

# Greater Tzaneen Local Municipality



## DRAFT REVISED TOURISM DEVELOPMENT FRAMEWORK

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## 1. INTRODUCTION

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Kayamandi Development Services (Pty) Ltd was appointed by the Mefakeng Programme Management Unit (MPU) to review the Tourism Development Framework Document as part of a sub-component of the Local Economic Development Strategy, of the Greater Tzaneen Municipality (GTM). The review of the Tourism Development Framework was undertaken in association with the Sustainable Tourism Research Institute of Southern Africa cc (STRISA).

The purpose of the review of the existing framework is to assess whether it is still applicable since its development. The review process consists of the following activities:

- The adoption by the Mefakeng PMU of a Review Process Plan with institutional arrangements (roles and responsibilities) and preparations;
- The input of new information based on changes in the municipal milieu that impact on the effectiveness and appropriateness of the Tourism Development Framework,
- Amendment of the GTM Tourism Development Framework

This Strategy is to be used by the Greater Tzaneen Local Municipality to assist in ensuring the dedicated and effective utilisation of local available resources and to promote tourism development.

The remainder of this framework consists of the following Sections:

- **Section 2:** Tourism updated status quo and proposals
- **Section 3:** Priority implementation actions

## 2. TOURISM UPDATED STATUS QUO AND PROPOSALS

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A meeting was held on 14 August 2007 to study a summary of the main recommendations of the 2002 Tourism Development Framework prepared by STRISA. In addition, to the summary of the 2002 TDF, a document was also tabled that indicated all other known tourism development strategies and plans prepared over recent years for the Mopani Region, and that may have some impact or influence on the review process of the Greater Tzaneen Tourism Framework.

It was also proposed that projects be clustered together. The clusters are as follows: (not in order of priority)

- Agri-tourism opportunities;
- Adventure and sports tourism;
- Nature-based tourism;
- Cultural heritage tourism;
- Events and Routes;
- General - organizational and marketing.

The priorities within each cluster were also presented to the LED Committee and other consultative workshops with the community to ensure that an updated list of projects is acceptable to all role-players and stakeholders.

The importance of the water resources of the Greater Tzaneen area, from a tourism perspective, was recognised and it was agreed that it should be a cross-cutting issue that would relate to one or more of the clusters.

The following Tables per cluster provide:

- A summary of original proposals as set out in the TDF;
- Factors that have emerged from other planning initiatives (since the TDF) and that need to be taken into account in reviewing the development proposals;
- Revised Tourism Development Proposals.

<b>Table 2.1 Agri-tourism Status quo, Opportunities and Proposals</b>	
<b>ORIGINAL TDF PROPOSALS</b>	
<b>COMPONENT</b>	<b>CONCEPT DETAILS</b>
Routes	Brief comments made on the potential to create routes such as the 'Peppadew Route'; the 'Fruit Salad Route' and the 'Letaba Garden Route'
<b>RECENT INFLUENCING FACTORS</b>	
1] Agri-tourism: It has been noted that specialised agricultural tours are being promoted increasingly in other Provinces. It is also noted that institutions such as Westfalia also promote groups of avocado specialists to visit their facilities.	

<b>Table 2.1 Agri-tourism Status quo, Opportunities and Proposals</b>	
<p>2] Tea Plantation Tours: Since the closure of the Sapekoe Tea Estate, and especially the tea factory, there has been a significant decrease in the number of coach tours passing through Tzaneen. The tea factory was a major attraction and its closure has had serious repercussions on other tourism businesses in the area.</p>	
<p>3] Garden tours: Three private sector operators (King’s Walden, the Coach House and the Magoebaskloof Hotel) have combined resources to produce the Letaba Garden Route. A brochure is available and marketing has been done through garden clubs and major garden nurseries etc. in Gauteng.</p>	
<b>REVISED TOURISM DEVELOPMENT PROPOSALS</b>	
<p>1] An effort should be made to revive interest amongst the agricultural community in allowing tourists to visit farms and other places of interest involved with the planting, harvesting, packaging and processing of sub-tropical fruits and other produce. More could be made of the ‘harvest festival’ concept and previous attempts to hold festivals focussed on special fruit such as mangoes and avocados should be re-visited. This should be a private sector initiative but GTM should become involved in funding any promotional activities that would attract more visitors to the area.</p>	
<p>2] A plan has been formulated, and presented to GTM, to expand and enhance the utilization of produce from the Runnymede Community Garden. The concept would be to grow crops that could be processed into higher value produce with longer shelf lives. Local accommodation and restaurant operators in and around Tzaneen would be encouraged to purchase the fresh and bottled produce from this Garden and to encourage their guests to visit the garden and local community to experience interactive tours in the village environment. It is proposed that this Runnymede project be undertaken on a trial basis and that it be expanded if it is viable and acceptable to all role-players.</p>	

<b>Table 2.2 Adventure and sports tourism Status quo, Opportunities and Proposals</b>	
<b>ORIGINAL TDF PROPOSALS</b>	
<b>COMPONENT</b>	<b>CONCEPT DETAILS</b>
Haenertsburg Backpacker Facility (Adventure Lodge for Hikers and Bikers)	Identify appropriate land and ownership and prepare concept plan. Advertise for proposal.
Noko Cultural Village – use Noko as a base for adventure tourism into the Thabina Nature Reserve	Investigate possibility of using Noko as a base camp, with all necessary amenities and proper roads and pathways, for adventure based tours and nature/culture experiences in the Reserve. Form organization to join forces to develop potential of the area.
General adventure tourism	Comments made on the need to develop this sector as the demand is growing for activities such as mountain-biking, hiking and water-based activities.

