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ROUTE TOURISM AND LOCAL ECONOMIC DEVELOPMENT IN SOUTH AFRICA: THE MAGALIES MEANDER AND THE CROCODILE RAMBLE

by

H.I. Stoddart

Dissertation submitted to the University of the Witwatersrand, Faculty of Humanities in fulfilment of the requirements for the degree of Masters of Arts

Johannesburg, February 2008

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Declaration

I hereby declare that this dissertation has not been submitted, either in the same or different form, to this or any other university for any degree

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Abstract

As is the case in many developed countries, tourism has come to be seen as an important driver for local economic development in South Africa as it provides opportunities for pro-poor and community-based initiatives. This study examines the theme of route tourism and local economic development. Two examples of route tourism, the Magalies Meander and Crocodile Ramble, in the Gauteng and the Northwest Provinces of South Africa, have been surveyed in order to assess what impact private sector route tourism initiatives have on local economic development in the Magaliesberg area. The results are compared with those of other similar route tourism initiatives in South Africa.

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Acronyms and Abbreviations

BEE	=	Black Economic Empowerment
BPDM	=	Bojanala Platinum District Municipality
CoHWHS	=	Cradle of Humankind World Heritage Site
CBOs	=	Community-based Organisations
CBT	=	Community-based Tourism
CSR	=	Corporate Social Responsibility
DAC	=	Department of Arts and Culture
DACEL	=	Department of Agriculture, Conservation, Environment and Land Affairs
DBSA	=	Development Bank of South Africa
DEAT	=	Department of Environment and Tourism
DFEA	=	Gauteng Department of Finance and Economic Affairs
DFA	=	Department of Foreign Affairs
DPLG	=	Department of Local Government
DPTRW	=	*Department* of Public Transport, Roads and Works
DPW	=	Department of Public Works
DST	=	Department of Science and Technology
DTBN	=	Dreamcatcher Tourism Business Network
DTI	=	Department of Trade and Industry
DoT	=	Department of Technology
EDA	=	Environmental Development Agency
EIA	=	Environmental Impact Assessment
EMF	=	Environmental Management Framework.
FTT	=	Fair Trade Tourism
DACE	=	Gauteng Department of Agriculture, Conservation and Environment
DCS	=	Gauteng Department of Community Safety
DFEA	=	Gauteng Department of Finance and Economic Affairs
DoH	=	Gauteng Department of Health, Housing
GDE	=	Gauteng Department of Education
DLG	=	Gauteng Department of Local Government
DPTRW	=	Gauteng Department of Public Transport, Roads and Works
DSAR	=	Gauteng Department of Social Development and Sports, Arts, Culture and Recreation
GEAR	=	Growth, Employment and Redistribution Programme
GEDA	=	Gauteng Economic Development Agency
GEP	=	Gauteng Enterprise Propeller
GPG	=	Gauteng Provincial Government
GTA	=	Gauteng Tourism Association
HDI	=	Historically Disadvantaged Individuals
HTTA	=	Highlands Trout Triangle Association
ICT	=	Information and Communication Technology
IDP	=	Integrated Development Planning
IDZs	=	Industrial Development Zones
ILO	=	International Labour Organisation
LED	=	Local Economic Development
LDEF	=	Local Economic Development Fund
MA	=	Management Authority
MCBTE	=	Marginalised Community-Based Tourism Enterprises
MCLM	=	Mogale City Local Municipality
MeCLM	=	Merafong City Local Municipality

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		nvironment Management Act
		nvironmental Protected Areas Act
		usiness Initiative
NRF	=	National Research Foundation
ODI	=	Overseas Development Institute
PATTI	=	Priority Areas For Tourism Infrastructure Investment
PPT	=	Pro-Poor Tourism
PRP	=	Poverty Relief Programme
RETOSA	=	Regional Tourism Organisation for South AFrica
RDP	=	Reconstruction and Development Programme
RLNR	=	Rhino and Lion Nature Reserve
RLM	=	Randfontein Local Municipality
RSA	=	Republic of South Africa
RTPF	=	Responsible Tourism Planning Framework
SAHRA	=	South African Heritage Resources Association
SANBI	=	South African National Biodiversity Institute
SAPIA	=	South African Petroleum Industry Association
SAT	=	South African Tourism
SDF	=	Spatial Development Framework
SDIs	=	Spatial Development Initiatives
SEDA	=	Small Enterprise Development Agency
SMMEs	=	Small, medium and micro-enterprises
SNV	=	Dutch Development Organisation name = ??????
SPF	=	Social Plan Fund
TBCSA	=	Tourism Business Council of South Africa
TDA	=	Tourism Development Areas
TEP	=	Tourism Enterprise Programme
TGCSA	=	Tourism Grading Council of South Africa
THETA	=	Tourism, Hospitality and Sport Education Training Authority
TIIF	=	Tourism Infrastructure Investment Framework
TNCs	=	Trans-National Corporations
TSF	=	Tourism Spatial Framework
UNDP	=	United Nations Development Programme
UNWTO	=	United Nations World Trade Organisation
WLM	=	Westonaria Local Municipality
WRDM	=	West Rand District Municipality
WTO	=	World Trade Organisation

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CHAPTER ONE: INTRODUCTION

1.1 Context

Local economic development (LED) offers local government, the private sector, the not-for-profit sectors, and the local community the opportunity to work together to grow the economy in a locality by looking at enhancing competitiveness and sustainable inclusive growth. Although LED has been used as a development strategy for many years, over the last 20 years in particular, there has been a sharp increase in its application. A key factor behind the growth of LED planning has been that regional planning initiatives often did not work and so local action became the basis of development plans (Nel, 1994, 2000; Nel and Binns, 2003). In writing specifically for the context of the developing world, Helmsing (2001, p.8) defines LED as ña process in which partnerships between local governments, community-based groups and the private sector are established to manage existing resources to create jobs and stimulate the economy of a well-defined area. It emphasises local control, using the potentials of human, institutional and physical and area natural resources. Local economic development initiatives mobilise actors, organisations and resources, develop new institutions and local systems through dialogue and strategic actionsò.

Tourism is a key sector which has the potential to have a great impact on growth in South Africa in the future, including for LED activities. The World Travel and Tourism Council (WTTC) forecasts that by 2011 7.3% of the total possible employment in South Africa will be in the tourism economy (KPMG 2005a). The 1994 elections returned South Africa to the international tourist market after years of being stigmatisation and sanctions, and foreign arrivals increased dramatically (Rogerson and Visser, 2004). It is not surprising therefore that since 1994 tourism has become an increasingly popular focus for the promotion of local economic development in South Africa (Nel and Rogerson, 2003).

Tourism has been recognised as the most effective economic driver to lead the post-apartheid South African economy in the immediate future, and as such has a definite place in LED planning (Binns and Nel, 2002). Within the context of the developing

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ve for the growth of tourism-led local economic the forefront of this field in Africa (Rogerson, 1995; 2002a; 2003). A recent survey of 87 local authorities around South Africa confirmed the importance of the role of tourism in LED planning (Nel and Binns, 2003).

During the last ten years, route tourism as a form of tourism-led LED, has grown in importance. A route is a venture which brings together a variety of attractions under one theme or brand, enabling each venue to experience the benefits of cumulative attraction (Meyer, 2004). Route tourism is prevalent in many parts of the world as a way of promoting LED in rural areas in particular (Telfer, 2002). Route tourism has been seen as increasing the viability of ñmarginalized areas, stimulating social regeneration and improving the living conditions of rural communitiesò (Briedenhann and Wickens, 2004, p. 71).

Route tourism is popular internationally and locally as the collective marketing of tourism products linked by a route as a single tourism destination, has been found to encourage sustainability for tourism development (Briedenhann and Wickens, 2004; ECI Africa, 2006; Lourens, 2007a). For LED, tourism routes are of interest as they involve cooperative or collaborative tourism planning to enable the area to benefit from collective marketing efforts (Rogerson, 2007). Briedenhann and Wickens (2004) argue that clustering tourist attractions and business in less developed areas, causes partnerships to be formed between neighbouring communities and becomes a means to economic development. In addition, tourism linkages into the local economy allow the development of additional products and services around the route through local entrepreneurial uptake of new opportunities (Briedenhann and Wickens, 2004).

1.2 Aims, Methods and Focus

In the context of South Africa, route tourism is being explored as an appropriate form of LED with a focus upon the direct involvement of marginalized communities as beneficiaries of route tourism promotion (Goodwin, 2006; ECI Africa, 2007; Rogerson, 2007; Lourens, 2007a). In current literature there is a trend towards the promotion of community-based forms of local economic development, which are

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culturally sustainable (Rogerson, 2006; Lourens,

