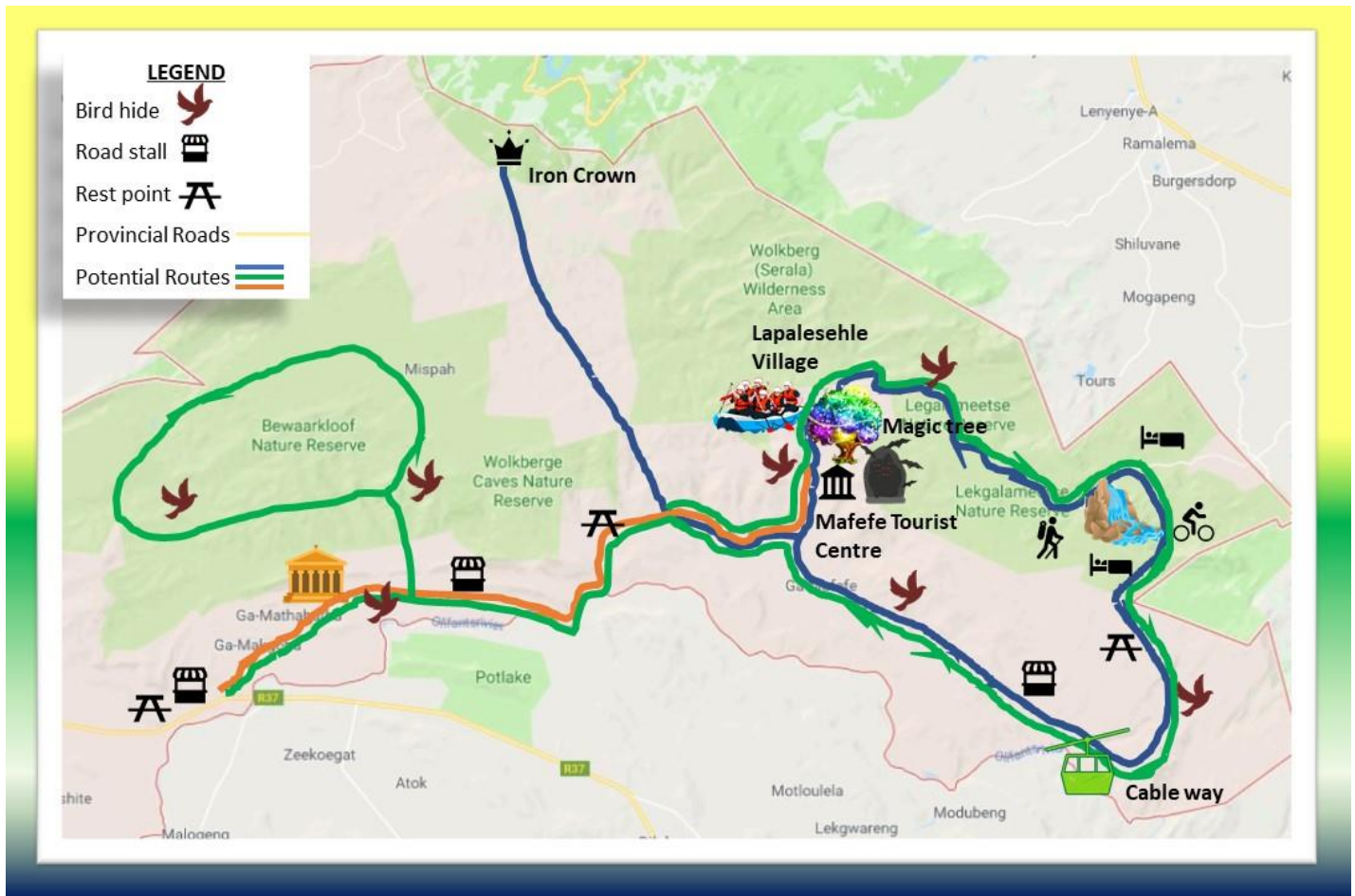
<sup>32</sup> Meyer, D. 2004: Tourism Routes and Gateways: Key Issues for the Development of Tourism Routes and Gateways and Their Potential for Pro-Poor Tourism, London: Overseas Development Institute.

<sup>33</sup> ECI Africa, 2006: Community-based tourism, Unpublished report for FRIDGE, Johannesburg.



