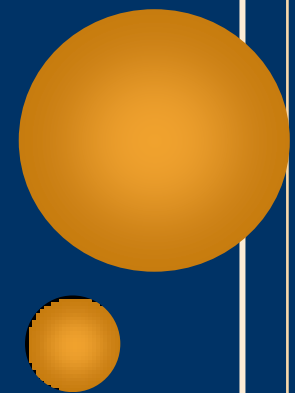


SEKHUKHUNE TOURISM ROUTES

Packaging of the tourism routes



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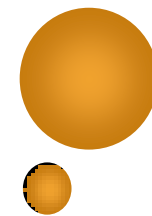


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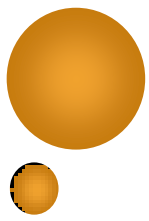
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Chapter 1. INTRODUCTION

The Greater Sekhukhune District Municipality (GSDM), acknowledge the diversity of its natural and cultural resources as well as a variety of tourism attractions, embarked on the project to identify tourism routes in the District. The purpose of the project is to elevate the tourism industry in the District by offering themed tourism routes and attracting a variety of general and special interest tourism segments.

The conceptual development of tourism routes in the District follows a four step approach as illustrated in the following diagram.

Figure 1-1: Study approach

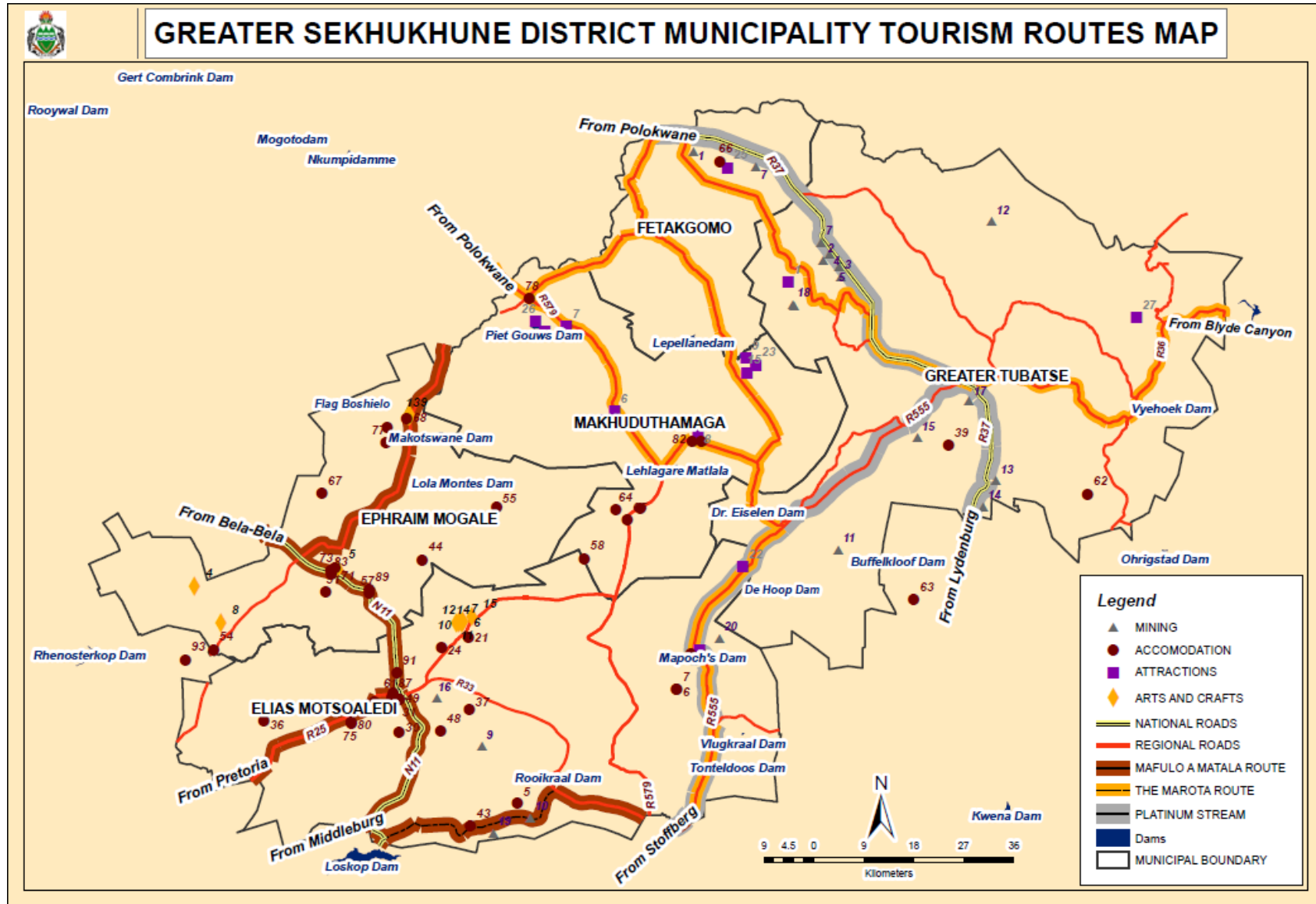


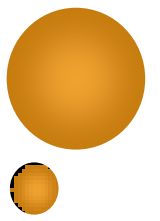
The current report reflects the outcome of the **third and the fourth steps of the project** that involves the packaging of the developed tourism routes and formulating the implementation plan. The key objective of this step is to provide a comprehensive description of the tourism routes, including the anchor projects, products and services offered by potential SMME/BEE opportunities, target market, key role players, and financial requirements.

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Map 1-1: GSDM Tourism routes





Chapter 2. THE MAFULO A MATALA ROUTE

2.1 Description of the route

Mafulo a Matala, literally translated into “animals grazing on green land”, is a route that will take tourists to all the natural beauty and wildlife of Sekhukhune Land. This route is for persons drawn to the African wilderness. The route combines the scenic beauty and wildlife of the area with adventure activities and attractions along the route. The Flag Boshielo dam together with the Schuinsdraai Nature Reserve is one of the most significant attractions on the Mafulo a Matala route. Schuinsdraai Nature Reserve is a popular water-recreation destination for families, where anglers can relax at the shores of the Flag Boshielo Dam.

The area is a place of majestic beauty with regal mountains, lush valleys and meandering rivers. Wildlife enthusiasts will delight in the opportunities which the route presents for game-drives of the Big Five, guided wilderness hiking trails, water activities and excellent birding. The Mafulo a Matala Route provides great opportunities for nature-based adventure tourism, with many of the lodges and ranches offering 4X4 trails and quad bike trails on the rugged terrain of Sekhukhune Land. If you are planning for a family holiday, the Mafulo a Matala Route is the perfect choice for your destination. There is a vast choice of different nature based activities for the whole family on this particular route, and ranges from quite walks and picnics in the nature reserves to bow hunting and mountain climbing in many of the resorts and lodges within the area.

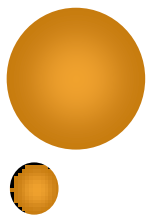
2.2 Target market

The target markets for the proposed route include:

- For the purpose of developing the route:
 - Property developers
 - Hotel Industry
 - Restaurant Industry
 - Retailers
 - Franchises
 - Food Industry

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- For the purpose of attracting tourists:
 - Tour operators, especially those focusing on Limpopo, Mpumalanga and Gauteng area.
 - All travellers and tourists coming into the Sekhukhune District. Linkage to the Dinokeng initiative in Gauteng and the Kruger to Canyon Biosphere in Limpopo and Mpumalanga are important for Sekhukhune.
 - Families and individuals interested in adventure activities and/or hunting residing both in Sekhukhune and the nearby provinces.
 - Companies and groups organizing team building exercises, breakaways, hunting tours.

2.3 Anchor projects

The development of themed routes as tourist attractions has gained prominence in recent years. One key aim of the routes, apart from attracting tourists to an area, is to tie-up several attractions and tourism products that would independently not have the potential to entice visitors to spend time and money. Using a synergy effect promises to have greater pulling power, and it also disperses visitors' money among a larger number of recipients.

In terms of the supply of tourism attractions and products, the Mafulo a Matala Route is a well established route. There is an abundance of tourism attractions and activities on the Mafulo a Matala Route that would satisfy the specific target market's need for nature, adventure and family based tourism.

The tourism product consists of physical, experiential and emotional elements which contribute to a destination's experience. This also acknowledges the complexity of tourism products as it relates to the combination of services, commodities, material and immaterial items including the whole travel experience, individual experiences, impressions and things learnt at a destination. An anchor tourism projects or attraction can be defined as a tourism attraction of excellent quality that provides a unique and satisfying tourist product. On the Mafulo a Matala Route there are many such attractions that are considered as anchor projects which makes this specific route very attractive. Some of these already established attractions and activities are discussed in detail below.