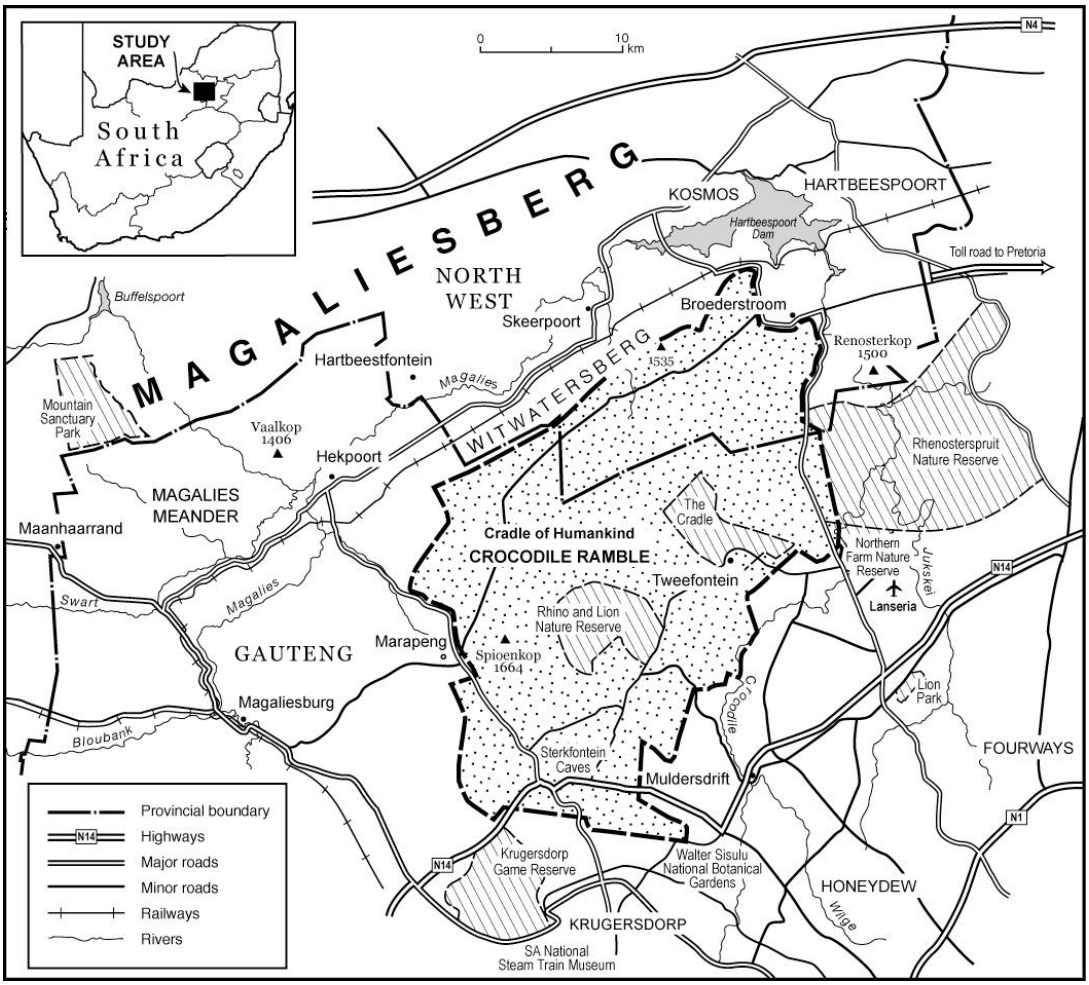


Figure 1.1: The Location of the Magaliesberg Study Area within South Africa

It is against this backdrop that this study aims to investigate the development and local impacts of two tourism routes which have become established over the past decade in the Magaliesberg area of South Africa (Fig.1.1). The geographical focus on the Magaliesberg is upon an area both of considerable scenic beauty and of importance for its palaeo-anthropological history. Within the Magaliesberg, two different tourism routes, namely the Crocodile Ramble and the Magaliesberg Meander, have emerged. Each of these two routes has evolved separately under the umbrella of different associations. Both routes represent essentially private sector led initiatives for promoting tourism and associated local economic development. The

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ument the development of these two routes in the ocal development impacts.

The development of these two routes is considered within the context of a growing international scholarship both on tourism-led local economic development in general and on route tourism in particular. A comparison is made with studies done on the Midlands Meander in Kwa-Zulu Natal (Mathfield, 2000; Lourens 2007a) and the Highlands Meander in Mpumalanga (Rogerson, 2002a). The core aims of the study are therefore twofold, firstly to examine the development and functioning of the two routes, the Magalies Meander and the Crocodile Ramble and secondly to analyse the local impact of the two routes on the surrounding area.

In terms of study methods, the research undertaken here parallels the methods of research which have been used in previous investigations of route tourism in South Africa. In common with the works undertaken by Mathfield (2000) and Lourens (2007a, 2007b) on the Midlands Meander and by Rogerson (2002) on the Highlands Meander, the research involved a number of different research approaches. First, an analysis is undertaken of primary documentation in the form of local planning material on LED and tourism planning relating to the study region of the Magaliesberg. Second, primary documentation relating to the route associations in the form of the route maps, websites and other material was collected and reviewed. Finally, of greatest importance is a series of detailed interviews that were conducted both telephonically and in person with tourism product stakeholders operating in the Ramble and Meander. Appendices A and B provide the interview schedules that were used. This interview schedule was modelled closely along the lines of that used in earlier route tourism research in South Africa (see Mathfield 2000; Rogerson, 2002a; Lourens, 2007a, 2007b).

1.3 Structure and Organization

The dissertation is organized into seven additional chapters which move from reviews of relevant international and local literature to analysis of the empirical findings relating to the Crocodile Ramble and the Magaliesberg Meander.

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resent literature review material which provides the urism in the Magaliesberg. In Chapter Two the key themes in changing research on local economic development (LED) are reviewed as a basis for a specific focus on tourism as a lead sector for local economic development. Existing international research on tourismï led local economic development is presented. In Chapter Three, attention turns to the specific literature and work related to route tourism. Chapter Three gives an analysis of the international experience of route tourism and of the key preconditions for successful route tourism development. The work of Meyer (2004) is highlighted as of particular significance in the international writings on route tourism. Chapter Four completes the literature review material by undertaking a review of existing studies, research and increasing policy debates in South Africa relating to route tourism.

Chapter Five narrows the focus to the Magaliesberg study region. This chapter provides extended detail on the characteristics of the study region as a tourism destination. In addition, it gives a picture of the complex of local and provincial initiatives which surround the development of tourism attractions in this particular part of South Africa. Chapters Six and Seven provide the findings from the empirical research which was conducted. Together Chapters Six and Seven analyse the research material drawn from over 70 interviews that were conducted with tourism product owners and tourism stakeholders in the Magaliesberg area during the period 2005-2007. Chapter Six is focused on the development and issues around the Crocodile Ramble. Chapter Seven turns attention to a parallel set of issues relating to the Magaliesberg Meander. The final chapter, Chapter Eight, represents a summary of the key study findings, a discussion of comparative issues relating to findings from other South African route tourism studies, and offers some concluding policy recommendations which emerge out of this research.

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CHAPTER TWO:
OCAL ECONOMIC DEVELOPMENT

2.1 Introduction

In developed countries, global economic restructuring has been linked to a loss of manufacturing employment and a growth in information technology and the service sector (Rogerson, 1997). LED in the form of ósmokestack chasingô in terms of seeking new manufacturing and industrial development, was an early response to these economic conditions (Nel, 2000). The promised benefits of greater employment, a rejuvenated industry and economy were not realised, however, while the environmental and social consequences proved costly. The methods used by local government to attract industry such as tax incentives and land use subsidies often added to these costs (Nel, 1994). While cities needed to become entrepreneurial to resolve the economic situation they were in, it was realised through these early failed attempts at LED, that LED has to be for the benefit of the whole community and must take environmental, social and economic factors into consideration in order for LED to be truly effective (Nel, 1994; Rogerson, 1997). Recent responses to the failure of economic markets and of efforts to include the developmental needs of the poor have fostered a growth in ópro-poor developmentô as articulated in the Millennium Development Goals. Achieving economic sustainability and the promotion of social justice mean that a local economy, which takes the poor into account is essential (Nel and Rogerson, 2003).

The aim in this chapter is to provide a critical review of debates around LED and the role of tourism as a lead sector for LED. The chapter is organized into two major parts of discussion. The first section reviews the international experience of LED, the growing role of tourism as a lead sector for development and specific initiatives for tourism-led local economic development. In the second part of the chapter the focus turns attention to South Africa. A review is presented of the key trends in LED since 1994 and of the growing role of tourism in LED. As a whole, it is the argument in this chapter that tourism is an increasingly important sector for LED activity. More specifically, tourism can support the objectives of both pro-growth LED and pro-poor LED, the latter which is of particular significance in South Africa.

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In this section, key trends in LED in relation to the developing world are identified. Of special importance is the growing international shift towards recognising a link between LED and poverty reduction. The emergence of tourism-led LED in both urban and rural forms is the theme for discussion.

2.2.1 The Key International LED Approaches

In the developing world Helmsing (2001) makes a distinction between three main types of LED initiatives in sub-Saharan Africa. These are community-based, business based or locality based development strategies. Occurring in either a rural or urban setting, ñ(t)he essence of community economic development is to facilitate household diversification of economic activity as the principle way to improve livelihood and reduce poverty and vulnerabilityò (Helmsing, 2001, p8), and includes survival based micro-enterprise development. The development of targeted clusters of enterprises is based on specialisation and overcoming obstacles to this, in a market context. Locality development can include both community and business development and is concerned with overall planning and management of the whole area (Helmsing, 2001).

In order to assess whether LED is effective, it is necessary to look at these three forms more closely. Although information is difficult and fragmentary, it appears that many rural households in Africa depend on a range of activities for their survival (Helmsing, 2001). Currently, agricultural activities are less important than the temporary, rural-urban migratory employment engaged in by mainly the male workers. Population pressures, seasonality and the inherent risks of agricultural production have contributed to a massive surge in urbanisation over the last 20 years in Africa in an attempt to cope with the vulnerabilities of poverty. Diversification is both a survival strategy for the rural poor and an accumulation strategy for the rural rich, who invest their ñagricultural surplus in trade, industry or property or vice versaò (Helmsing, 2001, p9). The removal of central government control has left a vacuum, which has been filled by entrepreneurial urban traders who often control the most

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urban markets. While the diversification of rural
gy it also limits micro-economic development by preventing people from specialising in what they do best. Urbanisation in Africa has led to rapid growth in the numbers of small and medium enterprises and research has shown that many urban traders run a number of small businesses at one time, ñrotate(ing) frequently in and out (of) specific activitiesò (Helmsing, 2001, p10). The growth in urban agriculture practiced by urban poor is one example of a survivalist diversification strategy.

Rogerson (1999) suggests an asset vulnerability framework as the most useful form on analysis for understanding anti-poverty policy. The poor have four main forms of assets, human capital, social and institutional assets, natural resources and human-made assets. The human capital components consist of labour, education, health (Rogerson, 1999). De Soto (2000, p.25) has described the third world economies as being ñ(a)buzz with hard work and ingenuity. Street-side cottage industries have sprung up everywhere, manufacturing anything from clothing and footwear to imitation Cartier watches and Vuitton bags.ò He indicates that the international development agencies are dealing with a fraction of the entrepreneurial third world when they meet with the private sector in the developing world. Most of the current economic activity is extra-legal and ungoverned. As such, governments are left with a choice to attempt to integrate these economic resources into the mainstream of the countryôs legal and economic framework or continue to coexist with anarchy (De Soto, 2000).

The forms of LED interventions noted in the literature, in terms of job creation and support in the informal sector, range from zoning changes, support with marketing and promotion, development of appropriate training, extending business linkages between the formal and informal economy, and creating opportunities for regular markets (Rogerson, 1999). Nevertheless, local government in Africa is notorious for its lack of capacity and resources in this respect, while there are success stories, many opportunities for maximising bottom-up economic successes have been missed. A key theme in the international literature, is the extent to which networking and cooperation between businesses can make a difference (Helmsing 2001; Saxena, 2005).