<b>Table 2.2</b>
<b>Adventure and sports tourism Status quo, Opportunities and Proposals</b>
<b>RECENT INFLUENCING FACTORS</b>
<p>1] Recent research has indicated huge growth in both ‘soft’ and ‘hard’ adventure activities. The largest growth is in mountain biking and, at present, this is a sector that has considerable disposable income and is prepared to travel regularly to near and far destinations if the biking environment is attractive and the events are well organized.</p>
<p>2] The young adventure market looks for basic, clean and comfortable accommodation where self-catering facilities as well as nearby restaurants etc. are available. This would indicate a need for more accommodation at the basic self-catering level and catering especially for young families.</p>
<p>3] DEDET and LTP have designated the eastern escarpment, including Lekgalameetse Nature Reserve and the Wolkberg Wilderness Area, as an ‘adventure zone’. A Plan is still being formulated to develop trails and accommodation within this Zone with particular reference to linking the African Ivory Route camp at Mmafefe, the chalets at Lekgalameetse and the Sepeke tented camp at The Oaks into an adventure route.</p>
<p>4] Three private-sector operators are known to be investigating tourism and adventure facilities within Thabina Nature Reserve and along the escarpment at Sekororo and Metz.</p>
<p>5] The development of adventure camps, aimed specifically at the rural youth, has been highlighted in the Mopani District (MDM) Tourism Plan as these activities could create major social and physical opportunities and challenges for young people from disadvantaged backgrounds who would normally not have access to the necessary equipment.</p>
<p>6] DEDET has commissioned a study into quad bike trails based at Baleni Ivory Route Camp and which would head throughout the Mopani District taking in various villages and cultural attractions etc. along the way. It is possible that an extension of one of these tours could reach into the Mwamitwa and Modjadji areas.</p>
<p>7] The most important first-step in creating either Greater Tzaneen or the Mopani District as an adventure destination is to train a pool of young guides qualified in all aspects of both ‘soft’ and ‘hard’ adventure.</p>
<b>REVISED TOURISM DEVELOPMENT PROPOSALS</b>
<p>1] Greater Tzaneen Municipality should facilitate the process of setting aside appropriate land in the Village of Haenertsburg for lease or sale to the private sector for the construction of backpacker chalets and other essential tourism facilities. This process would require further interventions between GTM and the National and Provincial Departments of Public Works to secure the land.</p>

<b>Table 2.2</b>	
<b>Adventure and sports tourism Status quo, Opportunities and Proposals</b>	
<p>2] In view of the interest by the private sector in developing various tourism facilities within Thabina Nature Reserve, the focus on an adventure tourism camp should turn to Tours Dam. This dam is readily accessible along a tarred road and it has a number of characteristics that make it preferable to Thabina – the main one being that it is not within a proclaimed Nature Reserve. Apart from this aspect, Tours Dam is extremely attractive and the mountains to the south of the Dam hold many possibilities for adventure tourism activities. It is proposed that a detailed study be commissioned to investigate all aspects of the construction and management of an Outdoor Adventure and Youth Development Centre.</p>	
<p>3] No further effort should be expended on trying to resurrect the now defunct Noko Cultural Village, but the site is attractive and could be included in the investigation into an Adventure Centre.</p>	
<p>4] Greater Tzaneen Municipality, in association with Mopani District Municipality, DEDET and SAFCOL, should take the lead in establishing a Training Centre for Culture, Nature and Adventure guides. Such a facility is long overdue in Limpopo and the Greater Tzaneen area has all the resources to make this a successful and highly visible project.</p>	

<b>Table 2.3</b>	
<b>Nature-based tourism Status quo, Opportunities and Proposals</b>	
<b>ORIGINAL TDF PROPOSALS</b>	
<b>COMPONENT</b>	<b>CONCEPT DETAILS</b>
Tzaneen Dam – Tourism Plan for both de Marrillac Peninsular and Jetty 3 (A zoning plan for Tzaneen Dam is in existence)	Finalise concept plan for both sites. Prepare Terms of Reference and issue Request for Proposals
Haenertsburg Forest Trails	Identify routes and negotiate with DWAF regarding trails through small indigenous forests such as Forest Glens and Black Forest. Open trails and produce maps and interpretative material.
Haenertsburg Townlands	Finalize negotiations with landowner and seek GTM support. Action plan to be implemented
Ebenezer Dam – Grassland Peninsular	Survey and plan appropriate walking trail with proper signposting and marketing.
Ebenezer Dam – Public Picnic and Launch sites	Identify suitability of possible short-term sites that would be ‘user-friendly’ and investigate longer-term suitability in accordance with Zoning Plan.
Ebenezer Dam – Mini Waterfront and Old Smokey	Prepare and finalize a Concept Plan and undertake a preliminary Environmental Impact Assessment.
Magoebaskloof Dam Zoning plan	Draft a Memorandum of Agreement between DWAF and the Tzaneen Tourism Partnership; seek an appropriate operator and implement development proposals