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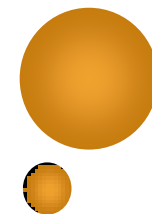
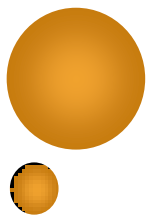


Table 2-1: Existing Tourism Products (Anchor Projects) on the Mafulo a Matala route

Tourist facility	Description	Activities
<p>1. Arotin Game Lodge</p>	<p>The Arotin Game Lodge is situated in the foothills of the Loskop Dam Valley. It is a beautiful lodge with a variety of wild life and beautiful views. The lodge is a perfect place for families with many activities to entertain all types of ages. The lodge prides itself with abundant Fauna and Flora with over 14 species of antelope, including giraffe and sable antelope. There are over 100 different indigenous trees, a perfect setting for both nature and birdlife enthusiasts.</p>	<ul style="list-style-type: none"> • Game viewing safaris, including a visit to the Sabie and Nyala breeding camps during feeding time. • Hiking Trails • Mountain Biking • Bass Fishing • 4X4 and Quad routes • Bow Hunting • Swimming Pool
<p>2. Bush Fellows Lodge</p>	<p>“The Bush Fellows ethos is a simple-provide luxury lodge and prime game experiences at competitive prices while conserving nature, and utilising biodiversity of the region to ensure job creation and long-term sustainability of the area's natural resources.”</p> <p>The lodge has many activities to offer to tourists and is a tourist destination to both couples and families catering in both these target markets’ needs. The Bush Fellows lodge is a very unique touristy product with excellent quality and boasts with a 4-star grading from the South African Grading Council. The lodge is also perfect for business and team-building holidays.</p>	<ul style="list-style-type: none"> • Game Drives • Animal Feeding • Archery • Clay Pigeon Shooting • Putt-putt • Sand Volley Ball • Helicopter Flips • Beauty Spa • Swimming Pool
<p>3. Carpe Diem Lodge</p>	<p>“Tucked away in the heart of unspoilt surrounds, our game farm boasts a rich ecological mix of bushveld and attractive rock formations. Wildlife is abundant and you may expect to see the game and bird life up, close and personal on one of the game drives or supervised bush hikes available.” The lodge has many leisure activities to cater for the holiday tourists and families. There are a variety of wildlife species that roam free within the reserve, and the lodge is designed in such a way that it complements the natural surroundings of the area. The lodge also caters for conferencing as well as weddings.</p>	<ul style="list-style-type: none"> • Game Drives – Day and night drives available • Bush Walks – Guided or self exploration • Health Salon • Restaurant and Ladies Bar – Outside viewing deck • Swimming Pool – Overlooking the adjacent mountain range • Jacuzzi • Sauna • Boma Braais/Barbeques • Reading and Games Lounge – Panoramic views of the reserve • Kids Play Area • Tennis Court • Putt-Putt Course

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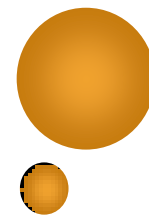
Packaging of the tourism routes



Tourist facility	Description	Activities
		<ul style="list-style-type: none"> • Airgun Shooting Range • Archery • Horse Riding
4. Eagles Flight Lodge/ Kubu Kwena Lodge	Kubu Kwena is situated on the banks of the Olifants river between the towns of Groblersdal and Marble Hall, in the Loskop Valley. All the chalets have a view of the river which is home to an abundance of fish eagles, as well as hippos and crocodiles from there the Northern Sotho name Kubu Kwena - Kubu meaning hippo and Kwena meaning crocodile. The lodge offers a wide range of activities for the whole family to enjoy. White Rhinos, Elands, Blue Wildebeests, Zebras, Giraffes and Waterbucks are only a few of the species which can be viewed. For the bird watching enthusiasts, there are approximately 300 different bird species within the area.	<ul style="list-style-type: none"> • River cruises • Bird watching • Game drives • Horse Riding, 4X4 Tracks, hunting and golf are some of the activities that can be enjoyed in close proximity to the lodge, and can be arranged for.
5. Kameeldoring Bush camp	Kameeldoring Game Farm and Quad trails is part of a 240 hectare farm in the Loskop Dam irrigation scheme twenty kilometres from Marble Hall. The facility offers guests the opportunity to explore the bushveld and view some game on their quads and experience the peace and tranquillity of the bushveld whilst sitting next to the fire under the stars. The river camp is situated next to the Elands River and there are many indigenous trees to be found in the area such as the Kameeldoring and Apiesdoring trees. Quad bike enthusiasts – young or old – can enjoy the opportunity to follow the quad trial along and across the riverbed, play in mud pools or test their skills on the adventure river trial.	<ul style="list-style-type: none"> • Guided outrides (quad biking) • Swimming Pool • Braai Facilities • Fishing • Bird Watching • Bush Walks • Blesbok, Blou Wilde beast, Impala and Ostriches can be seen walking around the camp.
6. Kruisrivier Nature Reserve	The Kruisrivier Nature Reserve is nestled between beautiful mountainous landscape in close proximity to the Loskop dam as well as the Rooikraal Dam. The Reserve has 18 different species of antelope such as Kudu, Impala, Eland, White Rhinoceros, Giraffe and many more, the Reserve is also a perfect place for bird lovers. The lodge has conferencing and wedding facilities and can accommodate for up to 100 guests.	<ul style="list-style-type: none"> • Swimming Pools • Volley Ball • Clay Pigeon Shooting • Game Drives • Bird Watching • 4X4 Tracks
7. Kwê-Kwê Game Farm	The Kwê-Kwê Game Farm has four self-catering lodges and is perfect for family recreation. The Game Farm has received a 4-star accreditation by the South African Grading Council. There are opportunities for game drives, bird watching, walking trails and mountain biking within the Game Farm.	<ul style="list-style-type: none"> • Guided Walks • Game Drives • Mountain Biking • Bird Watching • Swimming Pools

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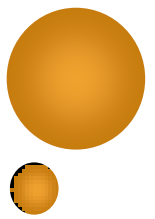
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Tourist facility	Description	Activities
		<ul style="list-style-type: none"> • Braai Facilities • Play rooms with billiards, table tennis and darts
8. Loskop Valley Lodge	The Loskop Valley Lodge has received a 3-star accreditation from the South African Grading Council and it is the largest Lodge of its kind in the immediate vicinity of Groblersdal. The lodge is perfect for those tourists seeking a quiet and tranquil environment where they can relax and experience the beautiful nature and scenery of the Loskop Valley. There is a dedicated website where all the activities within the Loskop Valley can be viewed and arrangements can be made for the tourists at the Loskop Valley Lodge.	<ul style="list-style-type: none"> • Quad, 4 x 2 and 4 x 4 routes • Bird Watching • Boat Rides & Fishing • Crocodile Farm • Groblersdal Golf Course • Grape Farm • Hunting and Bow Hunting • Shot-A-Lot Paint Ball
9. Ruby River Resort	Ruby River Resort is situated on 45 hectares of indigenous bushveld land, approximately 2 hours drive from Pretoria and Johannesburg. The resort offers both self-catering chalets as well as camping and caravan facilities to the guests. There are many activities and entertainment facilities for the whole family, as well as some adventure activities for those seeking some thrill.	<ul style="list-style-type: none"> • Swimming Pools • Boma Fire Places • A la Carte Restaurant and fully licensed bar • Putt-Putt • Pool Table • Canoe Rides • Hiking Trails • Quad Trials • River bank terrace games • River Fishing and Birding
10. Schuinsdraai Nature Reserve and Flag Boshielo Dam	North of Marble Hall lays Schuinsdraai eco-system that surrounds Flag Boshielo and it covers 9037 hectares of land. The Schuinsdraai dam provides an ideal environment for the large crocodile population that inhabits the area. Other game that can be spotted at Schuinsdraai Nature Reserve includes kudu, impala, eland, warthog and rare roan antelope.	<ul style="list-style-type: none"> • Bird Watching • Angling • Picnic • Boating • Game viewing • Camping
11. Serengeti Caravan Camp	The Serengeti Caravan Camp provides tourists with a true African Serengeti bundu experience. The park is situated between the towns of Groblersdal and Marble Hall and has a serene bushveld atmosphere to it. At the reception guests will also find a small shop that will assist them with all the necessary camping facilities and refreshments. It offers the perfect breakaway for a family holiday with a lot of recreational facilities and activities for the whole	<ul style="list-style-type: none"> • A fully licensed a-la-carte restaurant • Game drives • A quad bike track • Warm and cold water swimming pools • Trampolines • Jumping castle • Putt-putt

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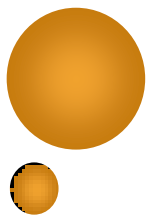
Tourist facility	Description	Activities
	family to enjoy.	<ul style="list-style-type: none"> • Pool tables • Volley ball • Barbeque facilities • Catch-and-release fishing
12. Tambotie Ridge Lodge	The Tambotie Ridge Lodge overlooks the Flag Boshielo Dam. In the dam there are large Nile crocodiles and many fish species, including the world renowned Carpe species. The area also inhabits many different game species, such as the kudu, impala, eiland, warthog, and rare roan antelope.	<ul style="list-style-type: none"> • Boating • Fishing • Game Drives • Birding • Walking Safaris
13. Groblersdal and Marble Hall Golf Clubs	<p>The Marble Hall Golf Club is situated in the beautiful bushveld, and it also has a 19th hole where guests can enjoy lovely refreshments after the game.</p> <p>The Groblersdal Golf Course is a lovely 9-hole course with an excellent clubhouse and restaurant with a small airstrip on the course.</p>	<ul style="list-style-type: none"> • Bar • Function Facilities • Halfway House • Pro Shop • Restaurant
14. Reptile Sanctuary	The Reptile Sanctuary is located between Groblersdal and Marble Hall near the Schoeman Farm. The park is ideal for a day visit while on route to some of the other previously mentioned destinations and attractions, and offers many activities to the whole family.	<ul style="list-style-type: none"> • Reptile Zoo • Children's Playground • Guided Tours • Hiking Trails

Tourism products include accommodation, attractions (such as nature based, adventure tourism, etc), hospitality venues such as conferences areas, restaurants etc. Products can also include routes or trails, where transport infrastructure is used to link one or more tourism products with each other. If one looks at the different tourism products that are offered on the Mafulo a Matala route, it is clear to see that there is an abundance of tourism products, which would make this route attractive to tourists. However, further diversification tourism products within the Sekhukhune District and on the Mafulo a Matala Route should be considered to appeal to a wide tourism market and create a greater composition of tourism facilities, particularly since the area offers such opportunities.