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to counteract poverty and enable people to create their own solutions, by giving the poor better access to basic services (Rogerson, 1999). The whole range of municipal services, such as ñwater supply, sanitation, refuse removal, drainage, flood protection, local roads, public transport, street lighting, and traffic managementò (Rogerson, 1999, p.516) are generally not available or poorly available at greater cost to the poor. Each type of service brings with it different issues needing to be resolved. For example, with regard to sanitation and water, issues of quality and quantity are a problem, whereas with solid waste management reorganising collection services to include the current activities of garbage pickers and recyclers, can deliver innovative solutions. Access to employment is vital via affordable and reliable transport, to alleviate poverty. Inequities in ñprimary health care, education and vocational trainingé would greatly strengthen the poorôs human capital and hence long-term labour productivity and incomesò (Rogerson, 1999, p. 516).

Community-based economic development as a strategy depends on basic improvements of the above conditions to enable community members to become more involved with economic activities. A safety net must be created to enable members to withstand various economic shocks. Improvements to housing facilities allows for the development of home-based economic activities. Basic service provision needs to be improved while outsourcing of various waste removal or sanitation needs can lead to the development of appropriate micro-enterprises. Micro-enterprise programmes providing credit, training, technical assistance and marketing stimulate economic development in a community. One of the key sectors in this regard is the construction sector and another is tourism, both being relatively labour intensive and having a potentially high local content in inputs (Helmsing, 2001, pp. 12-13).

LED following a business and enterprise development model, strengthens the local economic base of an area, which is any product that is exported. Strengthening the local economic cluster, encouraging more participation by currently available actors and attracting new firms or investment from external sources are the methods used (Helmsing, 2001). Both financial incentives and real services are offered by

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nvestment or expand on existing investments. Local education about the markets they are seeking to penetrate. Concentrating public infrastructure in certain areas to create growth points facilitates the formation of clusters of businesses and strengthens the competitiveness of the area as a whole by providing support services and inter-company co-operation. Group learning is another way of developing business with the most advanced version of this being a ñlocal innovative milieuò (Helmsing, 2001, p.17). This involves the interaction of companies, training and research institutions and local governments. National governments, however, are frequently too far removed from the situation on the ground to adequately support such learning.

Finally, locality development, which is frequently associated with both community-based and enterprise-based development, is associated with rapid urbanisation in developing countries and has led to an increased demand for basic services, which governments have frequently not been able to meet due to the lack of coherent urban planning (Helmsing, 2001). There are many conflicts over urban space, with illegal squatter settlements and conflicts between established commercial ventures and informal or street-based ventures being rife in the major cities of the developing world (Rogerson, 1999; Helmsing, 2001). It is argued that the actual physical planning of an environment must be simplified and the interest of all citizens must be taken into account. The prevalence of corruption in Africa needs to be combated through transparency (Helmsing, 2001). The improvement of commercial areas often involves conversions of land use and greater densification while prior infrastructure provision is essential to make land more attractive to developers and the initiation of home-based activities (Helmsing, 2001). Social and economic capital needs to be developed through ñtargeted education and training, research and technology, information and communication and social capital serving the locality as a wholeò (Helmsing, 2001, p19).

The range of actors in LED in Africa has increased dramatically in the last few decades. Localities are no longer dependent on the caprices of a centrally-controlled government but rely on co-operation between NGOs, community-based organisations, local producers and associations, local government and the private sector. Local governmentôs role is to facilitate and enhance local development initiatives rather than

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role has become one of providing political stability cies while still providing specialised services and regulations for labour and enterprise (Helmsing, 2001). While the planning of LED is not well-advanced in the developing world, there have been some important local or municipal interventions. Given that most policy for alleviating poverty is based on macro-economic growth or community level programmes, municipalities can be seen to be operating on a ñmeso-levelò (Rogerson, 1999, p.514) complementing both of the other forms of intervention.

2.2.2 The Trend toward Pro-Poor LED

While LED focuses on ñresponses to globalisation, entrepreneurial and human capital interventions, business support and property-led developmentò (Rogerson, 2006b, p. 38) in the developed world, Helmsing (2001) indicates that in the developing world, the issues tend to be related to community-based, small enterprise and locality development, and above-all pro-poor LED. In part this situation can be explained by the differing positions of developing and developed countries in the global economic market, and in part by the post-colonial economic and social fall-out experienced by African countries post-independence. That the problems faced by Africa are both historical and current is a major determining factor in how LED must perforce be constructed in the developing world.

Historically in developing countries, local development policies were determined by centrally-controlled para-statal organisations that provided seeds, fertilisers and skill inputs to peasant agriculturalists. The government determined both the sorts of crops grown, and the prices paid by purchasing them through marketing boards (Helmsing, 2001). The farmer had little autonomy, not only in what to grow but also in how much to grow. Informal sector enterprises were marginalized and as the numbers of urban unemployed increased so the informal sector became survivalist as opposed to generating growth. A few centrally-run organisations for the development of industry, provided poor support to this sector (Helmsing, 2001). Often economic development in sectors of the developing economies other than agriculture was dependent on governmental para-statal and limited foreign investment by trans-national corporations (TNCs). TNCs are traditionally vertically integrated with few local

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elmsing, 2001) While foreign exchange to buy raw
o did have access sold their products easily due to limited competition in local markets (Helmsing, 2001).

Basic services were ñprovided free of charge by public sector agenciesò (Helmsing, 2001, p.2) in sub-Saharan Africa. Infrastructural development depended on decisions taken once again by central governments as well as on the availability of donor finance. There was no direct policy of local economic development but rather a discretionary and discrete approach centred on what was needed for a specific project rather than developing the area and the people as a whole. This was a direct consequence of the colonisers utilising African countries as source markets for raw materials as opposed to separate economic and political entities. This approach had the effect of causing chronic under-development in many rural areas, exacerbating poverty and causing large portions of the population to resort to survivalist agricultural or informal economic activities. Over the last 20 years this situation changed radically. Widespread decentralisation led to disenchantment with the state and centrally-led development policies and initiated programmes of structural adjustment and liberalisation.

The above changes in sub-Saharan Africa have been complicated by the new global economic environment. Changes in technology in communications and transport have had a ñ óspace-shrinkingô effectò (Helmsing, 2001, p.5). It is now much easier to move both raw materials and finished products around the world, and as a result local producers in developing countries suddenly have been subject to intense competition in both quality and cost as protectionist policies were removed. Vertical integration in businesses involved in production has become a thing of the past, as new production technologies jettisoned all but the core function of a company, while subcontractors took on responsibility for the production of certain components or processes. Opportunities for small and medium producers to exist in industrial districts or clusters in developing and developed countries are thus widespread (Helmsing, 2001). The impact of globalisation on the mobility of people, companies and capital worldwide has been particularly striking.

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itions for local economic development have altered es. A general economic downturn due to structural adjustment and political instability has been experienced throughout Africa (Helmsing, 2001). Thus, it has been argued that a new generation of local economic development requires multi-actor, multi-level and multi-sector social and economic initiatives (Helmsing, 2001). This is not only a consequence of the increased decentralisation in the developing world but also from the limited ability of national level government to respond adequately to the crisis in poverty and unemployment at the local level (Nel and Rogerson, 2003).

The high levels of poverty, both rural and urban which are prevalent in Africa, and the increasing decentralisation of government, have meant that pro-poor local economic development has been targeted as both an ñeconomic necessity and moral imperativeò (Nel and Rogerson, 2003). Poverty is a far more significant issue on LED agendas in the developing world than in Western Europe, Australia, Asia or America. It is against the above background that developing countries in sub-Saharan Africa, which are beset by poverty have identified tourism as being, in their case, one of the few feasible options for development (Rogerson, 2003b; Briedenhann and Wickens, 2004; ECI Africa, 2006). Governments believe that tourism development will create ñnew jobs, enhance community infrastructure and assist in revitalising the flagging economies of rural areasò (Briedenhann and Wickens, 2004).

2.2.3 The Emergence of Tourism-led Local Economic Development

One essential consequence of globalisation has been that many cities have had to face the closure of factories and industries in the last 20 years without any regional support from government and this has forced decision-makers in cities to seek alternatives to traditional LED practices (Nel, 2000). Linked to global restructuring is a tendency to specialise in niches providing specialised services to smaller numbers of consumers, in other words the demise of the mass production model. Competition between places has been intensified and precipitated a new focus on ótheô localô and what is economically competitive about one place as opposed to another (Rogerson, 1997). The modern focus on service sector LED rather than traditional manufacturing/industrial LED, has led to tourism and other service industries being

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2000). A new economic generator was needed and romising option in many areas (Rogerson 2002; Nel and Binns, 2003).

As observed by Agarwal *et al* (2000, p.252), across many countries tourism ñis widely recognized as an instrument of local economic developmentò. This development is perhaps not surprising as statistically tourism is the most important sector in the global services economy. It has ñgrown more than 30-fold in the past half-century, and is projected to triple over the next two decadesò (KPMG, 2005a; ECI Africa, 2006). Statistics from the World Trade Organisation (WTO) show that there has been a sharp increase in tourism since 2005 notwithstanding even the impact of various events like natural disasters and terrorism. It is evident that a vibrant tourism economy is valuable to both governments and the private sector. It promotes ñeconomic growth through foreign exchange earning, employment and revenueò (KPMG, 2005a, p.87). Tourism is perceived as one of the few development options for both urban and rural areas which allows economic growth and job creation while protecting the economic and cultural well-being of the community, conserving the environment and involving local residents in decision-making (Briedenhann and Wickens, 2004). Most governments engaged in national economic development in both the developed world and in Africa have recognised that tourism is an important part of their planning (Dieke, 2000, Christie and Crompton, 2001; Sharpley and Telfer, 2002). The concept of responsible tourism is receiving increasing global support and focuses on tourism that produces positive growth and preserves the cultural and natural heritage of a place, while enhances social development (KPMG, 2005a).

Tourism activates many sectors of the economy simultaneously, such as information technology, advertising, fashion, media and construction and therefore acts as a driver for a ñônew economyôbased upon services, globalisation, information and innovationò (KPMG, 2005a, p. 87). As a sector it has many benefits including income generation across many goods and service industries, and it is a generator of foreign exchange earnings; it is labour intensive but does not have high entry level skill needs. Investment in infrastructure for tourism stimulates development in many sectors, and many small business opportunities occur. The development of an attractive image can have commercial and economic benefits for the country (KPMG, 2005a).