<b>Table 2.3 Nature-based tourism Status quo, Opportunities and Proposals</b>	
Magoebaskloof Dam – Picnic sites	Plan and build facilities with appropriate signage.
Magoebaskloof Dam perimeter walk	Investigate and implement a route with appropriate signage.
Magoebaskloof Dam Tourism Information Centre	Prepare necessary marketing materials for interpretation boards and weatherproof shelters.
Magoebaskloof Dam Boat Hire	Purchase canoes with necessary equipment and construct boathouse. Signage and permits.
Commonwealth Plantation – Signboards and Interpretation	Access to Plantation through a short section of the Sapekoe Tea Estate to be reconfirmed with new management of the Estate. Design interpretation board.
Commonwealth Plantation – Forest Walk	Re-negotiate the forest trail with SAFCOL, plan route and construct and erect signage.
Debegeni Waterfall – Short Forest Walks	Investigate and implement one or two possible hiking circuits after discussion of the concept with SAFCOL. Erect proper signage.
Debegeni Waterfall Interpretation Board	Prepare and construct Interpretation Boards with additional leaflets.
Debegeni Waterfall Tourism Monitors	Prepare concept pilot plan, whether this is a function of the Tzaneen Tourism Partnership (TTP) or an SMME opportunity. Recruit, train and implement.
Woodbush Forest – upgrade road	Investigate what needs to be done to upgrade the road to make it negotiable for ordinary sedan cars. Finalize action plan and implement.
Woodbush Forest – signage and Interpretation	Erect one major interpretation board and a series of smaller boards at selected sites.
Dap Naude Dam Picnic Site	Upgrade picnic site with appropriate signage.
Noko Cultural Village – use Noko as a base for adventure and nature tourism into the Thabina Nature Reserve	Investigate possibility of using Noko as a base camp, with all necessary amenities and proper roads and pathways, for adventure based tours and nature/culture experiences in the Reserve. Create an organization to join forces to develop potential of the area.
<b>RECENT INFLUENCING FACTORS</b>	
1] Tzaneen Dam: There is little interest at present in developing any major tourism facilities around Tzaneen Dam. The only possible development is to upgrade the existing caravan, camping and day-visitor site.	
2] Haenertsburg Townlands/Grasslands: Based on professional and scientific inputs and advice, the community of Haenertsburg has agreed unanimously that no further encroachment should be permitted on the Haenertsburg Grasslands. In other words, any new residential or business developments are encouraged but they cannot extend into the area known as the Haenertsburg Grasslands. In addition, the Limpopo Department of Economic Development, Environment and Tourism has approved enhanced conservation status for the Grasslands pending negotiations with the current owner of the land, the National Department of Public Works.	

<b>Table 2.3 Nature-based tourism Status quo, Opportunities and Proposals</b>
2] Haenertsburg Forest Trails: The private sector is busy with expansion of both hiking and biking trails through neighbouring forests etc.
3] Ebenezer Dam: The desirability of developing appropriate tourism facilities somewhere along the shore of Ebenezer Dam (particularly at the site known as 'Old Smokey') has been stressed in recent reports prepared for the Irish Aid Programme, the DEDET Cluster Study and the SAFCOL Tourism Plan. This is becoming a matter of some urgency, because the attractive environment of Ebenezer Dam is simply not being made available to the travelling public.
4] Magoebaskloof Dam: Both the Irish Aid Feasibility Study and the SAFCOL Tourism Plan placed strong emphasis on the strategic location of Magoebaskloof Dam and its potential as a tourism centre where a number of activities could be based. This tourism centre would be linked to exciting concepts such as forest boardwalks and canopy tours as well as hiking and biking trails, and vehicle tours, into the Woodbush Forest.
5] Commonwealth Plantation: Not a particularly high priority but a walking trail would be a useful addition to the 'basket' of tourism products within the Tzaneen destination.
6] Debegeni Waterfall: This is a valuable resource that requires enhanced utilisation. This would need expansion of the picnic facilities and the ablution block, short walks through the forest around the waterfall and better interpretation of the site, as well as monitoring of visitor behaviour.
7] Woodbush Forest: This was mentioned specifically in the SAFCOL Report as being a site of high biological value and tourism appeal. However, it requires 'opening up' in terms of amenities and better interpretation.
8] Dap Naude Dam: Many fine old trees at the picnic site have been removed on the grounds that they are alien. The fact that they have historical and aesthetic value was not considered. The SAFCOL Plan made various recommendations in respect of visitor utilisation on and around this Dam.
9] Noko Cultural Village: Neglect and white ants have now largely destroyed the 'village'. However, it is an attractive site and, prior to the recent agreement by LTP to allow visitor facilities to be developed inside Thabina Nature Reserve, any developments would have needed to be done outside the Reserve. The site should now be left to return to nature or used as part on an adventure centre.
10] Nature-based tourism in general: The majority of the above sites would be used for 'soft' adventure and recreational tourism, sectors that both require additional stimulation. However, recent studies have shown that it is the 'special interest' nature visitor that holds considerable potential and the Greater Tzaneen area has an abundance of resources that could be offered to these potential visitors. Some of the key resources include the bird life; the smaller and more endangered mammal, insect and reptile species; montane grasslands; indigenous forests and history. The extension of the Soutpansberg/Limpopo Birding Route to include the Capricorn and Letaba area has already proved to be very successful in attracting new visitors.

<b>Table 2.3</b>	
<b>Nature-based tourism Status quo, Opportunities and Proposals</b>	
<b>REVISED TOURISM DEVELOPMENT PROPOSALS</b>	
<p>1] Tourism facilities at Tzaneen Dam: An effort should be made to upgrade the existing picnic facilities within the Tzaneen Nature Reserve and to commission a plan for expanded day-visitor facilities within the Reserve. It is noted that day-visitor recreation facilities are extremely scarce within the Greater Tzaneen area and this is an ideal site to develop simple and appropriate facilities for the middle and lower income markets.</p>	
<p>2] Great Tzaneen Municipality is urged to support the process of having the Haenertsburg Grasslands declared a site of Natural Importance. This would have valuable environmental, ecological, social and educational values and benefits, as well as assisting the Haenertsburg tourism community to use the grasslands as a tourism attraction.</p>	
<p>3] As far as all the dams within Greater Tzaneen Municipal area are concerned, the GTM should spearhead an official approach to the Department of Water Affairs and Forestry to create tourism zoning plans around each dam and to permit appropriate water-based activities on the dams. This is matter of vital importance as far as developing new visitor attractions and facilities within the Tzaneen tourism destination is concerned.</p>	
<p>4] Particular attention should be paid to the development of tourism facilities at Ebenezer, Magoebaskloof and Tours Dams. Detailed development and business opportunities should be explored at the same time as negotiations with DWAF are taking place.</p>	
<p>5] SAFCOL should be approached to develop an integrated tourism plan for Debegeni Waterfall, the Woodbush Forest and Dap Naude Dam. These three resources could focus a great deal of new nature-based and special interest tourism into the area.</p>	
<p>6] The training of nature guides has been mentioned above and it should be a medium term priority for GTM to investigate what support the Municipality could give to a Guide Training Centre. This is an immediate job-creation project and would also fill a need for better interpretation of the tourism sites and attractions within the area.</p>	
<p>7] GTM should work closely with GTTA to develop a series of special interest pamphlets that could be used to market the wide variety of natural, cultural and historical sites and attractions within the area. This is covered in more detail in the section dealing with Organizational and Marketing matters</p>	