Diversification of product offering is a key challenge to ensure that a wider market makes use of the District as a destination. Here, diversification is referred not only to the diversification of leisure product types, but also the development of tourism products such as conference venues or health spas to attract new tourists to the area. When developing new tourist products it is very important

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to take in mind that these product developments should be the responsibility of the private sector and not the government. Tourism product development within the area should be government-led, private sector-driven and community-based. Government is not expected to own tourism products, but rather to create the enabling environment for tourism product development that is championed by the private sector.

When considering the establishment of a new tourism product, the private sector will firstly need to analyse whether the proposed development has attractive investment opportunities. For this purpose, a feasibility study as well as a business and market analysis would need to be undertaken to identify whether a new development on the Mafulo a Matala Route will be viable. The feasibility study will identify whether there is a demand or market gap for additional tourist products and attractions in the specific area given the existing competition and expected demand.

There are many attractive and unique tourist products that will satisfy the target markets' needs on the Mafulo a Matala route, however as mentioned earlier, the possibility of establishing additional tourism developments within the route should be considered by the private sector for further investment.

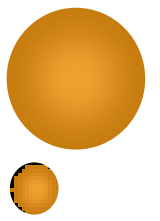
2.4 Products and services offered

The products and services offered on the Mafulo a Matala Route are already established and of high quality. Some of the products and services offered on this route are:

- High quality accommodation services
- Game ranches and bush lodges, providing recreational activities for the whole family to enjoy, such as game drives, hiking, water activities, hunting, etc.
- Golf courses
- Camping and caravan facilities (next to beautiful dams)
- Supporting services, such as filling stations and convenience stores
- Angling and fishing facilities
- Adventure facilities, such as quad biking, mountain biking and 4X4 routes.

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The development of the Marota Route should focus on the identification of SMME opportunities for the communities within the area. This would assist in enriching the livelihoods of the local communities by creating employment opportunities within the tourism sector.

The SMME market can be segmented into three main groups:

- Operational: viable enterprises ready to provide goods and services for 2010 and beyond.
- Potential: viable enterprises not ready to provide goods and services for 2010, but with the potential to do so.
- Marginal: enterprises on the margins of viability; very little prospect of becoming meaningful service providers for 2010 or beyond.

According to TEP, the following characteristics are evident regarding SMME's in the tourism sector:

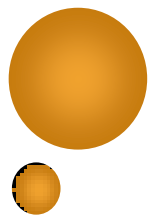
- 1) SMME's in the tourism sector predominantly consist of middle- and lower-level enterprises, and fall within both the formal and informal sectors.
- 2) A typical SMME in the tourism sector has a turnover of less than R25 million a year.
- 3) The majority of tourism SMME's are found in the urban areas, however a significant portion of the SMME's (especially potential and marginal SMME's) are found within the townships.
- 4) The SMME's operate in three main sectors, namely:
 - accommodation,
 - food and catering, and
 - arts and crafts.

The following type of employment and SMME opportunities exist within the development of the Mafulo a Matala Route and the accompanied products and services:

- The accommodation facilities on the route could create possible entrepreneurial opportunities.

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- There is an opportunity for SMME development within the adventure activities and attractions. There is a potential for the development of more tourist products within the area that specifically caters for the adventure tourist and therefore these products should be developed for local communities to operate and therefore benefit from them.

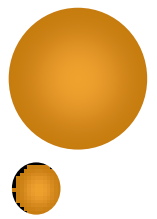
2.5 Infrastructure development needs

The Mafulo a Matala route, as mentioned previously, is well developed in terms of tourism product offerings. The infrastructure on this route is fairly well-developed and largely requires upgrades or attention at the specific areas. The following infrastructural requirements need to be examined to ensure the success of the Mafulo a Matala route:

- The Mafulo a Matala Route will traverse from N11, from Middelburg, as well as the R25 from Pretoria up until the Schuinsdraai Nature Reserve and the Flag Boshielo Dam (see MAP 1-1). However, the road leading from Marble Hall to Schuinsdraai and the Flag Boshielo Dam is not of good quality and largely includes a secondary gravel/ dirt road. Therefore, for the Mafulo a Matala Route to become successful it is very important that the secondary roads and dirt roads are tarred to provide easy access for tourists to all the different tourism products and attractions on the route. Some of the tourist attractions and activities on this route are designed for those tourists seeking some adventure, so if the route/ road leading up to the attraction or accommodation facility is part of the adventure and therefore is a dirt road, it is very important to warn the tourists of these dirt roads and specify whether they will be needing a 4X4 vehicle or not.
- During a site visit to the area, it was clear that the majority of facilities on the Mafulo a Matala Route are supported by road signage clearly indicating the directions to these establishments. However, dedicated road signage will need to be developed clearly indicating to the tourists the direction the route takes and the facilities that should can be visited along it. The road signage will not only assist tourists to stay on the route, but it will also serve as a marketing method, and advertise the route within the District.
- Within the Sekhukhune District it has been identified that there is a lack of basic services such as, water provision, sanitation, electricity and telecommunications. For a tourist facility to be successful and satisfy the needs of their target markets, it is important that it is able to provide these basic services. The majority of tourist establishments that can be found on the Mafulo a Matala Route are very well-developed and are able to provide their guests with basic services such as

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water, sanitation and electricity. Although, some of the facilities on this route do have some problems with basic service provision, especially regarding telecommunications. These needs should be addressed as soon as possible.

- Supporting services is also an important factor to take into account when developing a tourism route. One of the most important marketing tools for an area, especially when it comes to marketing a tourism route, is an established and successfully run tourism centre. Currently there are no tourism centres within the Groblersdal and Marble Hall area, over which this specific route traverses. The development of the tourism centre will assist in the marketing of the route; they could also assist in the bookings and reservations for tourists. However, in order to optimise the resources the tourism information centre should cover the whole District and not only the Mafulo a Matala route. Since, such a facility is proposed to be established along the cultural route, the details can be found in the next section.
- Some of the other supporting services that could be developed or upgraded are refreshment and stop-over facilities, such as tuck shops located at strategic points throughout the route and including restrooms and picnic facilities.

2.6 Estimated financial costs

The estimated financial implications for the development of the Mafulo a Matala Route are mostly those costs incurred for infrastructural development needs. Due to the attractiveness of the route regarding the supply of tourist products, there are no additional anchor projects to be developed and therefore no additional financial costs will be needed for product development in the immediate future. However as was mentioned earlier, there are numerous possibilities for new tourism that could be investigated by the private sector.

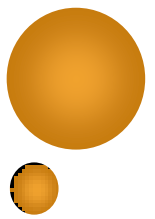
TABLE 2-2 illustrates the estimated financial costs for the infrastructural development needs as well as the duration of each development. In most cases, the exact amount of investment that will be required is not easily determined. In these cases, an estimated cost of one unit, i.e. kilometre of tarred road, is provided.

Table 2-2: Estimated Financial Costs for the Mafulo a Matala Route

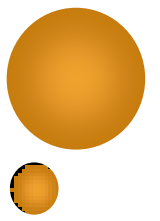
Cost Component	Total Cost
1. Road Infrastructure (Tarred road from Marble Hall to Flag Boshielo)	Approximately R3 million per km The distance between Flag Boshielo dam and Marble Hall is approximately 30 km, and an estimated 60% of this road is a dirt/gravel road. Therefore the total amount

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Cost Component		Total Cost
		needed for the development of this specific road will be - <u>R54 million.</u>
2. Basic Services	Solar Panels	R15,000 to R25,000 per item excluding rebate
	Septic Tanks	R2500 – R3500 per item
	Bore Hole Drilling for the water tank (Jojoj)	R3500 – R4000 per metre to drill
	Water Tanks (Jojo)	R415 for a standard 260 litre water tank R791 – R1120 for a 500 litre – 1000 litre water tank (for larger facilities, i.e. the guest lodge)
	Pit Toilet and Pedestal	R2500 – R3500 per item



Chapter 3. THE MAROTA ROUTE

3.1 Description of the route

The Sekhukhune District is named after King Sekhukhune who was the King of the Marota tribe (today commonly known as the Bapedi) in Sekhukhune Land during the 18th century. Sekhukhune Land has a rich cultural heritage that offers a gateway to authentic Africa. Every corner of Sekhukhune has an amazing tale to tell of this land of myths and legends, a true treasure indeed with world renowned Heritage sites like Tjate, Lenao la Modimo, Ledingwe Cultural Village and many more. The Marota Route affords the tourists the opportunity to experience the cultural heritage of the fascinating Sekhukhune area, reflecting the diverse cultures of the present day inhabitants of the area, intrepid adventures from a colourful past and ancient civilisation of which only archaeological evidence remains.