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ourism at local level was mostly ignored even in the developed world. The only form of tourism-led LED was the marketing of traditional sea, sun and sand resorts and inland spas in North America and Western Europe (Rogerson, 2003b). Any LED that did take place was managed by regional authorities and did not reach poor and marginalized areas. Global economic restructuring in the last 25 years has led to a greater interest in tourism-led LED in the developed world (Britton, 1991; Law, 1992, 1993, 1996, Briedenhann and Wickens, 2004). By the 1990s, it was clear that tourism had become an essential part of both the European and American urban economic revival and national LED strategies (Davidson and Maitland, 1997; Beauregard, 1998; Hall *et al,* 2003; Rusher, 2003; Sorenson and Epps, 2003). Nevertheless, tourism-led LED was mostly city-based and did not penetrate to rural areas until more recently (Couch and Farr, 2000; Telfer, 2002).

Tourism-led development in cities was first seen in Baltimore and Boston, USA, both cities which had previously had a manufacturing and industrial history, and which re-invented themselves as tourist destinations (Davidson and Maitland, 1997; Rogerson 2003) Baltimore in the USA was one of the first cities to engage in inner city regeneration and to experience the positive impact of tourism on the local economy (Davidson and Maitland, 1997). It was thought that tourism was the best way to handle the development of new businesses and thereby provide new categories of employment (Rogerson, 2004). The types of activities, which caused such changes, were dockland redevelopment projects, cultural festivals, inner-city leisure spaces, heritage/historical museums and tours, sporting events and conference centres (Davidson and Maitland, 1997; Beauregard, 1998; Rogerson, 2004). These were all innovative ways in which cities previously reliant on industry or manufacturing, have sought to enter the tourism market via LED in the urban context (Hall and Jenkins, 1995, Beauregard, 1998).

The attraction of tourism-led LED for cities was that it brought urban regeneration with it (Rogerson, 1997). In a world where global restructuring and de-industrialisation had stripped many cities of their employment and enterprise basis (Law 1996), tourism offered a new way of recreating both jobs and potential

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and Maitland, 1997). The physical regeneration of red to attract tourism, had the unexpected side effect of altering and enhancing the cityôs image internationally (Ateljevic and Doorne, 2000; Law, 2000). During the 1990s, tourism-led LED as a strategy spread from Western Europe and North America to Australia, New Zealand, Singapore and Hong Kong (Rowe and Stevenson, 1994; Chang, 1999; Ateljevic and Doorne, 2000; Rogerson, 2003b).

In addition to cities, many rural areas in the 1990s found that their economic base needed diversifying as a result of continual blows from national economic restructuring (Hall and Sharples, 2003; Macdonald, 2003). In Western Europe, tourism was seen as an attractive alternative for rural areas, which were experiencing outflows of younger qualified people and an economic decline in agriculture and manufacturing (Cavaco, 1997; Briedenhann and Wickens, 2004; Meyer, 2004; ECI Africa, 2006a). Rural tourism LED initiatives have been promoted through national policies in Europe as well as European Union programmes (Rogerson, 2003b; Briedenhann and Wickens, 2004). Tourism in rural areas is a ñlocal development strategy(ies), which is considered to be sustainable and, which include(s) activities that capitalise on local resourcesò (Cavaco, 1997, p.140). It can provide a new source of employment and can lead to the re-population of rural places (Cavaco, 1997; Briedenhann and Wickens, 2004; ECI Africa, 2006a).

Tourism as a form of LED requires that physical, economic and educational needs be provided for but also self-esteem and pride of ownership need to be boosted for local LED tourism projects to succeed. Budget tourists and backpackers affirm the small local trader by expressing interest directly in their lives and villages and are less concerned with the amenities that the mass-market tourist requires, which makes infrastructure cheaper and simpler to provide (Mograbi, 2007). Locally produced foodstuffs are purchased and local clubs, bars and restaurants are patronised, interest is expressed in learning local trades or participating in local ceremonies and festivals (Mograbi, 2007). Backpackers can be found travelling by foot, bicycle, local bus or taxi service, or sleeping in local B&Bs in isolated regions (Mograbi, 2007). As a result their impact on LED via tourism is much higher than mass market tourist as the abovementioned ventures are more likely to be run by historically disadvantaged

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small and medium and micro-enterprises SMMEs

The market that the tourism industry is dealing with is currently undergoing widespread and penetrating changes in both the behavioural and technological attributes of the global tourist (KPMG, 2005a). Niche markets are proliferating as people insist varied experiences and resist being treated as a number not an individual (Mograbi, 2007). The growth in global media and communications are creating an experienced, value-conscious tourist looking for a meaningful interaction, which is beneficial to the local community (Biggs and Purnell, 2003; KPMG, 2005a, Mograbi, 2007). Many people no longer want the ósand, sun and seaô of the past but an experiential, multi-activity tourism. Growing concern with the state of the environment, corporate actions and responsibility has increased community control of the tourism product (KPMG, 2005a). Prepared to trade income for free time, people are looking beyond fully packaged tours to options involving more personal choice. Consumers are no longer passive but driven by a desire to remain active into old age and are pro-actively creating an itinerary, which is meaningful to them as far as life enrichment and spiritual fulfilment are concerned (KPMG, 2005a). Where people are still seeking escape, they tend more towards the extreme and unconventional activities of adventure tourism (KMPG, 2005a). Mass marketing has given way to direct consumer communication as sensory overload makes it increasingly difficult to get information to the consumer. People are under great stresses in the modern world and the concept of the weekend or short break allows for indulgence in relaxation at affordable prices, again offering opportunities for localities to engage with tourism as a lead sector for local development (KPMG, 2005a).

2.3 The South African Experience

Local government has been described as the óhands and feetô of reconstruction and development in South Africa (RSA, 1998). Decentralisation of the economy and government has been greatest in post-apartheid South Africa and the country is now ñemerging as a pioneer in terms of LED planning on the African continentò (Rogerson, 2006c, p.1). This situation is dependent on effective implementation of policies but the role of municipalities is crucial as key players in creating local

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been given new powers in that ñthe new constitution mote the social and economic development of the communityò (RSA, 1998, p.1). Specifically, municipalities have been tasked at local level with job creation and poverty alleviation (Nel, 2000, 2001).

South Africa is emerging as a source of LED best practice for the surrounding countries in Africa and has already óexportedô its experience to others (Rogerson, 2006c, p.2). South Africa is also notable for driving the innovative approaches of ópro-poorô LED within the international literature on the subject (Nel and Rogerson, 2003; Rogerson, 2006b; Rogerson, 2006c). The need for such targeted LED is clearly borne out by the high levels of prevailing poverty in the nine major cities as indicated by a World Bank study in 2004/5 on pro-poor LED in South Africa (Nel and Rogerson, 2003). It is evident that urban poverty and rural poverty are a steadily increasing problem in South Africa (Nel and Rogerson, 2003). Addressing poverty requires that all three levels of government - national, provincial and municipal - unite their interventions. Tomlinson (2003) makes the point that while LED in South Africa is focussed on poverty alleviation and employment creation, which is a very narrow variant of LED this is due largely to the inheritance of wide-scale black unemployment and the restrictions placed by apartheid on the development of black enterprise. It is problematic therefore that LED has increasingly come to signify a shift of the responsibility for solving poverty and unemployment problems to local government. It is argued that the activity of LED is, however, severely under-funded while regional development programmes have vast resources, so essentially LED is not the major factor in what is shaping the economic environment of cities and towns (Tomlinson, 2003). Tomlinson (2003) argued that LED in South Africa is marginalized in practice due to the neo-liberal policies and forces of globalisation, which really shape the current economic environment (Tomlinson, 2003).

The understanding of what LED is has been complicated by differing stances taken by different departments in the South African government (Tomlinson, 2003). The DPLG treats LED as both the planned interventions at local level and the unplanned consequences of other development, which just happen to have consequences at local level (Tomlinson, 2003). The DTIôs policies of small business development are seen

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iven by the International Labour Organisation is as

> ñLED is a participatory development process that encourages partnership arrangements between the main private and public stakeholders of a defined territory, enabling the joint design and implementation of a common development strategy, by making use of the local resources and competitive advantage in a global context, with the final objective of creating decent jobs and stimulating economic activity é LED must belong to the local stakeholdersò (ILO quoted in Tomlinson, 2003 p.114).

2.3.1 The Development of LED Activities in South Africa

Under apartheid, planning was dominated by ñtop-down regional policy interventions, which were centred upon promoting industrial decentralisation in the countryôs peripheral Homelands or Bantustan regionsò (Rogerson, 2006c, p.2). Most LED initiatives were poorly developed and concentrated on locality or place marketing whereby the main focus was to attract foreign or inward investment (Rogerson, 2006c). Since the 1994 shift in government, LED has become more popular not only for larger cities but also as a necessary response to local economic crisis linked to mine closures or de-industrialisation (Nel, 2000).

The new constitution, finalised in 1996, paved the way for empowerment of HDIs and for transformation by prohibiting discrimination and providing for affirmative action to advance HDIs (Spenceley and Seif, 2003). Thus the policies, which have been developed since then have had at their heart a recognition of the necessity of sustainable economic development and the concomitant alleviation of poverty (Nel and Rogerson, 2003; Rogerson, 1999; 2006b; Spenceley and Seif, 2003, Tomlinson, 2003). LED has thus only really been practiced since the post-apartheid government began to pursue a neo-liberal economic strategy and agreed to give more governmental powers to local authorities and support community projects (Nel, 1994, 2000; Rogerson, 1997, 2000; Nel and Binns, 2003; Rogerson, 2006b).

South Africaôs post-1994 development policy is strongly focused on communities and the poor as evidenced by the ñ1994 Reconstruction and Development Programme (RDP), the 1996 Constitution, the 1998 Local Government White Paper and the 2000

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tem Actò (Nel and Rogerson, 2003, p.15). The RDP won widespread support, as part of the ANCôs 1994 electoral platform (Tomlinson, 2003). These were:

- Meeting basic needs for jobs, land, housing, water, electricity, and the like.
- Developing our human resources by educating and training everyone.
- Building the economy while combating racial and gender inequalities.
- Preparing a new Constitution and Bill of Rights to democratise state and society
- Implementing the Reconstruction and Development Programme (Tomlinson, 2003).

The expression of these commitments can be found in the legislation and documentation issuing from the government since then. The 1998 White Paper on Local Government was the first to define the strategy of developmental local government defined as ñlocal government working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their livesò (RSA, 1998, p.17). To enable the achievement of this, the 2000 Municipal System Act (RSA, 2002a) sets out the parameters for local government. What is crucial is the feature of Integrated Development Planning (IDP), which all local governments are to develop based on principles of LED (Nel 2000).