<b>Table 2.4</b>	
<b>Cultural &amp; Heritage Tourism Status quo, Opportunities &amp; Proposals</b>	
<b>ORIGINAL TDF PROPOSALS</b>	
<b>COMPONENT</b>	<b>CONCEPT DETAILS</b>
Tzaneen Museum (present Museum building is unsound, too small and non-visible)	Investigate the feasibility of creating a new Museum building at the Resource Centre, with proposals for funding. If not feasible, then upgrade the existing

<b>Table 2.4 Cultural &amp; Heritage Tourism Status quo, Opportunities &amp; Proposals</b>	
	building and review the position of Curator in terms of remuneration and service conditions etc..
Old Public Works Building, Tzaneen	Assessment of current state of the building to be done; discuss appropriate theme and finalize business plan to put building into working order and making it a tourist attraction - possibly aimed more at the local market. Implement the plan.
Haenertsburg Village – Historical walks and Interpretation	Plan and implement an ‘historic’ walk around the Village. Also create signposting and appropriate interpretative material.
Buchan Memorial – Georges Valley Road	Upgrade signage and access to memorial.
O’Connor Memorial (Woodbush Drive)	Create interpretation board.
Nkowankowa and Lenyenye Route Development	Form one or more Village Tourism Forums. Investigate possible range of local products for incorporation into local routes and guided tours. Local guides to be trained and half day and full day tours to be developed. Look at marketing support for this venture.
Modjadji Nature Reserve and environs	Short-term development plan to be compiled with specific reference to upgrading of existing facilities.
Village Tourism Support Unit	Render assistance with setting up of proposed Village Tourism Trust and support of the Village Tourism Support Unit.
Other Village Projects of Tourism Value (Vegetable gardening)	Investigate the potential of vegetable gardening and market opportunities for related products. Assistance with training and marketing etc.
Arts & Crafts and other products	Research potential of products and activities such as traditional clothing, arts and crafts, consumable products such as goats, chickens, eggs etc.
Traditional farming and Muthi Plant cultivation	Investigate ‘traditional farms’ and muthi plant nurseries as well as the possibility of growing and rearing certain indigenous crops and animals.
<b>RECENT INFLUENCING FACTORS</b>	
1] The irreplaceable collection of socio-cultural artefacts and information in the Tzaneen Museum is in danger of being sold or lost entirely to the area as a whole. It is a matter of considerable urgency that steps should be taken to construct a new museum that would be more visitor-friendly and to safeguard the contents.	
2] The old Public Works building in Danie Joubert Street may have deteriorated beyond economical repair but it is still worth rescuing because of its historical value.	
3] Haenertsburg Village: The initiative to develop the historical appeal of this Village rest with the local private sector.	
4] The John Buchan and the O’Connor Memorials require some attention in terms of maintenance and interpretation. The are both an integral feature of the area’s historical heritage.	

<b>Table 2.4</b>
<b>Cultural &amp; Heritage Tourism Status quo, Opportunities &amp; Proposals</b>
<p>5] Nkowankowa and Lenyenye: Mefakeng has initiated Tourism Development Agencies (TDAs) in both towns. The private sector has developed guided tours through both towns and neighbouring villages such as Zangoma, but essential tourist facilities such as toilets and ‘resting laps’ need to be constructed at strategic points. An attempt to upgrade some of the taverns and ‘shebeens’ could lead to increased visitor usage. A private operator is looking at a possible day-visitor centre near Chief Mohlaba’s Headkraal.</p>
<p>6] Modjadji Nature Reserve: Recent reports compiled for DEDET, Greater Letaba Local Municipality and the Mopani District Municipality have all stressed the importance of completing various tourism developments and upgrading schemes in and around the Nature Reserve. Modjadji is one of the Province’s tourism ‘icons’ and yet nothing ever seems to happen in terms of the many plans that have been drawn up. This is a key attraction for visitors to the Greater Tzaneen destination.</p>
<p>7] Village Tourism Support Unit: The Village Tourism Trust has been officially registered as a Section 21 Company since the TDF was completed. The VTT has applied successfully to both the EU’s Limpopo LED Programme and the National Lotteries Development Trust Fund for funds for cultural heritage projects. In association with various partners, the Village Tourism Trust has recently embarked on two major projects:</p> <ul style="list-style-type: none"> <li>• The Heritage-based Arts, Crafts and Village Tourism Cluster (R 1,4 million); and</li> <li>• The “Valley of the Olifants ~ Valley of Music” project (R 6,5 million).</li> </ul> <p>Additional funding would allow the Trust to expand both projects and embark on additional programmes that would have long-lasting benefits for rural communities.</p>
<p>8] Other Village Projects and arts and crafts: See note above under 7]. In addition, the Village Tourism Trust has submitted a proposal to the Greater Tzaneen Municipality to develop the vegetable garden at Runneymede into a more commercial operation serving the tourism sector.</p>
<p>9] No progress has been made with any project involving traditional farming, although several village communities have indicated interest in muthi plant cultivation.</p>
<p>10] The roadside hawkers and water-container sellers alongside the R 71 just out of the Village of Haenertsburg have created an ever-increasing traffic hazard. The R 71, now declared a National Road, is clearly attracting much greater flows of traffic and the situation that exists at the moment requires urgent attention. It has been proposed to the hawkers, and accepted by them, that they should be offered more appropriate space a few metres off the road closer to the Broederstroom River Bridge, and that this would give them better stalls from which to sell their produce, ablutions that currently do not exist at all, and a much greater level of safety from passing traffic. This requires urgent attention as the National Roads Agency has apparently threatened to simply ‘get rid of them’ – an attitude that is not acceptable.</p>