Along the Marota Route tourists will have the opportunity to visit places such as the Hlako Heritage Site and Matjeding Fortress in Ga-Marishane. This fortress was used by the Sekhukhune people and Bushman to hide away from the attackers during the war of terror. A long passage leads to the fortress that also contains an entrance to the secret cave and a small alternate route that was used as a trap for attackers. Walking through the small tunnel, a traveller finds himself at the highest point of the Hlako Mountain. There are located two small ponds that were used for water storage by the defenders of the fortress. Many Khoi/San rock art from centuries ago can also be seen on the top of the Hlako Mountains. There are so many exiting and awe-inspiring cultural attractions and heritage sites in Sekhukhune land, and combined with the natural beauty and mountainous landscape of the area, the Marota Route is the perfect route for any tourist seeking a magnificent array of tourism products in one tourist destination – Sekhukhune Land.

3.2 Target market

The target markets for the proposed route include:

- For the purpose of developing the route:
 - Property developers
 - Hotel Industry

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- Restaurant Industry
- Retailers
- Franchises
- Food Industry
- For the purpose of attracting tourists:
 - Primary and secondary schools located in Sekhukhune and nearby areas, such as rest of Limpopo, Gauteng, and Mpumalanga.
 - Local and international scholars interested the cultural and heritage resources of the country.
 - Tour operators across the country.
 - All domestic an international travellers and tourists coming into the Sekhukhune District. Linkage to the Dinokeng initiative in Gauteng and the Kruger to Canyon Biosphere in Limpopo and Mpumalanga are important for Sekhukhune.
 - Families and individuals interested in cultural and heritage residing both in Sekhukhune and the nearby provinces.
 - Business tourists coming to Sekhukhune for more than one day.

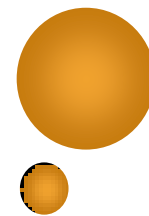
3.3 Anchor projects

The Marota Route is not as well developed as the Mafulo a Matala Route with respect to the supply of tourism products within the area and on route. Although the route has many cultural and heritage sites that would attract cultural and heritage enthusiasts to the area, the sites are not yet commercially developed tourism products. Currently there are no anchor tourism projects of high quality that would attract tourists to the area and make the Marota Route an attractive destination for them. There is an abundance of cultural and heritage sites; however there is a need for these sites to be developed into commercially viable tourist projects. There is also a need to develop anchor projects to make the Marota Route more attractive and to develop the area as a preferred tourist destination.

For a tourism route to be successful and satisfy the needs of its target markets, an abundance of tourist attractions and facilities should be developed on the route. On a tourism route, especially one like the Marota Route, which is very rich in cultural and heritage sites, it is important that there is sufficient supply of tourism products and attractions that will supplement the experience

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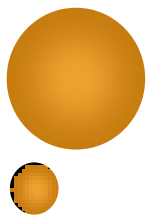
of cultural and heritage sites and ensure that tourists' needs are catered for. These tourist products and attractions, together with the cultural sites, should be marketed as a whole and should therefore operate in synergy to create an overall experience of the area's culture and history. TABLE 3-1 presents a list of proposed anchor projects for the route.

Table 3-1: Existing and Potential Tourism Products (Anchor Projects) on the Marota Route

Priority Areas	Objectives	Projects	Actions
Existing Facilities	Develop the existing facilities and attractions into commercially viable tourism products	Tjate Heritage Project	Develop the site into a commercially viable tourism product
			Identify an anchor project to make the heritage site more attractive to the target markets (discussed below)
	Develop a business plan, which will entail a cost analysis as well as a marketing plan		
	Implement the business plan		
	Upgrade the existing facilities to unique tourism products of high quality	Hlako Heritage Site	Monitor and evaluate the success of the business plan continuously
			Develop the site into a commercially viable tourism product
	Identify an anchor project to make the heritage site more attractive to the target markets (discussed below)		
	Make use of strong natural heritage in the District to develop tourism products	Gamamo Cultural Village	Implement the business plan
			Monitor and evaluate the success of the business plan continuously
	Develop routes and corridors to offer tourists a "package of experiences" and give greater exposure to all tourism products		St Manche Masemola Site
	Ensure diverse range of products within District	Develop a feasibility assessment and business plan	
		Identify the reasons why the village stopped operating commercially and identify the means to overcome these weaknesses.	
	Create awareness of the local tourism attractions using innovative marketing techniques.	Identify the infrastructural needs for the upgrade of the existing facility and conduct an environmental impact assessment (EIA).	
		Ensure a well planned budget for the upgrade of the facility and also identify and apply for the necessary sources of funding and investments.	
	Obtain support and ensure buy-in from various stakeholders in the public and private sectors.	Monitor and evaluate the success of the business plan continuously	
	Build a human resource base for the tourism industry and supporting activities to ensure	The St. Manche Masemola Site is very sacred to the inhabitants of the area; therefore small upgrades with minimal impact should be made.	
Identify the infrastructural needs for the upgrade of the existing facility and conduct an environmental impact assessment (EIA).			
	Ensure a well planned budget for the upgrade of the facility and also identify and apply for the necessary sources of funding and investments.		

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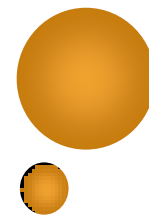
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Priority Areas	Objectives	Projects	Actions
	<p>sufficient supply of skills required for their successful and sustainable operations.</p> <p>∞</p> <p>Ensure that provided tourism attractions satisfy the market needs and increase the number of repeat visits.</p>		Monitor and evaluate the success of the business plan continuously
		Mapoch Caves	Develop the site into a commercially viable tourism product
			Develop a business plan, which will entail a cost analysis as well as a marketing plan
			Develop a business plan, which will entail a cost analysis as well as a marketing plan
			Implement the business plan
		Echo Caves	Monitor and evaluate the success of the business plan continuously
	The Echo Caves is a very well established tourist activity, and should be utilised as an attractive existing tourist product on the Marota route		
	Market the Echo Caves as an anchor project on the route. Illustrate the connectivity of the Mapoch Caves on the Marota Route to the tourist attractions in close proximity such as the Blyde Canyon.		
	The Potlake Nature Reserve itself needs no further development due to the fact that the area itself should be preserved and left untouched; however the Potlake Nature Reserve is considered as an existing anchor projects due to its attractiveness to develop other tourism products within the area and on the Marota route.		
	As is the case with the Potlake Nature Reserve, the De Hoop Dam should also be made more attractive by developing an anchor project, such as an accommodation facility which would complement the dam.		
Additional Proposed Projects	<p>Increase the product offering on the Marota Route that showcases cultural / historical heritage</p> <p>∞</p> <p>Develop a cluster of unique and innovative tourism products, facilities and packages that would explore the diverse natural and cultural heritage of the area.</p> <p>∞</p> <p>Establish and maintain tourism attractions that ultimately contribute to responsible tourism, providing a satisfactory experience that meets the expectations of the tourists while creating sustainable business opportunities in the tourism industry and supporting services.</p>	Hlako Visitor Centre (Tourist Information Centre at the Hlako Heritage Site/ Hlako Mountains)	Identify the appropriate location for each of the three anchor projects. It is recommended that the Hlako Visitor Centre be located at the Hlako Mountains, the Guest Lodge should be located in close proximity to the Hlako mountains. The caravan Park should complement the Piet Gouws Dam and therefore it should be located next to the dam, which would make it a very attractive tourist product within the area.
			Identify and Establish a Centre Development Working Group to champion the development of the project
		Guest Lodge and Conferencing Centre	Appoint a development team, to overcome any possible gaps between strategy formulation and strategy implementation
			Ensure an internal stakeholder agreement on the concept, core products and support activities for these projects.
		Caravan Park and Camping Site	Connect with the external stakeholders , to gain a stronger commitment from them to become partners in the project development
			Conduct a feasibility study and business plan for the development of the tourism projects.
	Identify the infrastructural needs for the development of the projects and conduct an environmental impact assessment (EIA).		

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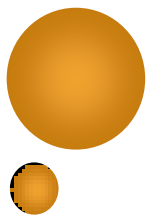


Priority Areas	Objectives	Projects	Actions
	∞ Develop tourism products that assist in rehabilitating degraded land areas and contribute to the preservation of the natural environment		Identify the possible risks and opportunities related to the development of the Hlako Visitor Centre
			Develop a marketing campaign to effectively reach the necessary target markets
			Ensure a well planned budget for the developments and also identify and apply for the necessary sources of funding and investments
			Before these anchor projects can be developed the necessary infrastructural needs should be in place.
	∞ Develop tourist attractions and products in such a way that they enable local communities to enjoy better quality of life through increased socio-economic benefits and an improved environment.		Conduct a feasibility study for both possibilities and determine which facility would be the most viable tourist product, also taking into consideration the minimal impact it should have on the reserve.
		Development of an accommodation facility at the Potlake Nature Reserve (Two possibilities exist – Camping and Caravan Facility, or Game Lodge)	Appoint a development team, to overcome any possible gaps between strategy formulation and strategy implementation
	∞ Develop tourism attractions of such quality and standards that it can attract sufficient volumes of tourists to ensure their sustainability, while at the same time be able to compete with tourism products and facilities in other parts of the Limpopo Province.		Identify the possible risks and opportunities that will be related to both of the possibilities/facilities.
			Ensure a well planned budget for the development and also identify and apply for the necessary sources of funding and investments.
			Create a business plan (if feasibility is established) for the most viable projects
			Implement the business plan
			Develop tourism recreation facilities at the Potlake Nature and the De Hoop Dam Reserve (picnic sites, walking trails etc. with the minimal impact on the reserve) to ensure a more attractive tourist facility. This should be developed as to complement the development of a caravan park or game lodge.
	∞ Ensure that provided tourism attractions satisfy the market needs and increase the number of repeat visits.		Identify the possible risks and opportunities that will be related to both of the possibilities/facilities.
∞ Increase awareness among the local community of the economic and environmental benefits of the tourism industry development in the study area.	Development of an accommodation facility at the De hoop Dam Two possibilities exist – Camping and Caravan Facility, or Game Lodge)		
∞ Obtain support and ensure buy-in from various stakeholders in the public and private sectors.			