The DPLG has been the main driver behind the development of a framework for LED for the whole country since 1995 (Rogerson, 2006c). In South Africa, the Department of Provincial and Local Government has primary responsibility for LED policy and have identified four specific issues for LED programmes. Municipalities now have a core role in LED. Local partnerships are to be formed that liase around the development of specific economic activities. SMMEs are to be promoted and it must be ensured that LED contributes to job creation and capital works projects (Nel 2000).

Since 2000, a strong pro-poor bias has developed in national government policy (Nel and Binns, 2003, Nel and Rogerson, 2003, Ashley, 2006) and is reflected particularly in LED planning in secondary cities and small towns. The DPLG issued the document ôRefocusing Development on the Poorô (DPLG, 2002), which aimed to

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on the poor and marginalized. Six strategies have re as follows:

- Economic development which is community-based
- Developing linkages between various sectors and localities
- Growing human capital
- Upgrading and providing infrastructure and municipal services
- Leak plugging in the local economy, and
- Retaining and expanding local economic activity (DPLG, 2002).

Despite the growing importance of LED it was only in 2005 that a first national set of guidelines for LED was released by the DPLG (Nel and Rogerson 2005).

In addition to the DPLG, several other departments have important roles in LED activity in South Africa. For example, the Department of Environmental Affairs and Tourism (DEAT) have provided methodology for the implementation of tourism-led LED initiatives (Rogerson, 2006c) and the Department of Public Works (DPW) has instigated the ñrollout of infrastructure programmesò (Rogerson, 2006c, p.5) without which, other LED initiatives are severely hamstrung. Of greatest importance are the activities of the DTI. The planning for the attraction of private sector investors has mainly been located in the DTIôs Spatial Development Initiatives (SDIs) and Industrial Development Zones (IDZs). These two initiatives, alongside a two-year Tax Holiday Scheme, cluster initiatives and small business development measures essentially replaced the earlier governmentôs regional distribution programme (Rogerson, 2006c; Tomlinson, 2003).

SDIs are the practical side of the GEAR policies and have been formulated to mitigate the spatial legacy of apartheid whereby political criteria determined where economic activity and infrastructure provision occurred (Tomlinson, 2003; KPMG, 2005a). In addition, SDIs re-orientate the economy to a focus on the global market and not just its domestic needs and import substitution (Tomlinson, 2003). These are growth corridors, along which private sector investment and public-private partnerships in primary and secondary economic sectors is encouraged (Nel, 2000; KPMG, 2005a). ñPartnerships in the form of concessions are proposed for the development of infrastructure é (such as) tourism facilities. It is proposed that investors be required to fulfil certain developmental conditions such as employment creation, training and

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At the same time, Spatial Development Initiatives ıany localities to develop pro-growth LED measures (Rogerson 2006c). SDIs contribute to local tourism development in South Africa by choosing areas that have economic development potential and planning targeted interventions there (RSA , 1998; Crush and Rogerson, 2001; Rogerson 2001, 2002d).

IDZs are a specialised form of SDIôs in that they encourage the manufacturing sector of the South African economy to become globally competitive. Although the global economy is highly competitive, the retention and development of manufacturing potential remains an important LED activity and is focussed on ñeconomic restructuring, promoting collective learning in industrial agglomerations, and maximizing the development of firm competencies at the local levelò (Rogerson, 2006c). To effectively integrate the various industrial agglomerations and penetrate the global economy requires working partnerships between both industry and national and local government planners (Rogerson, 2006c). Industrial estates, which have been built for a specific purpose, are linked to quality infrastructure and faster customs procedures at an international port or airport, which will suit the production of products for the global market (Tomlinson, 2003). The establishment of IDZs, has opened up localities for competitive export-led growth based on the effectiveness of infrastructure or bureaucratic processes (Rogerson, 2006c). National government has committed large amounts of money to developing IDZs such as the Coega Port project, around which the intensive development of high quality infrastructure is based (Tomlinson, 2003). Tomlinson (2003) argues that there is not much of a role for local government in the DTIôs IDZ planning, where LED really only consists of scrutinising the investments of large companies for supplementary opportunities for small and micro-enterprise development (Tomlinson, 2003).

What is important about the cluster of different departments working in the LED arena is that their approaches to problem of poverty and unemployment differ substantially. The DPLG concentrates on measures that will combat poverty and unemployment while the DTI concentrates on ways to increase economic growth (Rogerson, 2006c). It is important that these two approaches are combined in LED programmes in the country and that the one approach is not highlighted at the expense of the other. It is clear that for LED to have a real impact in South Africa, local

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ombining the approaches so that pro-poor growth is general economic growth and competitiveness (Rogerson, 2006c). Another factor is the considerable variation in application of LED between major centres, smaller centres and rural areas. While the larger centres have functional LED occurring, many of the secondary cities are still engaged in programme development while regional towns are engaged in project-based LED as opposed to LED that is fundamental to municipal planning (Nel and Rogerson, 2003)

Larger centres in South Africa are engaged in LED planning via pro-growth initiatives that concentrate on creating sustainable economic growth (Rogerson, 2006c). These planning interventions are very similar to international LED in urban areas and involve building local competitiveness, city improvement programmes and supporting the growth potential of small, medium and micro-enterprises (SMME) economy. This relates to what Helmsingôs (2001) refers to as locality development. The major cities have responded to the post 1994 exposure to the global economy by engaging with it at the level of óworld-cityô players on an international stage (Rogerson, 1997; Nel, 2000; Rogerson, 2006c). These would be classed as local government initiatives in LED (Nel, 2000). The basic elements of their strategy are to attract service industries, retain skills and compete for information technology or high-end technology manufacturing (Rogerson, 2006c). This is associated with selecting various sectors to support with focused programmes that then become the municipality or cityôs competitive advantage in the global economy (Rogerson, 2006c). Manufacturing, government or business services feature high on this agenda, as do the automobile, defence and metal industries, in addition to industries such as the film industry, and a new focus on call centre business (Rogerson, 2006c). Secondary South African cities have struggled to retain their economic wellbeing in an era of decline in most of their local economic bases (Rogerson, 2006c). Planning here has evolved towards pro-poor and community-led initiatives, such as inner city renewal programmes and the upgrading of small enterprise clusters, and eco-development approaches are some of the variety of approaches chosen (Rogerson, 2006c).

Overall, national government has mandated LED in the preparation of IDPs by all local governments. IDPs are to provide planning for an approach to the development of an area that is not only participatory and inter-sectoral but also provides all

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pecially the poor, with growth, which is sustainable, on, 2006b, 2006c). Local government has been actively encouraged to create employment and reduce poverty (Nel and Rogerson, 2003, Rogerson, 2006b). The implementation of planning to achieve this is, however, severely constrained by the lack of capacity in availability of skills and finances (Tomlinson, 2003; Nel and Rogerson, 2003). Moreover, a ñpoor understanding of local economies, (and) support for unsustainable community projectsò (Nel and Rogerson, 2003, p.16) have also been obstacles. Accordingly, criticism has arisen that LED in South Africa has been pro-poor in policy but not practice (Rogerson, 2000; Nel and Rogerson, 2003, 2007).

2.3.2 Tourism – A New Sectoral Focus on LED

After the democratic elections of 1994, LED activities in post-apartheid South Africa initially concentrated on the manufacturing sector. These attempted to retain the industries and factories currently in South Africa, while simultaneously pursuing new manufacturing investment and support for small and medium business in manufacturing (Rogerson 2000; Nel, 2001). However, South Africaôs manufacturing economy has been stagnant in terms of creating new jobs and economic growth. Poor economic performance, de-industrialisation and global competition caused almost one million jobs to be lost in the 1990s (Rogerson, 2000; Nel, 2000). In common with the international experience of LED activities, in South Africa there has occurred a sectoral shift towards the support of tourism as a lead sector for LED. This shift has been supported both by the activities of the DPLG, the DTI and by DEAT, the line department which is most focussed on tourism. Many South African cities, towns and rural areas, have now made tourism one of the most important elements in their LED programmes (Nel and Binns, 2003; Rogerson, 2003a; Marais, 2004; Rogerson, 2006b).

Cape Town and Durban perhaps offer the earliest examples of tourism being used as a lead sector for LED activities. Both these cities were already established tourist centres and began to use tourism as an economic attractor in the 1980s by investing heavily in waterfront developments in an attractive mix for local and international guests (Rogerson, 2000). These cities continue to use tourism as the main focus of

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y has allowed unusual development initiatives to 0; Nel and Binns, 2003; Nel *et al,* 2003). The main role of tourism is to promote urban economic regeneration and local economic growth, especially in cities (Rogerson, 2006b). Different forms of tourism are being encouraged across various South African cities, leisure tourism through waterfront developments, business tourism through new convention centres and event tourism through attraction of mega-events like Rugby and Cricket World Cups, and the 2010 FIFA Soccer Cup.

The recognition that tourism is one of South Africaôs most important economic sectors, overtaking gold and other metals in returns in recent years, and particularly the recognition that tourism lends itself to pro-poor and community-based developments, has led to it being taken up as a new driver for LED interventions (Rogerson 1997, 2000, 2002b, 2006b; Nel and Binns, 2003, KPMG, 2005a). These LED interventions in tourism are occurring via partnerships between local stakeholders in the private sector, local government and communities (Rogerson, 1997, 2000, 2003).

The pressure on local government to find alternatives forms of employment has resulted in many smaller towns and rural areas initiating LED projects, which promote tourism, even though they might never have relied on tourism before (Marais, 2004; Gibb and Nel, 2007). Most of these tourism projects are linked to drives to create new employment and business as traditional economies decline (Nel, 2000; Rogerson, 2002c, Rogerson, 2006c; Gibb and Nel, 2007). Rural economies have suffered variously from de-industrialisation, a shift in economic activities to major cities and a progressive rationalisation of agriculture resulting in job losses and severe poverty in situations of limited capacity and resources (Rogerson, 1999; Nel, 1994; 2000; Rogerson, 2006c; Gibb and Nel, 2007). Most of the writings in this regard take into account a focus on pro-poor interventions, as most of the poor or very poor population in South Africa (and in developing countries generally) still live in these areas (Gibb and Nel, 2007).