<b>Table 2.4</b>
<b>Cultural &amp; Heritage Tourism Status quo, Opportunities &amp; Proposals</b>
<b>REVISED TOURISM DEVELOPMENT PROPOSALS</b>
<p>1] GTM should commission a study into the real values of the Tzaneen Museum to the tourism industry of the area, and what steps could or should be taken to secure the various artefacts and information into the future. This study should also look into the possibility of re-locating the Museum to the Tzaneen Tourism Information Centre and utilising technology to make it a 'must-see' attraction in the area.</p>
<p>2] GTM should commission a study into the physical state of the Old Public Works building and investigate how it could be used as a future tourism attraction. It has been suggested that this building could become a 'Struggle History' museum portraying the roles that various local people played in bringing about the new South Africa.</p>
<p>3] Maintenance and interpretation at all monuments is recommended.</p>
<p>4] Greater Tzaneen should become an active role-player in stimulating any initiative that will improve tourism facilities and the appeal off the Modjadji Nature Reserve and environs. Although this would mean one additional player in an already crowded process, the importance of Modjadji to the tourism sector of Tzaneen is huge. It is also desirable to explore how the villages and communities below the Modjadji escarpment (Relella, Runnymede, Mwamitwa etc.) could be linked into a cultural tourism route with Modjadji.</p>
<p>5] The Village Tourism Trust is very active within the Greater Tzaneen and the Mopani areas, and substantial funds have been allocated towards the arts, crafts, performing arts, village-tourism, music, legends and story-telling resources of this area. All information will be extremely valuable in planning, developing and managing new tourism products and experiences, and GTM is urged to render whatever support it can to these initiatives. A formal relationship between GTM and the Village Tourism Trust could be investigated.</p>
<p>6] GTM should investigate how existing tourism and tourism-related operators within Nkowankowa and Lenyenye could become more actively involved in the Tourism Development Agencies that have been established by Mefakeng.</p>
<p>7] Private sector operators in and around Tzaneen (through either the GTTA or the Tzaneen Tourism Association) should be made aware of the tourism opportunities and/or partnerships within the rural communities as far as existing or future tourism products and facilities are concerned. It is particularly important to ensure that any 'township tours' are promoted through the existing operators as they will almost certainly supply the majority of customers for such tours and excursions.</p>
<p>8] Urgent attention to be given to the roadside hawkers and water-container sellers at Haenertsburg.</p>

<b>Table 2.5</b>	
<b>Events and Routes Tourism Status quo, Opportunities and Proposals</b>	
<b>ORIGINAL TDF PROPOSALS</b>	
<b>COMPONENT</b>	<b>CONCEPT DETAILS</b>
Nkowankowa and Lenyenye Route Development	Form one or more Village Tourism Forums. Investigate possible range of local products for incorporation into local routes and guided tours. Local guides to be trained, and half day and full day tours to be developed. Look at marketing support from GTM.
Agri-tourism Routes	Brief comments made on the potential to create routes such as the 'Peppadew Route'; the 'Fruit Salad Route' and the 'Letaba Garden Route'.
Events	Various recommendations regarding the stimulation of appropriate tourism-related events.
<b>RECENT INFLUENCING FACTORS</b>	
<p>1] Nkowankowa and Lenyenye: Mefakeng has initiated Tourism Development Agencies (TDAs) in both towns, and it is assumed that these TDAs will fully investigate all tourism opportunities including sites that could be included on local tours. It is important that tourism in these two towns should not be planned in isolation of other attractions within the greater destination.</p>	
<p>2] Comments have been above under the 'Agri-tourism' section.</p>	
<p>3] Events still constitute one of the most powerful 'magnets' in tourism. There is a strong need, however, to ensure that the events are constantly upgraded and refreshed in terms of their themes and the contents of the exhibitions etc. Comments have been made to the effect that the goods on offer do not vary greatly from year to year and they lose their appeal to the repeater markets.</p>	
<b>REVISED TOURISM DEVELOPMENT PROPOSALS</b>	
<p>1] As far as routes are concerned, experience has shown that this should be handled mainly by the private sector or by local tourism associations. It is important to create 'route forums' and to ensure buy-in from all product, attraction and facility owners that lie along any proposed route. It also noted that routes often attract only the special interest visitor and that general meandering around a large tract of rural countryside is an activity that is declining in popularity. This is mainly the result of rising fuel prices and the changing needs and expectations of the travelling public. However, any routes that may be developed by the private sector should be supported in terms of publicity and marketing by GTM.</p>	
<p>2] Events are, similarly, best managed by the private sector, but the Local Municipality can play a vital role in terms of helping to finance key performers or venues that will make the events more attractive. GTM and GTTA, as well as the individual community tourism associations, should liaise in drawing up a calendar of events.</p>	