The drivers behind the development of the anchor projects should be the private sector and the local communities, who will benefit from the successful implementation and operations of these projects. Government, local and district municipalities, should

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however create the enabling environment for the successful development of the tourism industry within Sekhukhune. The idea for tourism development within the area is that it should be government-led, private sector-driven and community-based.

3.4 Products and services offered

For the Marota Route to operate successfully as a tourist product, it is important that there are many tourist products as well as supporting services on the route to satisfy the tourists' needs for a unique cultural and heritage experience. The following products and services will be offered on the Marota Route:

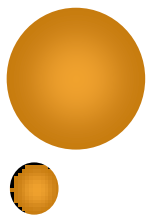
- High quality accommodation services
- Guided tours to an abundance of cultural and heritage sites
- The proposed Hlako Visitor Centre will provide information services to the tourists as well as booking services and tour guides. The centre will also provide a museum exhibiting the culture and history of the area, as well as arts and crafts, where the tourists will be able to buy the hand crafts as well as partake in the manufacturing of these hand crafts.
- Camping and caravan facilities for the whole family to enjoy
- Nature Reserve
- Significant Caves (Mapoch Caves and Echo Caves)
- Supporting services, such as tuck shops along the route where the tourists will be able to buy refreshments. These facilities should also provide restrooms for the tourists.

The development of the Marota Route as well as the tourist products and services that supplement the route should identify SMME opportunities for the communities within the area, so as to enrich the livelihoods of the local communities by creating employment opportunities within the tourism sector.

Theoretically, the definition of tourism SMME should include those SMME operations which fall within the scope of the travel and tourism economy as well as those operating within the travel and tourism industry. For example, a small laundry business that is dominated by servicing the needs of a large hotel, a specialist producer of furniture for game lodges or an exclusive producer of clothing geared for the tourism industry would fall within the widest definition of tourism SMME. In practical terms, however, the

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analysis of tourism SMMEs is confined more narrowly to those particular enterprises operating within the bounds of the travel and tourism industry as such.

The SMME opportunities for the Marota Route are huge and will create a considerable number of employment opportunities for the local people. For the route to operate effectively they will need the necessary skilled staff for each and every tourism product and service offered. The following type of employment and SMME opportunities exist within the development of the Marota Route and the accompanied products and services:

- The development phase of the proposed anchor projects mentioned in the previous section will create an opportunity for local businesses to supply necessary materials and resources for the development of the new tourist attractions and facilities that can be locally procured.
- Tourist products that can be found on the Marota Route will need to be maintained on a regular basis (especially the cultural and heritage sites), which will create an opportunity for the establishment of a local SMME to undertake this service on a regular basis.
- A SMME opportunity directly linked to the Hlako Visitor Centre is the establishment of tour guide company providing packaged tours.
- The development of the Arts and Crafts centre will also create SMME opportunities for local people to produce and sell their handcrafts at the Hlako Visitor Centre.
- The development of tuck-shops at strategic locations on the Marota Route will also create SMME opportunities for the local communities. These shops can be owned and operated by the local people and will also give them entrepreneurial skills.

The affected municipalities should be the drivers behind the development of the route.

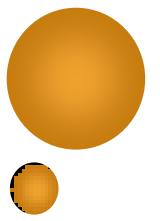
3.5 Infrastructure development needs

The following infrastructural requirements need to be examined to ensure the success of Marota Route:

- Some of the roads within the area are in poor states and many of the secondary roads are dirt roads. For the Marota Route it is very important that the roads within the area should be upgraded and maintained to ease the accessibility to different

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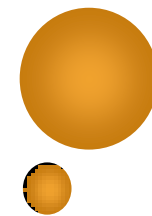


attractions and facilities along the route. On a site visit to the area, it was also found that many of the roads leading to the cultural and heritage sites are not tarred, and tourists might find it difficult to travel to these sites if they do not have a 4X4 vehicle. A solution to this problem could be the development of guided tours to these sites through the Hlako Visitor Centre.

- Due to the fact that many of the cultural and heritage sites are not yet developed in the area, there is a lack of proper road signage within the area. Signage for both the attractions as well as the overall route should be developed to indicate to the tourists exactly where all the facilities and attractions are located. The signage for the Marota Route will also serve as a marketing tool, advertising the route to the tourists within the area.
- Within the Sekhukhune District it has been identified that there is a lack of basic services such as water provision, sanitation, electricity and telecommunications. For the successful development and operations of the proposed anchor projects as well as the overall attractiveness of the Marota Route, it imperative to ensure that the developed tourism attractions have access to such services. Due to the fact that the District is characterised by a dispersed settlement pattern, it creates problems in the provision of basic services, and therefore one could look into some alternatives for energy sources, water services and sanitation services, i.e. solar power energy, septic tanks, boreholes, etc.
- The development of proper telecommunication services is very important for the successful operations of a tourist facility. These types of services enable an accommodation facility to receive future bookings, to communicate with their suppliers, etc. However, in some parts of the District it is very difficult to distribute these services, and therefore it should be taken into consideration to develop a central booking service facility within the area. The central booking facility could be located at the proposed Hlako Visitor Centre, where trained travel agents could receive and make bookings for tourists to the different tourism facilities and attractions within the area.
- There are many infrastructural development needs that should be taken into consideration for each of the cultural and heritage sites. To make these sites more attractive to the tourists some basic facilities/services should be developed at all the sites; however, one should keep in mind that these developments should have minimal impact on the environment and the site itself. Each of these sites should provide ablution facilities, safe parking, strategic lighting for safety and visual effects, etc. Fences should also be put around the sites for security purposes.

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- A tourism office within an area is one of the most important supporting services for tourism products. The proposed Hlako Visitor Centre should serve as the central tourism offices of the District, where tourists can get all the relevant tourism information about the area.
- Some of the other supporting services that could be developed or upgraded are refreshments and stop over facilities, such as tuck shops located at strategic points throughout the route, as well as bathroom facilities.

3.6 Estimated financial costs

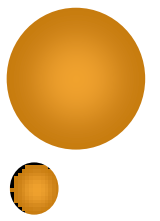
The estimated financial costs for the Marota Route include the estimated costs for the infrastructural development needs as well as the capital costs needed for the development of each anchor project. These costs exclude the engineering costs as well as the costs of pre-feasibility and feasibility studies for each project.

Table 3-2: Estimated Financial Costs for the Marota route

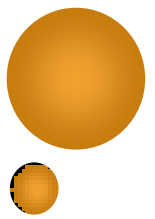
Cost Component		Total Cost
1.	Road Infrastructure (Upgrade of certain roads and tarring of dirt roads)	R3 million per km to tar a dirt road
2.	Solar Panels	R15,000 to R25,000 per item excluding rebate
	Solar Geyser	
	Septic Tanks	R2500 – R3500 per item
	Bore Hole Drilling for the water tank (Jojoj)	R3500 – R4000 per metre to drill
	Water Tanks (Jojo)	R415 for a standard 260 litre water tank R791 – R1120 for a 500 litre – 1000 litre water tank (for larger facilities, i.e. the guest lodge)
	Pit Toilet and Pedestal	R2500 – R3500 per item
3.	Hlako Visitor Centre	R1.6 million to R2.3 million
4.	Guest Lodge and Conferencing Facility	R3.1 million to R3.9 million
5.	Camping and Caravan Park	R700,000 to R900,000
6.	Upgrade of the St. Manche Masemola site and the Gamamo Cultural Village	R200,000 to R300,00
7.	Upgrade of the existing cultural and heritage sites	R850,000 – R900,000

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Cost Component	Total Cost
(includes the developments mentioned in the infrastructural development needs, i.e. fencing, ablution facilities, parking and lighting)	
8. Development of an accommodation facility at the Potlake Nature Reserve	Dependent on the accommodation facility (which one will be the most viable) R3.4 million to R4 million – Lodge R700,000 to R900,000 – Camping and Caravan Park
9. Development of An accommodation facility at the De Hoop Dam	Dependent on the accommodation facility (which one will be the most viable) R3.4 million to R4 million – Lodge R700,000 to R900,000 – Camping and Caravan Park



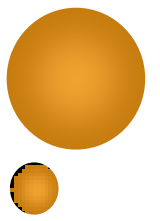
Chapter 4. THE PLATINUM STREAM ROUTE

4.1 Description of the route

The Platinum Stream will flow along the R555 and the R37, giving tourists the opportunity to visit some of Sekhukhune's significant mines. Sekhukhune is an area with a long and proud history; it is also a place of majestic beauty with regal mountains, lush valleys and meandering rivers. Under the soil lie vast deposits of precious metal – so vast that they today contain the largest reserves of platinum group metals in the world. Above its soil sprout more than 2200 indigenous species of vascular plants, making Sekhukhune an area of exceptionally high-biodiversity that is globally recognized. Sekhukhune is a land blessed with natural beauty, unusual resource endowments and a compelling history dating back to the 16th century. The Platinum Stream is a tourist route designed to unite Sekhukhune's natural beauty and rich heritage with the mining activities in the area for those mining and history enthusiasts. The mining route will give tourists the opportunity to visit the oldest mine in Sekhukhune as well as discovering the ancient mine workings, with interpretation of historical facts.