Entrepreneurship development and integrated small business strategies are seen as crucial for small town LED and thus most obvious solutions were tourism-led

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unity-based tourism projects (Rogerson, 2006c) ster Consortium in 1999 indicated that the potential for heritage tourism and eco-tourism in rural areas was substantial. ñThe potential for linking together the attractions of a number of small towns or rural communities into themed or branded routes for tourist is another popular LED focusò (Rogerson, 2006c, p.20). Agriculture is documented as an alternative base for economic revival in these rural areas and towns but is hampered insofar as successful land reform and land restitution has to have occurred for the effects to be felt by the most marginalized (Rogerson, 2006c).

Two towns where tourism-led LED initiatives have been launched are Lambertôs Bay and Stilbaai as the slump in the fishing industry in these small towns left a legacy of increased unemployment (Gibb and Nel, 2007). Stilbaaiôs tourism development strategy is based on the many indigenous plants found in the area, and has successfully combated widespread unemployment (Nel, 2000; Nel and Binns, 2002; Gibb and Nel, 2007). The cultural, arts and music festivals in Grahamstown, Oudtshoorn and White River are other examples of tourism-led LED in small towns (Nel and Binns, 2002). The small Free State town of Clarens offers another good example of local economic transformation which is led by the tourism sector (Marias, 2004). Hertzog is a case where the local community took the lead in regenerating the agricultural economy in the region and have now more recently begun to explore eco-tourist options (Nel, *et al,* 1997; Nel, Hill and Binns, 1997; Nel, 2000).

An essential part of many small town community-based initiatives, as discovered in Herzog and elsewhere, is that strong, charismatic and democratically-elected leadership, which operated in a situation of total transparency is essential (Nel, 1994; Nel, Hill and Binns, 1997). Many locality-based studies have discovered that these LED initiatives have to be driven by ordinary residents and community organisations as they carry the major burden of responsibility in development, not local government (Nel, 1994). This ódevelopment from belowô means that the social capital in an area is of great importance for initiatives to succeed (Rogerson, 2006c). However, lack of resources and funding is a feature of local action and limits the impact of such LED initiatives (Gibb and Nel, 2007). There is, therefore, a necessity for government and large-scale private sector corporations to play a role in small town LED (Gibb and

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ady engaged to some degree here and the private a moral and legal responsibility to ñengage in meaningful corporate social responsibility initiatives, which impact on community well-beingò (Gibb and Nel, 2007, p.7) justifies the support needed by small towns.

The Eastern Cape small town of Alicedale has a successful partnership-led LED process, aimed at creating a major tourism destination out of an old railway town (Gibb and Nel, 2007). Until the 1980s this government railway town was dependent on train traffic and was moribund by 2000. Government and private sector formulated a plan to develop tourism based on hotels, a game reserve and a golf course (Gibb and Nel, 2007). While to some degree, this project was an exercise in corporate social responsibility, it was in addition a clearly defined investment with clear profit motives on the part of the business group involved (Gibb and Nel, 2007). Local government was involved primarily in managing planning and zoning requirements and providing for basic services, the community was initially involved via a trust but the promised benefits and participation have not been adequately realised (Gibb and Nel, 2007). Impacts on direct employment were great, stimulating a revival in the local economy with spin-off employment in various other industries like banking, petrol stations, telecommunication, construction, retailing, and community gardens; further the local mohair industry, B&Bs and local craft have received a boost from the increased tourism to the area (Gibb and Nel, 2007). Nevertheless, local development impacts have been limited and projects have not lived up to expectations. As Gibb and Nel (2007) point out, a luxury hotel and golf course situated next to a poor area merely emphasises the vast gap between the two, while local people have struggled to take ownership of their own needs and obstacles.

While Alicedale is a good example of private sector leading development in cooperation with the community and government, it must be noted that the balance between profit-making and genuine community participation in these situations, is tenuous (Ashley and Haysom, 2005). Government needs to be involved in public works programmes at the same time and actively encourage more community participation (Ashley, 2006). In addition, the community needs information and this needs to be maintained throughout the life-cycle of the project (Gibb and Nel, 2007).

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nced by small towns engaging in tourismï led LED furbished town centre, boosting property prices, new businesses, better services and improvements to private houses (Gibb and Nel, 2007). Small towns perceived early LED programmes as a miracle cure for all socio-economic problems but recent studies show that they are not without problems, however small towns have few opportunities for growth and need to use those that present themselves, particularly in relation to tourism (Marais 2004; Gardyne *et al*, 2005; Gibb and Nel, 2007).

A critical element for municipal governments in tourism development is financing for the support and implementation of LED (Rogerson, 2006c). Central governmentôs Poverty Relief Fund (PRF) provides both infrastructure and product development support for tourism development on a local level (Spenceley and Seif, 2003). This fund in particular, has supported the development of a number of trails and routes designed to benefit poorer communities by engaging them in the tourism market. One example is the horse-trails in South Africaôs Eastern Cape Province (Ndlovu, 2002). The Tourism Enterprise Programme, provides mentorship and advice to small entrepreneurs in the tourism sector (Rogerson and Visser, 2004). Tourism Learnerships and National Qualifications provide for apprenticeships for HDIs and are of most benefit for people who are illiterate as they are rated on their practical ability to perform a task (Spenceley and Seif, 2003).

The DEAT has brought out two booklets, called óFunding Programmes for Tourism Businessesô and óSupport Programmes for Tourism Businessesô which gives information on programmes in all provinces in both areas (DEAT, 2006a; 2006b). The support programmes are offered mainly by provincial tourism bodies, such as Gauteng Tourism Association, North West Parks and Tourism Board, and Tourism Kwa-Zulu Natal (DEAT, 2006a). Funding with a specific pro-poor focus is found in the Community Public Private Partnerships Programme run by the DTI and an unlisted public company, Business Partners Ltd (DEAT, 2006b). The National Lottery Distribution Trust Fund also provides rural grants for projects, which ñdevelop(ing) activities in the areas of Arts, Heritage (Cultural and Natural) and Environment in under-served communitiesò (DEAT, 2006b). The various provincial departments, for example, the Gauteng Tourism Authority have Tourism

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largely directed at poor communities and fund nfrastructure or responsible tourism products and resources (DEAT, 2006b). Training and capacity development must be provided along with business and marketing linkages in order to uplift a community in cooperation with the local authorities (DEAT, 2006b). Another source of funding is the new South African Micro-finance Apex Fund, which will be available to community initiatives, small businesses and individuals, and will provide very small loans of up to R10 000 for various capital good purchases for tourism small enterprises (ECI Africa, 2006).

2.4 Summary

The goal in this chapter was to provide an introduction to the changing international and South African debates around LED. It is evident that there are a range of different approaches to LED in the international context and in the developing world in particular. Of particular note is the growth of concern with a pro-poor focus in LED. In addition, the importance of South African initiatives as a pioneer in the development of LED in the developing world was observed.

In the international context it was noted that in line with the enormous global expansion of tourism, it is in addition an increasingly important focus for LED. In post-apartheid South Africa tourism has emerged as a critical sector for national development. It has also ï in common with the international experience ï been ódiscoveredô and subsequently widely accepted as a focus for LED activities. There is a great deal of interest currently on tourism-led LED in South Africa and research in this field is growing. Until recently, only a few studies had been conducted specifically on tourism-led LED in South Africa (Nel and Binns, 2002, Rogerson, 2002b 2002c; 2002e; Binns and Nel, 2003). This study proposes to add to the existing literature on tourism-led LED by examining the example of route tourism. Chapter Three provides a review of international work on route tourism. Chapter Four then turns to a review of South African studies before the background to the study area, the Magaliesberg, is presented in Chapter Five. The results of the study are presented in Chapter Six for the Crocodile Ramble and the Route to Township Tourism, and in Chapter Seven for the Magalies Meander. Chapter Eight presents

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n each route in the study area, and compares those dlands Meander study (Mathfield, 2000) and the Highlands Meander study (Rogerson, 2004). The chapter concludes with recommendations for the tourism routes in the Magaliesberg area, taking into account the complex tourism environment in which they operate.

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HAPTER THREE:
THE INTERNATIONAL EXPERIENCE

3.1 Introduction

It is only over the last 20 years that tourism has come to the forefront of rural LED strategies particularly in the developing world due to reduced economic activity, negative change in the functioning of the agricultural sector, declining rural industrialization and out-migration of youth who have higher education (Briedenhann and Wickens, 2004; Meyer, 2004; Lourens 2007b). Route tourism is a special interest form of tourism and focuses on the natural or cultural features of an area that are unusual, unique, or particularly well developed (Mathfield, 2000). Routes are of interest for LED planning as they ñrequire the development of cooperative working relationships between different products and service providers in order for them to compete as a group in the tourism market (Rogerson, 2004).

Tourism in Africa is increasingly important in development strategies and a great deal of work is occurring in the field ñto understand how tourism can contribute to poverty reduction and how to translate this into concrete actionò (Ashley, 2006, p.i). The aim, for most developing countries is to find ways to increase how many tourists visit and how long they stay, to improve on spending in general during their visit and to increase the mechanisms which will allow a greater return to the poor from tourism (Meyer, *et al,* 2004a; 2004b; 2004d; 2004e; Ashley, 2006). The heightened interest in community and pro-poor activities in rural LED strategies has meant that route tourism as a form of LED, has become increasing important as it holds within it the promise of ñrapidly optimise(ing) the synergies between job creation, tourism and conservation in Africaò (Open Africa, 2002, p. 4).

The aim in this chapter is to provide a review of the international experience of route tourism as a context for this South African research study. The chapter is structured in terms of the following themes: the nature of route tourism; pro-poor tourism, routes and LED; routes and community development; product development, infrastructure and access; SMME development; networks and partnerships; and marketing and promotion.

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tes

The function of a tourist route is to group a number of activities and attractions under a particular theme or around a tourist icon, and thereby create entrepreneurial opportunities for óadd-onô products and services (Meyer, 2004; ECI Africa, 2006a; HSRC, 2006; Lourens, 2007b). Tourists tend to congregate in one or two places in a country or area and tourism routes are an attractive mechanism to disperse them geographically (Meyer, 2004; ECI Africa, 2006a). The motivation for a wider distribution is to encourage visitors to stay longer and spend more by visiting more attractions over a wider area (Meyer, 2004; HSRC, 2006). It has been found that length of the route allows development and increased visitor numbers to an area without overstressing carrying capacity and thereby minimising environmental damage while spreading economic benefits (Murray and Graham 1997; ECI Africa 2006a, HSRC, 2006). Route-based tourism can be seen as a spatial development strategy concerned with distributing both the tourists and the money they spend along the route itself and within its surrounding area (Murray and Graham, 1997; Meyer, 2004).