<b>Table 2.6</b>	
<b>Organisational and marketing Status quo, Opportunities and Proposals</b>	
<b>ORIGINAL TDF PROPOSALS</b>	
<b>COMPONENT</b>	<b>CONCEPT DETAILS</b>
Rationalization of existing private sector organizations	Create Umbrella body and formalize local Tourism Forums or CTAs.
Tourism Levy	This is required in order to fund administrative and marketing actions. A basic monthly levy and a 'per bed' levy should be considered.
Tzaneen Tourism Partnership	Relationship between the umbrella body (GTTA) and the Greater Tzaneen Municipality. Some functions include: 1] Management; 2] Marketing; 3] Liaison outside the area; 4] Education and Training; 5] SMME and BEE Development; 6] Research; 7] Standards at public facilities; 8] New project development; 9] White Paper functions for the Municipality.
Tzaneen Town	Design and implement highly visible and distinctive signposting to assist visitors to find their way through Tzaneen from both the Modjadjiskloof and the Hoedspruit directions.
Tourism Resource Centre	Meetings to be held with all Stakeholders and Tourism Operators to finalize functions and services. Sub-contract the kiosk and fast-food outlet and open to the public.
Ebenezer Dam Zoning Plan	Prepare revised Zoning Plan and submit to Minister of Water Affairs and Forestry for approval.
Ebenezer Dam Management Structure	Finalize function and responsibilities of Ebenezer Planning and Management Association; prepare a business plan and implement.
Tours Dam - develop and implement a Tourism Development Plan for the Dam and environs	Compile a development plan based on the outcome of workshops and studies on the area and investigate potential of traditional farming project. Create the Tours Dam Tourism Company and implement.
<b>RECENT INFLUENCING FACTORS</b>	
1] The Greater Tzaneen Tourism Association (GTTA) has been formed and accepted as the 'umbrella' body by all role-players.	
2] Community Tourism Associations have been formalised in Tzaneen, Magoebaskloof/Haenertsburg and Letsitele.	

<b>Table 2.6</b>
<b>Organisational and marketing Status quo, Opportunities and Proposals</b>
3] Limpopo Tourism and Parks has embarked on a programme to create and strengthen community tourism associations or forums throughout the Province. This process will ensure that structures exist within each Local Municipality as well as within the District Municipalities and at Provincial level.
4] The relationship between Greater Tzaneen Municipality and the GTTA has yet to be finalised.
5] Making Tzaneen a more tourist-friendly town, in terms of signposting, has not yet been attended to.
6] The Tourism Resource Centre (Tourism Information Centre) has been operating for two to three years, but a relationship between the Local and Provincial Tourism Authorities and the GTTA has not been formalised in a way that will allow joint usage of the facilities. LTP is apparently trying to resolve this issue as far as the Soutpansberg Tourism Association and the Makhado Information Centre is concerned and will, hopefully, apply any solutions to the Tzaneen Centre as well. The craft 'rondavels' are not operating effectively.
7] No progress has been made with a Tourism Zoning Plan for either Ebenezer Dam or Tours Dam and negotiations with the Department of Water Affairs and Forestry are indicated as being urgent.
<b>REVISED TOURISM DEVELOPMENT PROPOSALS</b>
1] The working relationship between GTTA and GTM needs to be formalised especially as far as funding, functions and responsibilities are concerned. This was originally proposed as the Tzaneen Tourism Partnership.
2] The Tzaneen Tourism Partnership should investigate the following actions: <ul style="list-style-type: none"> <li>• An acceptable branding for the GTM destination;</li> <li>• More effective liaison with neighbouring destinations;</li> <li>• A Marketing Plan and a strategic marketing alliance at a regional or district level. Active attention must be paid to the use of technology in both marketing and the provision of tourism information and interpretation;</li> <li>• The Introduction of Tourism Awareness programmes at local schools. (Note that Mopani District Municipality is close to adopting the Tourism Education Trust's schools' awareness programme and some of the pilot schools are within Greater Tzaneen).</li> </ul>
3] Greater Tzaneen Municipality should commission a tourism research programme that will provide essential information on the health and wellbeing of the local tourism industry. Of particular importance is the need to maintain the database in an up-to-date condition and to undertake regular visitor profile studies as well as constantly undertaking surveys to fully understand any changes or trends that are impacting on the shape and size of the main market sectors.
4] Greater Tzaneen Municipality should commission at least two comprehensive feasibility studies per annum on behalf of local communities or emerging entrepreneurs that indicate a real interest in developing new tourism facilities.

### 3. PRIORITY ACTIONS FOR IMPLEMENTATION

Arising from the previous Section, a meeting with the Steering Committee has recommended that priority attention should be given to the following four projects/development facilitation actions:

- To create a unified body that will oversee tourism development and marketing activities within the Greater Tzaneen destination.
- To establish an appropriate performance evaluation and monitoring system for the tourism industry within the destination
- To create a process for undertaking feasibility studies for new tourism ventures
- To evaluate what needs to be done to prepare for 2010

The key activities, responsible roleplayers and timeframe for implementation of the priority tourism projects are contained in the below Tables.

**Table 3.1 Key activities, roleplayers and timeframe for unified tourism body**

<b>PROJECT</b>	<b>To create a unified body that will oversee tourism development and marketing activities within the Greater Tzaneen destination.</b>
<b>KEY SUPPORTING ACTIVITIES</b>	<p>A final list of functions and responsibilities will require further discussion especially in view of the initiative by Limpopo Tourism and Parks to rationalise and stimulate local and district community tourism associations or forums. However, the following activities are suggested as being central to the objectives of this 'unified body':</p> <ol style="list-style-type: none"> <li>1] To create an effective forum for communications between the Greater Tzaneen Municipality and the industry through the various community tourism associations and the tourism development agencies;</li> <li>2] To agree on an annual budget and to identify sources of funding;</li> <li>3] To devise an annual marketing strategy and to implement this. Note: A full list of the various activities covered by 'marketing' was contained in the 2002 Tourism Development Framework (Phase 4 Page 15). The main addition to this list is the important need to investigate how technology may be incorporated into both marketing and information provision actions;</li> <li>4] To identify desirable new tourism development opportunities and to recommend at least two projects per annum that would need detailed feasibility studies. This would include making recommendations on the appointment of service providers to undertake such work;</li> <li>5] To provide a 'pool' of expertise and to investigate linkages between the private sector and emerging tourism businesses thereby stimulating co-operative actions that will ensure benefits to both the established and the emerging operators;</li> <li>6] To oversee a programme of tourism education and awareness amongst all residents of the area;</li> <li>7] To develop and oversee a programme of research, evaluation and monitoring that will assist the destination managers, marketers and operators to better understand their markets and what actions need to be</li> </ol>