There are several mines within the area that will give the tourist a true mining experience. For those mining enthusiasts and history fanatics alike a visit to the oldest mine in Sekhukhune Land, the Marula Merensky mine owned by Implats is a definite must. Platinum was first discovered in the area by renowned explorer Hans Merensky on the nearby farm Maandagshoek in the 1920's. The Merensky mine was one of the first operations to have been developed on the relatively under-exploited eastern limb of the Bushveld Complex in South Africa.

After visiting the oldest mine in Sekhukhune Land, the Lebowa Platinum Mine in Fetakgomo, will give you an experience of the natural beauty and Bapedi heritage of the area. Lebowa Platinum mine (better known as the Atok Mine among the Bapedi people) is situated next to the Monametse Hill. Here one of the scenic highlights is the Monametse spring water, which the locals believe to be inhabited by water spirits. The Potlake Nature Reserve in Fetakgomo is ideally located for access to the Dilokong Corridor and many shafts of platinum and chromium mines. Tourists will have the opportunity to discover the hidden treasures of Fetakgomo on their visit to the Potlake Game Reserve while on the Platinum Stream Route.



4.2 Target market

The target markets for the proposed route include:

- For the purpose of developing the route:
 - Mining houses located in the area
 - Property developers
 - Hotel Industry
 - Restaurant Industry
 - Retailers
 - Franchises
 - Food Industry
- For the purpose of attracting tourists:
 - Tour operators, especially those focusing on Limpopo, Mpumalanga and Gauteng area.
 - All travellers and tourists coming into the Sekhukhune District. Linkage to the Dinokeng initiative in Gauteng and the Kruger to Canyon Biosphere in Limpopo and Mpumalanga are important for Sekhukhune.
 - Families and individuals interested in adventure activities both in Sekhukhune and the nearby provinces.
 - Companies and groups organizing team building exercises and breakaways.
 - Families residing in Sekhukhune and seeking a one-day adventure experience.
 - Primary and secondary schools located in the area and nearby Provinces.

4.3 Anchor projects

The anchor projects for the Platinum Stream Route are those projects and tourist products with the potential to attract the target market to the area. These are the projects that possess unique features and attributes that capitalise on the local comparative advantages. The tourist products that can be found on the Platinum Stream Route are very few and some of them are not yet developed as commercial tourist products. Therefore, a number of anchor projects have been identified to supplement the already existing facilities within the area in order to create a viable tourist route.

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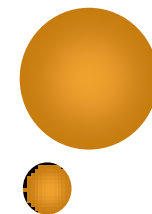
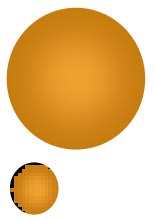


Table 4-1: Existing and Potential Tourism Products (Anchor Projects) on the Platinum Stream Route

Priority Areas	Objectives	Projects	Actions
Existing Facilities	Develop the existing facilities and attractions into commercially viable tourism products ∞	De Hoop Dam	As is the case with the Potlake Nature Reserve, the De Hoop Dam should also be made more attractive by developing an anchor project, such as an accommodation facility which would complement the dam.
	Ensure diverse range of products within District ∞	Marula Merensky Mine (Oldest Mine) ∞	The mines are currently not operated as tourism attractions, however there is a potential for the mines to be operating as a tourist facility, and not only as a mine. Conduct a feasibility study to determine the viability of operating the mine as an attraction
	Identify the existing potential for tourism development within the District ∞	Lebowa Platinum Mine (next to the Monametse Hill)	Identify potential anchor projects that would supplement the mines and create a unique tourist experience (i.e. accommodation facilities, such as a lodge) Develop a business plan (if feasibility is determined) Implement the business plan
	Create a new type of tourism within the districts, i.e. mining tourism ∞	Monametse Hill/ Spring Water	The Monametse Hill is a natural icon that can be found next to the Lebowa Platinum Mine and the Potlake Nature Reserve. Together with the mine and a development of an anchor project, this site could be very attractive to the target markets. Therefore an anchor project should be identified and its feasibility determined, so as to complement the Lebowa Mine as an attractive tourist product. The Monametse hill, Lebowa Mine, Potlake Nature Reserve and the identified anchor project should be marketed as a unique tourist destination on the Platinum Stream Route.
	Develop routes and corridors to offer tourists a "package of experiences" and give greater exposure to all tourism products	Potlake Nature Reserve	The Potlake Nature Reserve itself needs no further development due to the fact that the area itself should be preserved and left untouched; however the Potlake Nature Reserve is considered as an existing anchor projects due to its attractiveness to develop other tourism products within the area and on the Platinum Stream Route.
	Additional Proposed Projects	Create an enabling environment for tourism industry development. ∞	Development of an accommodation facility at the Potlake Nature Reserve
Create an attractive tourist environment for investment opportunities ∞		(Two possibilities exist – Camping and Caravan Facility, or Game Lodge) ∞	Appoint a development team, to overcome any possible gaps between strategy formulation and strategy implementation Identify the possible risks and opportunities that will be related to both of the possibilities/facilities.
Ensure that provided tourism attractions satisfy the market needs and increase the number of repeat visits		Development of an	Ensure a well planned budget for the development and also identify and apply for the necessary sources of funding and investments. Create a business plan (if feasibility is established) for the most viable projects Implement the business plan

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Priority Areas	Objectives	Projects	Actions
		accommodation facility at the De Hoop Dam Two possibilities exist – Camping and Caravan Facility, or Game Lodge)	Develop tourism recreation facilities at the Potlake Nature and the De Hoop Dam Reserve (picnic sites, walking trails etc. with the minimal impact on the reserve) to ensure a more attractive tourist facility. This should be developed as to complement the development of a caravan park or game lodge.

The drivers behind the development of the anchor projects should be the private sector and the local communities, who will benefit from the successful implementation and operations of these projects. Government should however create the environment conducive for the successful development of the tourism industry along the route.

4.4 Products and services offered

The Platinum Stream Route offers tourists a new type of tourism experience. The products offered on this route should specifically be designed to educate tourists on the mining activities within the area, while at the same time providing opportunities for leisure. Some of the **existing products** on this route are:

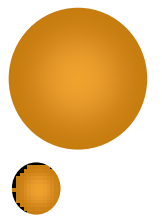
- Accommodation facilities (one of them being a high quality bush camp)
- Nature Reserve
- Dams (Mapoch Dam and the De Hoop Dam)
- Monametsi Hill, next to the Potlake Nature Reserve

The following proposed products and services should be considered for the Platinum Stream Route:

- Potential for the development of the mines into tourist attractions, exhibiting the operations of the mines, and also offering entertainment for children, such as train rides etc.
- More diverse types of accommodation facilities that will cater to the needs of families, i.e. provide recreational and leisure activities and children entertainment.

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- Supporting services, such as tuck shops along the route where the tourists will be able to buy refreshments. These facilities should also provide restrooms for the tourists.

The development of the Platinum Stream Route as well as the tourist products and services that supplements the route should identify SMME opportunities for the communities within the area, so as to enrich the livelihoods of the local communities by creating employment opportunities within the tourism sector.

The following type of employment and SMME opportunities exist within the development of the Marota Route and the accompanied products and services:

- Tour guides will be needed at the mines once they are developed into tourist attractions. These tour guides should be trained and should take the tourists on guided tours through the mines. An SMME opportunity exists for the development of a small company specialising in this type of tours.
- The development of accommodation facilities on the Platinum Stream Route will give local communities the opportunity to operate these facilities.
- Local businesses specialising in landscaping and building of the proposed accommodation facilities should also be utilised.
- The development of tuck-shops at strategic locations on the route will also create SMME opportunities for the local communities. These shops can be owned and operated by the local people and will also give them entrepreneurial skills.

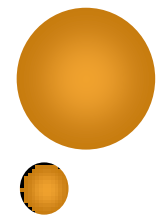
4.5 Infrastructure development needs

The following infrastructural requirements need to be examined to ensure the success of the Platinum Stream Route:

- For the Platinum Stream Route it is very important that the roads within the area are upgraded and maintained to ease the accessibility to the different attractions and facilities.
- Signage for both the attractions as well as the overall route will need to be developed to indicate to tourists exactly where all the facilities and attractions are located. The signage for the Platinum Stream Route will also serve as a marketing tool, advertising the route to the tourists within the area. On a site visit to the area it was identified that some of the mines within

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the area do have proper signage clearly indicating the location of the mine, however these mines are not yet developed as tourist attractions and therefore the signage would not indicate to the tourist that the mine is a tourist attraction.

- For the successful development and operations of the proposed anchor projects as well as the overall attractiveness of the Platinum Stream Route, it is very important to ensure that the developed tourist attractions have access to basic services, such as water, sanitation, and electricity. Importantly, tourist attractions will need to be connected to telephone services and preferably have access to internet.
- Some of the other supporting services that could be developed or upgraded are refreshment and stop over facilities, such as tuck shops located at strategic points throughout the route, as well as bathroom facilities.

4.6 Estimated financial costs

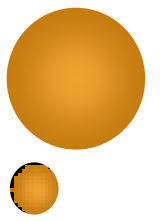
The estimated financial costs for the Platinum Stream Route includes the estimated costs for the infrastructural development needs as well as the capital costs needed for the development of each anchor project. These costs exclude the engineering costs as well as the costs of pre-feasibility and feasibility studies for each project.