The type of tourist visiting a route varies from overnight visitors (whether domestic or international) pursuing a special interest, urban domestic day visitors on short excursions and business tourists (Rogerson, 2006a). Tourism routes are inherently ómodernô in the sense that they cater, for the most part, for niche tourists (ECI Africa, 2006a). Meyer (2004) indicates that routes are a successful solution to developing younger areas with many cultural and environmental resources, which appeal to special interest visitors. The niche tourist acts in direct contrast to mass tourists. They tend to stay longer in a particular place and have more contact with and impact on the local communities (Briedenhann and Wickens, 2004; Mograbi, 2007). Niche tourists, not only stay for different periods but also use the routes for very different purposes (Briedenhann and Wickens, 2004, Meyer, 2004, ECI Africa, 2006a).

óModernô tourism has moved away from a standardised mass tourism to a more singular form based on itinerary that have been individually constructed and aim to augment the personal impact of the experience (ECI Africa, 2006a; Goodwin 2006).

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ns in the area, publications interpreting the tourism et itineraries and sites of interest all contribute to the visitorôs experience and ease of access to a new experience (Owen *et al,* 2004).

Emphasis is placed on the ónewô tourism of small tourism businesses, serving an increasingly fragmented market via the newest technologies (Milne and Ateljevic, 2001; Goodwin, 2006). Nevertheless, mass tourism will not disappear as its convenience, price and travel style remain attractive to many consumers, making it an important mainstay for the tourism industryò (Milne and Ateljevic, 2001). It is not in the interests of areas practicing route tourism, to exclude either the individually-motivated or the group excursion, as both can be accommodated and offer potential value (Milne and Ateljevic, 2001). It is, however, clear that a tour bus, which travels a route and simply collects people from an international chain hotel, delivers them to one attraction and then moves them on to the next chain hotel, is not going to allow for interaction with the local community (Goodwin, 2006). Partnerships between local enterprises and tour companies are necessary to alleviate this constraint by making arrangements for tour buses to stop at for example, local curio markets (Goodwin, 2006).

Routes vary in length, size and theme (Owen *et al,* 2004). Routes can encompass a number of countries like the Camino de Santiago route, they can consist of a number of regions as do the wine routes in South Africa, or they can take in a single area as the Boston Freedom Trail does (Owen *et al,* 2004). The form that the route takes impacts implicitly on the type of visitor attracted as clearly those who enjoy a wine route are very different to the type of visitors attracted to a walking urban heritage route or a mountain cycle trail. The Algerian *Ksour* established in 2004 by UNESCO links a number of fortified villages (*Ksar)*, across the broader Grand Erg Occidental region and aims eventually to create linkages into neighbouring regions (Unesco, 2004). By comparison, the North Sea Cycle Route, launched in 2001, encompasses 6 000km circling the North Sea and crossing national borders, and is the first of 12 long distance cycle routes to be established across Europe (Lumsden *et al,* 2004). While the North Sea Cycle route is eminently suitable for an adventurous and physically fit cyclist, the Saanich Bicycle Tourist Route is situated within one municipality and focuses on family outings along a short route with picnicking spots and beautiful

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ain feature of the itineraries is that they combine
s of saleò (ECI Africa, 2006a) and thereby cause a re-imaging of the place and the culture that draws on the specific past and local traditions of the local community (Meyer, 2004; ECI Africa, 2006a).

The perception of the distance it takes to access a route from the main surrounding centres, and to drive the whole or part of the route, determines whether the route will ultimately be successful (Eby and Molnar, 2002; Meyer, 2004; ECI Africa, 2006a). Distance concerns are also raised over length of time taken to do the route, its cost and what value is accrued for that spend (Taplin and Qiu, 1997; Eby and Molnar, 2002; ECI Africa, 2006a). The type of tourist attracted to a route determines what these distance values will be (Eby and Molnar, 2002). An independent tourist is more likely to be willing to follow the óroad less travelledô than a tourist on a tour bus who has paid for the comfort and ease of his trip as much as the new experiences (Mograbi, 2007).

The motivations of route tourists in rural areas can be varied, ranging from ecological uniqueness, to special adventure opportunities, cultural attractions or the peace of the countryside (Sharpley and Sharpley, 1997). An assumption can be made that ñthe experiences obtained along the way are at least as important as the destinations themselvesò (Murray and Graham, 1997, p.514). Scenic byways or routes that lend themselves to tourism are an ideal form of rural tourism as they have been shown to have a ñhigher number of first time motorists than other roadways and include a larger range of vehicle typesò (Eby and Molnar, 2002, p.97). Older people and higher income earners prefer scenic byways to the direct route (Besculides *et al,* 2002; Eby and Molnar, 2002). Another factor is the length of time the visitor has available for travel (Eby and Molnar, 2002). In-vehicle information services for rural routes, which can be rented from a AA office or Tourist Area Information Office are important for routes tourism as these provide specific information en route for the tourist and facilitate the experience for those with less time on hand (Eby and Molnar, 2002). It is observed that: ñScenic byways are (were) established to benefit both those who travel them as well as those living in the local communitiesò (Besculides *et al,* 2002, p.304)

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outes have been used for a number of years as a tool rent cultures and stimulate social interaction and economic growth, and to ultimately give local communities a better quality of life (Murray and Graham, 1997). In 1964 a Council of Europe working group had already proposed a network of European Cultural Routes, as tourism routes were even then understood to offer a valuable opportunity (Murray and Graham, 1997; Meyer, 2004, Lourens, 2007b). The desire was to create interest in European culture while stimulating social and cultural development (Meyer, 2004). The true potential of the project was only realized in 1980 when the Santiago de Compostela Pilgrim Ways was established (Meyer 2004). These routes have shown over the last 20 years to be very successful and have more than 2000 businesses and projects networked (Briedenhann and Wickens, 2004). Among other existing European routes are the Silk Routes, The Monastic Influence Route, the Celtic Route, the Mozart routes, The Viking Routes, Parks and Garden Routes, Writing Frontiers, European cities Discoveries Routes, The Routes of Humanism, The Northern Lights Routes, the Gypsy Route and the Popular Festivals and Rites in Europe Route (Meyer, 2004). The principle of finding a specific cultural, historical, physical theme around which to develop a route is clearly illustrated in the variety of this list. In addition, it is necessary to note, with regard to the success of the Santiago de Compostela routes, that they have taken a long time to establish and bring to fruition. Tourism routes are not óquick fixesô and involve a commitment from all the stakeholders involved before the investments begin to pay off to the extent that they have in this instance (Briedenhann and Wickens, 2004; Meyer, 2004; ECI Africa, 2006a; Lourens, 2007b).

In many parts of the world, the concept of route tourism has been used to promote LED in both urban and rural areas, although the literature mainly deals with rural routes (Briedenhann and Wickens, 2004; Meyer 2004; ECI Africa, 2006a; Lourens, 2007b). In the United States, heritage trails and food and drink trails have proved to be very popular. Briedenhann and Wickens (2004), indicate that these trails have stimulated the development of a range of activities and attractions along their routes. Food and wine tourism is also occurs in the Niagara region in the United States (Telfer and Hashimoto, 2003). In Austria, Apple/Cider/Oil, and cheese and wine trails (Meyer-Cech, 2003, p.150) have a theme based around locally produced products in order to augment the returns of agriculturalists in the area. Australia has a

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ample in Queensland, where a partnership with local s aimed to resurrect rural Queensland economies by creating jobs and a sustainable infrastructure for tourism (Hall and Mitchell, 2001). There are five distinct routes involving many towns and cities across the State of Queensland (Briedenhann & Wickens, 2004).

Route tourism must be clearly formulated and made attractive to realise the many benefits inherent in the form (Meyer, 2004). Economic benefits can be spread throughout a region by means of tourist facilities, activities and services along the route, which have been developed to facilitate tourist spending at stopover points (Meyer, 2004). Additional jobs and income result from tourist purchases and from providing services and supporting industries related to the main tourist product (Meyer, 2004, Rogerson, 2006a; Lourens, 2007b). The average length of stay is increased due to the variety of attractions, markets and activities and thereby the average spend is increased (Meyer, 2004; Rogerson, 2006a).

Tourist linkages into other areas of the economy are frequently underestimated, as can be seen in Fig 3.1. As an illustration of the potential economic linkages, Floridaôs Division of Historical Resources in Florida, USA did research on the economic impacts of tourism routes in the area and found that income and therefore tax collection increased and benefited the entire area; there were many more jobs particularly in the building sector for labourers, and tourist spend at the main attractions and in the supplementary óadd-onô product arena was in the billions (ECI Africa, 2006a). In addition to these direct consequences, property values increased, moribund industries were revived and new business created surrounding the support services for the area in general, and more state grants were received (ECI Africa, 2006a). The potential impact of tourism linkages can be utilised to empower the poor but active government interventions and even legislation are needed to back up affirmative action, as vested interests frequently challenge or co-opt pro-poor programmes (Meyer, 2004, ECI Africa, 2006a).

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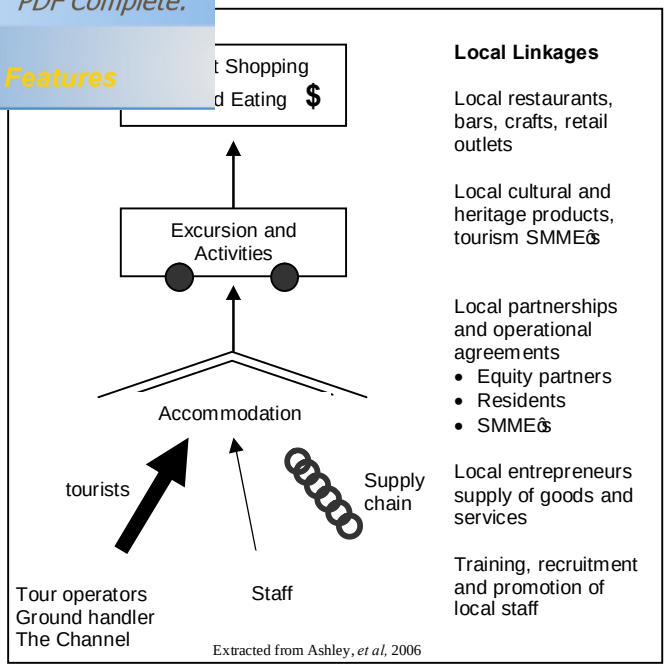


Figure 3.1 Tourism linkages with the local economy

Nevertheless, the potential of tourism linkages is not always understood in the developing world as both rural and urban poverty are frequently acute, and its alleviation takes priority over conservation measures (Open Africa, 2002). The resource base, which ironically holds the key to the long-term sustainable eradication of poverty is therefore becoming degraded in the developing world (Open Africa, 2002). Choosing immediate economic benefits over long-term sustainability is thus a common cause of failure in LED in rural areas in the developing world (Open Africa, 2002; ECI Africa, 2006a). Results are demanded immediately from the LED initiatives as the poor are caught in situations marked by a lack of economic resilience (ECI Africa, 2006a; Rogerson, 2006b). The developed world shows more signs of long-range planning and equitable development for all members of a community (ECI Africa, 2006a).