Below is a map illustrating the potential tourist routes

**Diagram 26: Map illustrating the potential tourist routes**



Source: Adapted from Google Maps and Urban-Econ Development Economists, 2018

### 7.5.3 Activities and Outcomes

The following activities are required for the proposed development and marketing of tourism routes:

- Create a project planning and steering committee with clear roles and responsibilities to facilitate and prioritise the proposed development and renovations
- Funding needs to be sourced for the proposed development.
- A service provider needs to be appointed to undertake the proposed development if the LNLM does not have the capacity.
- A monitoring and evaluating system needs to be developed and implemented.

The following outcomes are required for the development and marketing of tourism routes to provide an unforgettable tourism experience:



Outcome	Action
<b>Route and other signages erected</b>	<ul style="list-style-type: none"> <li>Erect signages indicating the directions of the different routes.</li> <li>Erect signages indicating the way to the tourism attractions.</li> <li>Erect signages warning tourists about the free roaming domestic and wild animals.</li> </ul>
<b>Rest/view/picnic points developed and maintained</b>	<ul style="list-style-type: none"> <li>Create a maintenance schedule to ensure that the rest/view/picnic points are well-maintained.</li> <li>Identify the potential locations for the development of more rest/view/picnic points with scenic views.</li> <li>Facilitate the process of conducting Environmental Impact Studies for each proposed rest/view/picnic point.</li> <li>Facilitate the development of more rest/view/picnic points.</li> <li>Erect information boards with interesting facts and reading material about the different routes in the LNLM.</li> </ul>
<b>Roadside stalls constructed</b>	<ul style="list-style-type: none"> <li>Identify the potential locations to construct roadside stalls.</li> <li>Facilitate the process of conducting Environmental Impact Studies for each proposed stall.</li> <li>Facilitate the construction of the roadside stalls for locals to sell their arts, crafts, fruits and vegetables, etc.</li> </ul>
<b>Bird hides constructed with all-natural materials</b>	<ul style="list-style-type: none"> <li>Identify the potential locations to construct the bird hides.</li> <li>Facilitate the process of conducting Environmental Impact Studies for each proposed bird hide.</li> <li>Facilitate the construction of the bird hides.</li> <li>Erect signage indicating the way to the bird hides.</li> </ul>
<b>Improved signal/network coverage</b>	<ul style="list-style-type: none"> <li>Facilitate the improvement of cell phone network coverage.</li> <li>Facilitate the improvement of landline quality.</li> </ul>
<b>Tourist friendly map developed</b>	<ul style="list-style-type: none"> <li>Develop a tourist friendly map with all the attractions and activities and the routes to follow.</li> </ul>
<b>Tourism routes marketing strategy developed</b>	<ul style="list-style-type: none"> <li>Develop a marketing strategy which includes the action steps to follow for effective marketing of the routes on the internet, social media, brochures, etc.</li> </ul>





### 7.5.4 Role Players

The role players and stakeholders identified for the development and marketing of tourism routes in the LNLN are the following:

- LNLN
- LNTA
- LTA
- Department of Transport
- Department of Environmental Affairs
- Local communities
- Cell phone network providers
- Private sector consultants (contractors, etc.)

### 7.5.5 Budget and Timeframe

Please note the budget provided is an estimate and may vary according to economic conditions, quantity required, other requirements and unforeseen circumstances. Additional budgets will have to be added to annual budgets as and when the need arises.

Annual Budget Breakdown					
2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total
<b>Route and other signages</b>					
R50 000	R50 000	-	-	-	R100 000
<b>Rest/view/picnic points</b>					
R25 000	R25 000	-	-	-	R50 000
<b>Roadside stalls</b>					
R500 000	R500 000	R1 000 000	-	-	R2 000 000
<b>Bird hides</b>					
R1 000 000	R1 000 000	R1 000 000	-	-	R3 000 000
<b>Signal/network coverage</b>					
R50 000	R50 000	-	-	-	R100 000
<b>Tourist friendly map</b>					
R100 000	R100 000	-	-	-	R200 000
<b>Tourism routes marketing strategy</b>					
R25 000	R25 000	-	-	-	R50 000





	<b>Grand Total</b>	R5 500 000
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### 7.5.6 Conclusion

Tourism is becoming an increasingly important economic sector for rural communities. Routes are considered important because it is an effective marketing tool for local economic development. With the tourism potential of the LNLN the planned routes will assist with collectively marketing the attractions and destinations to relevant tourist markets. Routes will also ensure inclusivity of the rural areas and communities, therefore encouraging the participation of local residents.

DRAFT