Table 4-2: Estimated Financial Costs for the Platinum Stream

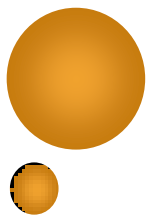
Cost Component		Total Cost
1.	Road Infrastructure (Upgrade of certain roads and tarring of gravel and dirt roads)	R3 million per km to tar a dirt road
2.	Solar Panels	R15,000 to R25,000 per item excluding rebate
	Septic Tanks	R2500 – R3500 per item
	Bore Hole Drilling for the water tank (Jojoj)	R3500 – R4000 per metre to drill
	Water Tanks (Jojo)	R415 for a standard 260 litre water tank R791 – R1120 for a 500 litre – 1000 litre water tank (for larger facilities)
	Pit Toilet and Pedestal	R2500 – R3500 per item
3.	Upgrade of the existing facilities (i.e. upgrade of facilities at the Potlake Nature reserve, such as picnic sites etc.)	R650,000 – R700,000
4.	Development of an accommodation facility at the Potlake Nature Reserve	Dependent on the accommodation facility (which one will be the most viable) R3.4 million to R4 million – Lodge

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Cost Component	Total Cost
	R700,000 to R900,000 – Camping and Caravan Park
5. Development of An accommodation facility at the De Hoop Dam	Dependent on the accommodation facility (which one will be the most viable) R3.4 million to R4 million – Lodge R700,000 to R900,000 – Camping and Caravan Park

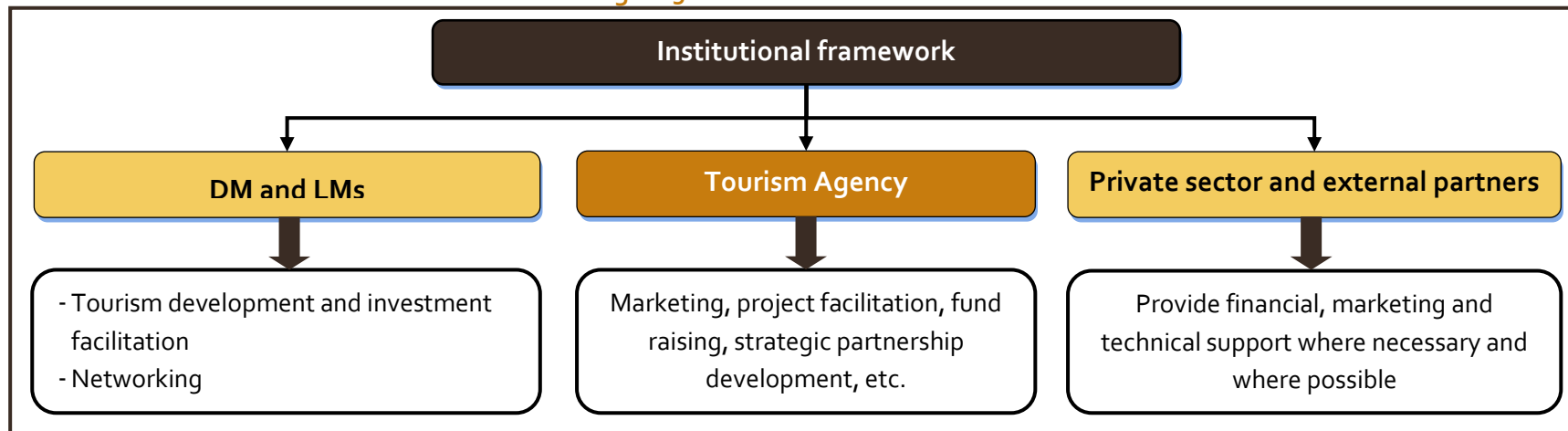


Chapter 5. IMPLEMENTATION PLAN

5.1 Institutional Framework

Institutional arrangements are extremely important to ensure the successful coordination, implementation, management and monitoring of initiatives that support investment, such as the development of the three routes and the other anchor projects. Certain structures, networks and organisational arrangement therefore need to be established. FIGURE 5-1 describes the institutional framework that is proposed to be set up for the successful implementation of the Sekhukhune Tourism routes and the proposed anchor projects, while at the same time recognising the socio-economic benefits that could be generated from these projects for the local communities and the economy.

Figure 5-1: Institutional Framework

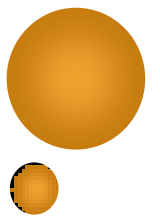


5.1.1. Tourism agency

The opportunities and projects identified have the ability to create jobs and economic growth. In order for these projects to be facilitated and implemented it is imperative that a capacitated body like Sekhukhune Tourism Agency to become an effective implementing agent. The benefits of using Tourism Agency as a driver for these projects include the following:

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- It allows for the establishment of a formal and legal partnership between different stakeholders to integrate development efforts and overcome problems of duplication and lack of co-ordination.
- It strengthens the capacity of current LED systems and put resources in place within a municipal area, using a semi-external body.
- It can be a focused driver of the economic development agenda within a local area, which can raise external resources to support LED
- It provides an opportunity to alleviate bureaucratic processes within a municipality, promote a more private sector culture, and accelerate investment and public private partnerships.

The key functions to be performed by the Tourism Agency:

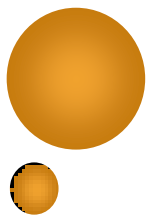
- Administrative and financial duties
- Project facilitation
- Tourism marketing of district including product marketing and tourism information
- Tourism research including industry, market and product research
- Small business facilitation together with institutions such as LIBSA and LimDev
- Fund Raising for projects, conservation and marketing
- Building of strategic partnerships with stakeholders and service providers.

5.1.2. Private sector and external partners

The involvement of the private sector in the proposed institutional framework is imperative to ensure successful implementation of the development concept as it would provide the expertise and skills for the projects to ensure their survivability and smooth operation. The private sector will need to form a partnership or enter in an agreement with the proposed Sekhukhune Tourism Agency to be able to operate in the area and therefore ensure positive spin-offs for the local community. However, this also means that there should be a sufficient incentive for the private sector to become involved in the project, thus the financial side of the project will need to be discussed at length to ensure that both parties benefit.

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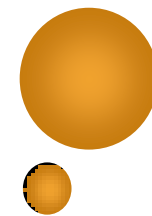


In addition to the private sector, partnerships with the following support organisations can also be considered to develop and promote the proposed routes:

- The **National African Federated Chamber of Commerce and Industry** (NAFCOC) was formed in the 1940's as an informal black trader organisation. In 1969, NAFCOC was re-organised into regions under the umbrella of a Federated Chamber of Commerce. The organisation now aims to integrate the majority of South Africans into the formal economy through business development. NAFCOC's mission is to "meet the challenges and opportunities that arise in the news as the leading independent, non-profit business-support organisation that primarily, but not exclusively, serve the interests of broad-based black economic empowerment (BBBEE) companies and small and medium sized businesses (SMME's)".
- **LIBSA (Limpopo Business Support Agency)**: LIBSA's core service mandate focuses on developing and exploiting business opportunities within the Mining, Agriculture and Tourism sectors, as well as the agro-processing and mining beneficiation industry sectors. Its focus is on growing businesses from within local communities, rather than attracting external businesses.
- **LIMDEV**: The Local Economic and Development Enterprise is a partner in economic empowerment in the Limpopo Province. The organisation's mission is to develop and promote the small enterprise sector through the provision and facilitation of business and investment opportunities.
- **SEDA**: SEDA's mandate is to 'design and implement a standard national delivery network that must uniformly apply throughout the country'. Its role includes the support and promotion of cooperative enterprises; particularly those located in rural areas.
- **SETA**: SETA's primary role is to "facilitate skills development in the education, training and development (ETD) sector." ETDP SETA's vision is "to be a promoter and facilitator in the development and improvement of the skills profile of the sector's workforce in order to benefit employers, workers and employees in the sector."
- **Limpopo Tourism and Parks**: Limpopo Tourism and Parks Board (LTP) was established in terms of the Northern Province Tourism and Parks Board Act 8 of 2001. The mandate of the Limpopo Tourism and Parks is to promote, foster and develop tourism to and within the Limpopo Province.

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5.1.3. Local and District Municipal Roles and Responsibilities

As indicated in Figure 5-1 the the main responsibilities of the government is to establish an environment conducive for economic development as well as creating opportunities for networking and partnerships. The following table illustrates the roles and responsibilities of both the District Municipality as well as the Local Municipality as an institutional unit.

Table 5-1: Municipal Responsibilities

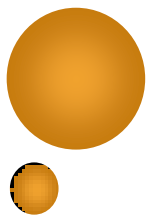
Local Municipality (Makhuduthamaga LM)	District municipality (Greater Sekhukhune DM)
Establish capacity within the municipality to promote inter-departmental collaboration	Create an enabling environment
Identify and market new economic opportunities	Promote inter-departmental collaboration
Create an enabling environment through efficient and effective service delivery and infrastructure development	Promote networking of firms within the District (i.e. creation and establishment of tourism routes)
Improve the quality of life for the local community and facilitate economic opportunities for the local population by addressing infrastructure and service delivery backlogs	Identify resource availability (i.e. grants, land, infrastructure, etc.)
Networking, to create partnerships	Provide the necessary training to the Local Municipalities
Encourage public participation	
Establish sector linkages and clustering of economic activity	

In view of the above mentioned responsibilities, the Local Municipalities in the GSDM play the following roles in promoting LED in the area, as identified in Table 5-2.