	<p>taken by the tourism sector to meet social, economic and environmental objectives. This would also involve the appointment of service providers;</p> <p>8] To ensure that the standards at all public tourism facilities are maintained in an acceptable condition;</p> <p>9] To seek constant feedback from the tourism sector, and other interested and involved persons, regarding ‘issues of concern’ caused by or impacting on the well-being of the tourism industry. Whilst this is part of the proposed ‘research programme’ it is also desirable to ensure an ‘open door’ policy at all times for the receipt of any matter that may impact negatively on the tourism sector.</p>
<b>RESPONSIBLE PERSONS/ ORGANISATIONS</b>	<p>The 2002 Tourism Development Framework proposed that a Tzaneen Tourism Partnership (TTP) be formed with an equal number of representatives from the private sector (established and emerging) and from the Municipality. At that time it was proposed that the total number of representatives should be 10 persons and that the relationship between the two parties should simply be governed by a Memorandum of Agreement without the need to establish any sort of formal association or Section 21 Company etc.</p> <p>The basis principle of this proposal is still supported although the number of representatives serving on the TTP may be reduced to six. The Chairperson may be elected from amongst the six persons and would serve for 12 months. Chairmanship could be rotated between the private sector and the Municipal representatives. The TTP could appoint various sub-committees to handle projects.</p>
<b>TIMETABLE</b>	<p>The Tzaneen Tourism Partnership to be formalised by end November 2007 and be ready to commence active discussions and planning by end January 2008.</p>

**Table 3.2 Key activities, roleplayers and timeframe for performance evaluation and monitoring system**

<b>PROJECT</b>	<p><b>To establish an appropriate performance evaluation and monitoring system for the tourism industry within the destination</b></p>
<b>KEY SUPPORTING ACTIVITIES</b>	<p>The main action is to understand the research programmes that have been adopted by LTP and the Department of Economic Development, Environment and Tourism. There is no need to duplicate research but certain information will need to be gathered that is specific to the Greater Tzaneen Municipality and that may not be included in the other programmes. It is also necessary to investigate whether Mopani District Municipality intends embarking on any tourism research programmes because there is some merit in undertaking research at the District level where information can be gathered on behalf of all five Local Municipalities. Research activities are proposed as follows:</p>

	<p>1] Update the present database of accommodation operators, attractions and other tourism facilities, including fairs, festivals and events that attract visitors;</p> <p>2] Undertake more detailed research in the rural villages regarding the presence of any commercial facilities that may be used by tourists – e.g. accommodation, taverns, shebeens, restaurants and fast food outlets etc.;</p> <p>3] Select an appropriate and fully representative cross-section of operators to be included on regular in-depth performance surveys. This will require personal approaches to the proposed sample of operators and should be co-ordinated with the actions currently being taken by Limpopo Tourism and Parks to compile a similar register of willing respondents;</p> <p>4] Discuss and finalise the information required from the respondents and print questionnaires for completion by trained field researchers or on a self-completion basis by the respondents. This information will include the following:</p> <ul style="list-style-type: none"> <li>➤ Occupancy levels over selected periods of time; (Note that the general database will already have included basic information such as number of rooms, beds, tariffs etc.);</li> <li>➤ Analysis of guest origins, and reasons for travel;</li> <li>➤ Trends in demand;</li> <li>➤ Number of staff in low, middle and high salary/wage positions;</li> <li>➤ Information that will allow analyses to be made of where the tourism industry is sourcing its consumables and how much tourism ‘income’ actually remains within the economy of the Greater Tzaneen Municipality, and how much ‘leaks out’;</li> <li>➤ Any key ‘issues of concern’ regarding trading conditions. (This would lead to a ‘tourism business confidence’ index;</li> </ul> <p>5] Undertake ‘snap-shot’ surveys over key holiday periods at the main public visitor attractions – e.g. Debegeni Waterfall and Modjadji Nature Reserve. These surveys would seek feedback on the visitor satisfaction levels with the destination as a whole;</p> <p>6] Undertake surveys amongst guest at selected fairs, festivals and events to determine guest profiles, satisfaction levels and trends in repeat travel etc.</p>
<p><b>RESPONSIBLE PERSONS/ ORGANISATIONS</b></p>	<p>The Tzaneen Tourism Partnership would appoint an appropriate private sector service provider to undertake all research. This would be more acceptable to the private sector operators supplying information as some of the information is regarded as highly sensitive and confidential. All survey results would be published in a format that does not identify, in any way, the respondents or their operations.</p>
<p><b>TIME-TABLE</b></p>	<p>If a service provider can be appointed by end November 2007, the programme of research could start at the beginning of 2008. This would be an ideal time as the programme could then be done on a calendar year basis.</p>