Table 5-2: The Roles of the Local Municipalities in LED

Municipal Role	Description
Coordinator	In this role the municipality acts as a co-ordination body. An important tool for co-ordination is the IDP, which draws together the developmental objectives, priorities, strategies and programmes of a municipality. The IDP can be used to ensure that the LED initiatives are coordinated with other municipal programmes and appropriately linked to national and provincial initiatives.
Facilitator	In this role the municipality improves the investment environment in the area. For example, the municipality may streamline the development process, or improve planning procedures and zoning regulations.
Stimulator	In this role municipalities stimulate business creation or expansion. For example, the municipality may provide premises at low rent to SMMEs, or compile brochures on local investment opportunities, or promote a particular tourism theme or activity in a key area.
Entrepreneur/Developer	In this role the municipality takes on the full responsibility of operating a business enterprise. A municipality can also enter into a joint venture partnership with the private sector or an NGO

Source: DPLG, 1999



5.2 Implementation Guidelines

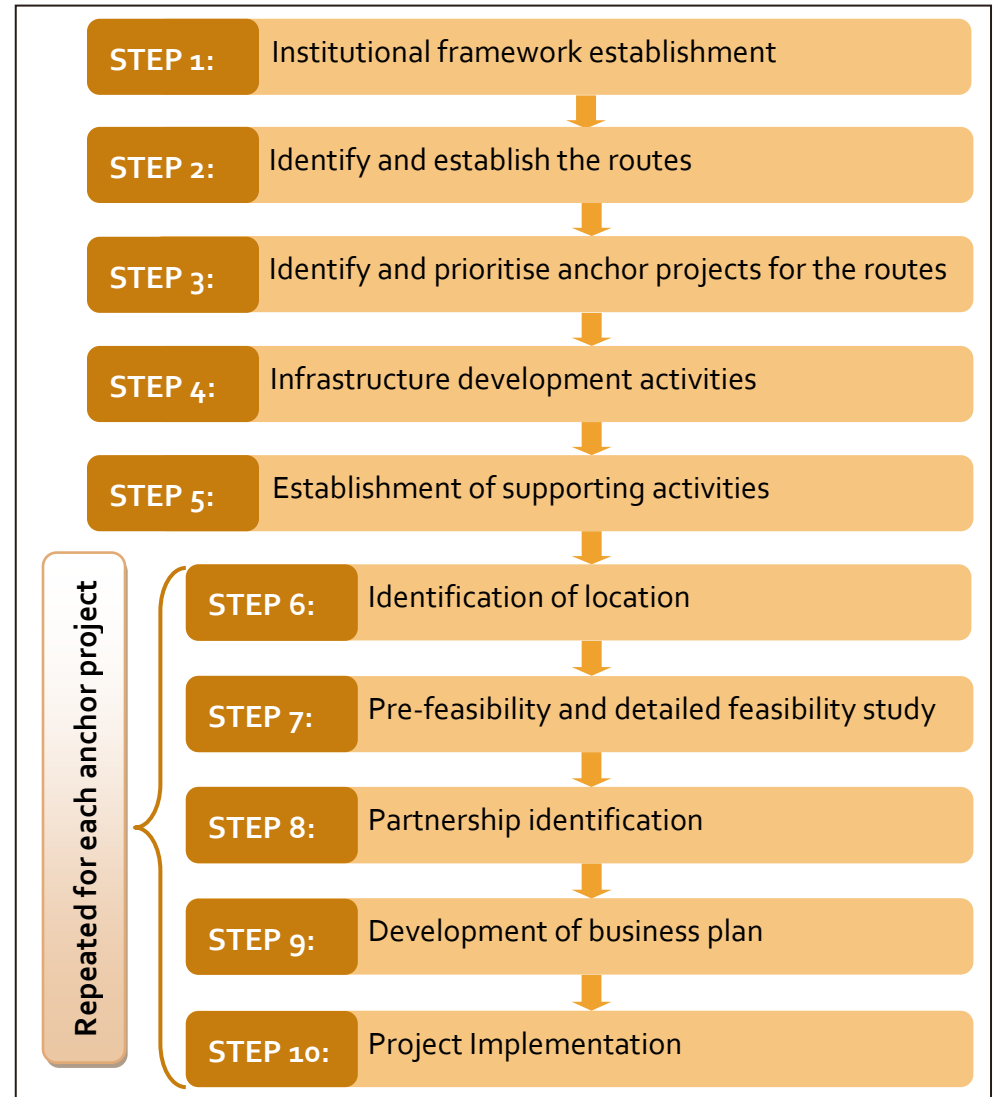
ERROR! REFERENCE SOURCE NOT FOUND. outlines the process that needs to be followed for the successful implementation of the three routes and their accompanied anchor projects identified earlier in the report. Step 1 and Step 5 are once-off steps. They are also the first key steps that will need to be implemented. Steps 6 to 10 represent the process that will need to be repeated for each anchor project.

Table 5-1, outlines the For each of the steps identified, it specifies actions that will need to be undertaken and indicates their duration, estimated costs and the organisation that will be responsible for its implementation.

In addition, the action plan clearly outlines which of the steps should be prioritised by indicating within which timeframe they should be implemented:

- Fast track actions that describe immediate actions need to be taken for implementation of the Sekhukhune Tourism routes and the Anchor Projects
- Short-term actions that need to be implemented within the three-year period and that aim at facilitating the implementation of high priority and strategic supporting projects for the immediate impact on the economy
- Medium-term actions that are to be implemented

Diagram 5-1: Implementation plan



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within a ten-year period and that include the second and third round of projects

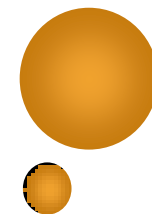
- Long-term actions that should be instigated on a long-term basis with the purpose of ongoing facilitation of existing economic opportunities and monitoring of activities with the purpose of identifying red flag areas.

Table 5-3: Implementation Plan for the Sekhukhune Tourism routes

Action/Step	Prioritisation of steps				Duration	Responsibility
	Fast Track Actions	Short-Term Actions	Medium-Term Actions	Long-Term Action		
Establish an institutional framework						
Conduct a feasibility study for the Tourism Agency establishment	X				6 – 12 months	District Municipality
Form the Sekhukhune Tourism Agency					1-2 months	DM, LM and SPV
Find private sector partners and create partnerships with other external partners					Varies	Tourism agency
Identify and establish the routes						
Identify the routes within the GSDM	X				1 month	Tourism Agency, LM and DM
Conduct a feasibility Study for all three routes	X	X			2- 6 month	Tourism agency
Development of business plans	X	X			2- 6 month	Tourism agency
Develop a marketing plan	X	X			2- 6 month	Tourism agency
Monitoring and Evaluation			X	X	On-going	Tourism agency and private sector
• Reactive Strategies			X	X		
• Preventative Strategies			X	X		
Prioritise Projects						
Prioritise projects	X				One month	Tourism agency and private sector
Address general infrastructural requirements and provide supporting services						
Infrastructure development	X	X			Varies	LM and DM

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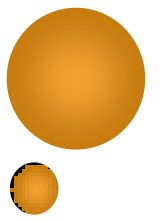
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Action/Step	Prioritisation of steps				Duration	Responsibility
	Fast Track Actions	Short-Term Actions	Medium-Term Actions	Long-Term Action		
Supporting activities establishment	X	X			Varies	Private sector, LM and DM
IMPLEMENTATION STEPS FOR EACH AND EVERY PROJECT STARTING FROM THE POINT OF ITS APPROVAL						
Identification of Location						
Identify appropriate location	X				1 month	Tourism agency and private sector
Rezoning (if required)	X	X	X		18 - 24 months	Local Municipality
Detailed Feasibility Studies						
Conducting a study	X	X			2 – 6 months	Tourism agency
Identification of funding sources	X	X			1 month	
Development of Business Plans						
Conducting a Study	X	X			2-3 months	Tourism agency
Project Implementation						
Contractual Agreement between Community Trust and private sector		X			1 month	Tourism agency and private sector
Application for funding		X			Varies	Tourism agency
Public Participation		X			1 month	Tourism agency and private sector
Project-specific infrastructure development		X			Varies	LM and DM
Project-specific supporting activities establishment		X			Varies	Private sector, LM and DM
Project development		X	X		Varies	Tourism agency and private sector
Monitoring and Evaluation			X	X	Ongoing	Tourism agency and government
• Reactive Strategies			X	X		
• Preventative Strategies			X	X		

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Chapter 6. SYNTHESIS

This report provided a detailed description of the proposed tourism routes in Sekhukhune. Altogether they aim to provide a diversity of experiences including adventure tourism, hunting, cultural and heritage sites visitation, tours to mines, nature tourists, etc.

Among the three tourism routes proposed, the Mafula a Matala Route, which traverses the western part of the Sekhukhune DM, is the most developed as it encompasses a wide variety of tourism attractions and accommodations. The other two routes proposed for the District – Mthe Marota routes and Platinum Stream Route – will require considerable investment by both private and public sector first of all to address the infrastructural problems along the routes and secondly to establish proposed anchor projects.

Overall, the partnership between local and district municipalities, private sectors, and government and local development organisations will need to be established to ensure successful establishment and operation of the proposed routes. It was suggested that to champion the development of the tourism industry and the routes in the area a Tourism Agency is established. This agency will need to raise funds, market the area for potential investors and tourists, as well as to ensure that routes and its attractions are properly maintained and satisfy the needs of the target market.