**Table 3.3 Key activities, roleplayers and timeframe for feasibility studies**

PROJECT	<p style="text-align: center;"><b>To create a process for undertaking feasibility studies for new tourism ventures</b></p>
KEY SUPPORTING ACTIVITIES	<p>1] The Tzaneen Tourism Partnership should call for proposals from communities, SMMEs and entrepreneurs regarding new tourism business opportunities. This information would be combined with observations already made by the TTP or others in the area, and a short list of possible new projects should be drawn up;</p> <p>2] The TTP would evaluate these applications and select two or three that appear to hold most promise in terms of maximising local involvement and benefits (social, environmental and economic);</p> <p>The TTP should call for proposals from service providers to undertake detailed feasibility studies for the selected projects. The information required from the feasibility studies would include the following:</p> <ul style="list-style-type: none"> <li>➤ Executive Summary;</li> <li>➤ Project Objective – a summary of exactly what the project aims to achieve in terms of meeting social, economic and environmental objectives. The project’s Vision for the future;</li> <li>➤ Description of the Location;</li> <li>➤ Analysis of the current situation at the site or in the immediate area;</li> <li>➤ Perceived product risks and threats;</li> <li>➤ Existing Markets – an analysis of the shape, size, habits and behaviour patterns of existing travellers into the region;</li> <li>➤ Potential markets – an analysis of the ‘most likely’ future market sectors that could be attracted to the anticipated projects. This would include an analysis of the most significant trends that are shaping market demand;</li> <li>➤ Growth potential – commentary on the tourism markets in general and what factors are likely to influence growth (positive and negative) in the future;</li> <li>➤ Product pricing and positioning within the overall hierarchy of tourism needs and expectations. What is the ‘unique competitive advantage’;</li> <li>➤ Concept design and physical components;</li> <li>➤ Capital development costs;</li> <li>➤ Estimated operating income and expenditure budgets. Monthly breakdown for Year 1, quarterly breakdown for Year 2 and annual estimates for Years 3, 4 and 5;</li> <li>➤ Impact Analysis             <ul style="list-style-type: none"> <li>• Overall impact on the area</li> <li>• Economic impacts and the job creation scenario</li> <li>• Social and cultural impacts</li> <li>• Environmental impacts and implications</li> </ul> </li> <li>➤ Management Plan – including human resource matters – staffing requirements, training needs and solutions; capacity building for sub-contracted (out-sourced) services;</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Recommendations on funding and institutional structure/s such as partnerships etc.;</li> <li>➤ Cluster development programme around and in support of the 'icon' projects';</li> <li>➤ Marketing Plan.</li> </ul>
<b>RESPONSIBLE PERSONS/ ORGANISATIONS</b>	The Tzaneen Tourism Partnership should manage this action.
<b>TIME-TABLE</b>	Assuming the TTP can be put in place by the end of 2007, this should be regarded as an activity to be started and completed by mid-2008.

**Table 3.4 Key activities, roleplayers and timeframe for 2010 preparations**

<b>PROJECT</b>	<b>To evaluate what needs to done to prepare for 2010</b>
<b>KEY SUPPORTING ACTIVITIES</b>	<p>There is a Limpopo Provincial 2010 Team and a number of initiatives are being taken in terms of readying the tourism sector for this event. The following activities are proposed by the Greater Tzaneen local municipality:</p> <ol style="list-style-type: none"> <li>1] Ascertain exactly what actions are being taken at Provincial level in order to avoid duplication;</li> <li>2] Confirm that the Provincial initiative will be putting together a comprehensive database of accommodation and supporting tourism operations, and add value to this process. There is an overlap here between the need to update and maintain the local database in terms of the research initiative;</li> <li>3] Identify the key opportunities to entice 2010 visitors to come to Tzaneen. In other words, identify when matches are to be played in Polokwane and what teams may be using grounds in Limpopo for practice sessions;</li> <li>4] Secure information on the 'most likely' travel habits of the main visitors to the World Cup. SATourism and/or LTP should be able to advise on what have been the experiences at recent World Soccer Cups in terms of local travel habits by spectators from different countries;</li> <li>5] It is vital that all tourism experiences in and around Tzaneen be analysed from the point of view of their visitor-friendliness. A programme needs to be drawn up setting out the full range of visitor attractions within the area and what each can offer in the way of a 'memorable' or a 'Wow!' experience. It will also be necessary to look at signage, local guides and their ability to</li> </ol>

	<p>communicate in different languages, website information, electronic interpretation systems, the packaging of one, two and three day trips to the town and the district, suitability of all public venues where matches may need to be screened on big screens, souvenirs and mementos; marketing Tzaneen to incoming tour operators, etc.;</p> <p>6] The training of tour guides has already been identified as a high priority need for this area (and Limpopo as a whole) and this should be the stimulus to set in motion a practical and appropriate training programme that covers nature, history, culture and adventure activities;</p> <p>7] A programme should be adopted to create a soccer mini-league amongst all primary schools in the Greater Tzaneen area. The main need is for soccer balls and basic equipment such as poles for goalposts, whistles and t-shirts. If this league can be started early in 2008, it will allow the final 16 teams to be identified by early 2010. Each school team would then adopt the name of one of the World Cup Teams and a play-off would be held up to the time of the main World Cup kick-off. This programme could involve businesses in the Tzaneen area as sponsors of the school teams and it could engender a good spirit of cooperation between local business operators. The costs of sponsorship should not be too high. This is a project that should be discussed fairly urgently with the Tzaneen Chamber of Business and GTTA;</p> <p>8] A Greater Tzaneen World Cup Committee needs to be formed under the overall direction of the Municipality.</p>
<p><b>RESPONSIBLE PERSONS/ ORGANISATIONS</b></p>	<p>The Greater Tzaneen Municipality should create a special 2010 Tourism Committee aimed specifically at readying the tourism sector for 2010. Once a plan of action has been decided then this function could be taken over by the TTP.</p>
<p><b>TIMETABLE</b></p>	<p>The 2010 Tourism Committee to be established by November 2007. Recommendations to be received by end January 2008.</p>