In designing routes the international experience points to the benefits of planning regionally as well as locally. Thinking regionally involves developing cooperative arrangements and relationships between different localities in order for them to collectively compete as tourism spaces (Rogerson, 2004). Routes make use of the natural or cultural features of an area that are unusual, unique, or particularly well-developed (Mathfield, 2000). Local identity must be emphasised along with

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04). Other attractions in the area, possible cultural and yearly festivals are all options for providing authenticity in the local experience (Meyer 2004; ECI Africa 2006a; HSRC, 2006; Rogerson, 2006a). It is argued that successful (routes) need to be ñfilled with life, accompanied by professional staging of a theme, hosting related themed events such as festivals or sport events such as marathons and providing a diversified product offeringò (Meyer-Cech, 2003, p.154). Plummer *et al*, 2004 notes that tourists seek out unique experiences and the host culture brings the tourist closer by offering local meals and beverages to enhance the authenticity of the tourist experience.

Routes can express regional identity through branding via marketing or by creating new opportunities for craft and cultural producers along the length of the route (Meyer, *et al,* 2004d; 2004e; HSRC, 2006; Lourens 2007b). This also has the effect of making a community more cohesive and cooperative internally (Meyer, *et al,* 2004e; HSRC, 2006). Rural tourism can especially benefit from co-operative branding which increases the efficiency in the use of tourism resources and combats the common drawback for rural areas, which is the limited drawing power they have. The destination image is critical when motivating the tourist even if the image is not truly representational, (Meyer, 2004; Ashley, 2006). What a product or experience is in reality, is frequently less important than the consumerôs perception of it (Meyer, 2004).

Meyer (2004), states that a route, which has several attractions or icons creates a synergy effect, a greater pulling power and attracts more tourists for longer who spend more. In addition, it can promote wide benefits due to the greater number of possible linkages for small businesses, and disperses money over a wider area (Meyer, *et al,* 2004e). The Queensland Heritage Route in Australia is a prime example of a tourist route being used as a dispersal strategy with the primary aim being to create linkages with suppliers in marginal areas (Meyer, 2004; Lourens, 2007a; 2007b).

While a tourism theme or a tourist óiconô can be problematic, they are undoubtedly major pull factors for a destination. In New Zealand the focus is on Milford Sound, Maori cultural, Rotorua geothermal features and Mount Cook (Becken, 2004). Tourist icons can predetermine how visitors will travel around an area, and can create

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, accommodation and environmental use (Becken, famous because they are instantly recognisable and will be familiar to those ôback homeô (Becken, 2004). They are used when marketing an area to objectively and subjectively position it in the minds of the tourist (Becken, 2004). Private and public stakeholders develop and commodify an attraction and construct a ôtourist gazeô, which is defined as the tendency to consume primarily visually and experience pleasure when that which is consumed is ôout of the ordinaryô (Becken, 2004). Photography plays a defining role by reinforcing the ôtourist gazeô for both the stakeholder in the production of guidebooks and brochures, and the consumer in the form of own photographs which are shown to friends ôback homeô and further reinforce the status of the icon and the value of the journey (Becken, 2004).

New Zealand has found that the attractions, which stimulated the creation of their tourist industry have now after 100 years, become the icons around which further development occurs (Becken, 2004). Western Australia has also emphasized tourist icons as being essential for the economic development of a wider area and has discovered that clusters of icons are even more effective. Relevant dispersal strategies are key to preventing the key locations developing at the expense of the region as a whole (Becken, 2004; Meyer 2004).

While tour operators find tourist icons to be of prime importance, tourists tend to have a broader view of what they would like to visit (Becken, 2004, Meyer, *et al,* 2004g). Tour bus, and rental car tourists often are fixated on icons while backpacker and camping tourists tend to have more complex aims (Becken, 2004; Mograbi, 2007). Budget tours place more emphasis on icons than upmarket tours, which strive to facilitate the experience and the indulgence factor (Becken, 2004). Independently motivated tourists appear in general to focus their expectations and desired experiences more broadly than on just visiting a few main icons (Becken, 2004; Mograbi, 2007). The more mature and independent tourist market delight in visiting off-the-beaten-track locations, and it is therefore important, particularly for route development that semi-iconic locations still offer good infrastructure so that they too meet with tourists expectations (Meyer, 2004; Mograbi, 2007). Ultimately the basics such as transport, accommodation, and costs are more important to the tourist than

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uires that these factors are as widely and effectively).

Tourist icons can create ôhotspotsô in a region and many researchers now suggest using the icon as a hub with the appropriate tourist infrastructure to redirect tourist flows outward from the icon into the surroundings (Becken, 2004; Meyer, 2004; Lourens, 2007b). This also reduces the impact environmentally on the area and spreads economic benefits further afield (Telfer, 2001, Meyer, 2004, Lourens, 2007b). It has been shown that backpackers and camping tourists tend to be further dispersed regionally than coach tourists (Becken, 2004; Mograbi, 2007). The private sector tends to continue marketing mainly iconic sights because it is easier to draw customers if they recognise an area and because it is usually large companies who benefit most from the facilities at iconic sights (Becken, 2004, Meyer *et al,* 2004c; 2004h). A conscious and long-term strategy is needed to move away from iconic attractions and promote route development for the benefit of a wider area (Becken 2004).

Finally, there are a number of pre-conditions that improve the potential success of a tourist route. These are the existence of networks between all stakeholders in the area concerned combined with thinking regionally for the greater good, as opposed to just locally for individual businesses (Meyer, 2004; Rogerson, 2006a). The process of developing a route needs the leadership of an individual who is able to attract buy-in from the majority of stakeholders, does not have a direct personal interest in the route or a business on it and is able to remain committed to the process for a considerable length of time (Meyer, 2004; Rogerson, 2006a). In addition, the development of a unique product, in conjunction with the development of the infrastructure locally and the facilitation of access to the area are essential (Meyer, 2004; Rogerson, 2006a). The legitimate participation of the local community and the incubation of SMMEs to provide innovative solutions to opportunities that arise contribute to the routes potential for success (Meyer, 2004; Rogerson, 2006a). Targeted and effective marketing and promotion of a route, is vital to ensure that the information is available to the potential tourist markets, and this should be accompanied by the provision of pertinent information at various key points on the actual route itself (Meyer, 2004; Rogerson, 2006a). Finally, in the literature a growing interest with the poor has raised

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e developers, particularly in the developing world 05; Ashley, 2006; Ashley *et al,* 2006; Rogerson, 2006a). The next section reviews the theme of pro-poor tourism and its relationship with route tourism (Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006).

3.3 Pro-poor Tourism and Routes

Pro-poor tourism (PPT) as a specific genre of tourism was developed in 1999 in an effort to explore how tourism could contribute to poverty alleviation (Ashley and Goodwin, 2007). PPT is defined simply, as any tourism, which generates net benefits for the poor (Spenceley and Seif, 2003). It is clear that for any route tourism project to succeed, the poor communities in the area of the project will have to experience net benefits. The centre of PPT research, www.propoortourism.org.uk (2007) defines PPT as :

> ñPro-poor tourism is about increasing the positive impacts of tourism on poor people. PTP is not a specific product but an approach to the industry. It is an approach that seeks to increase participation of poor people at many points in the sector, and that aims to increase their economic and social benefits from tourism while reducing the negative impacts on the poorò

PPT has garnered the attention of particularly African governments whose poverty reduction strategies increasingly promote tourism as a means to reduce poverty and not just generate foreign exchange (Ashley and Goodwin, 2007). The Asian Development Bank and the Dutch development organisation, SNV, have adopted pro-poor tourism in Asia, Africa, Central and South America (Ashley and Goodwin, 2007). The United National World Trade Organisation (UNWTO) has established a PPT programme, and the United Nations Conference on Trade and Development (UNCTAD) has highlighted the importance of tourism in their documentation (Ashley and Goodwin, 2007). At the coalface of conservation and development, various NGOs are assisting the poor directly with engaging in the tourism industry (Ashley and Goodwin, 2007).

This approach goes further than simple product development and niche marketing (Spenceley and Seif, 2003; Meyer, 2004; Goodwin, 2006) and recognises that poor stakeholders must see tangible opportunities and changes in their lives for a route to

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(Mathfield, 2000; Rogerson, 2002d; Spenceley and ñThe focus is on net benefits because engaging in tourism can involve costs or negative consequencesò (Goodwin, 2006, p2.), for example, time being trained, loan repayments, and loss of access to natural resources (Spenceley and Seif, 2003; Goodwin, 2006). The poor can be workers, entrepreneurs and the neighbouring community in tourism, earning an income from tourism but also suffering the associated consequences (Ashley, 2006).

The potential for PPT in route tourism is dependent on the general health of the relevant economy. This growth will in turn only benefit the poor if they have education, healthcare, access to land and infrastructure, physical safety, gender equality, information about the market and few barriers to entrepreneurship (Ashley, 2006). Ashley (2006) reports that Asian development over the last few decades has clearly shown that investment in human capital leads to a greater ability by the poor to participate in a greater economy. Within a tourism development plan, infrastructure improvements and transport measures can directly benefit on a livelihood level, as can programmes to provide sanitation and fresh water. Direct employment opportunities, initiatives for SMME development and education, increased communal income and pride, are other possible benefits of a successful programme (Spenceley and Seif, 2003; Lourens, 2007a; 2007b).

PPT is essentially about how tourism is done, and the potential impact on the poor is determined by the behaviour of individual tourists and private companies (Ashley, 2006). The role of government is to influence this behaviour by way of regulations, public investments and initiatives in all the sectors related to tourism. While many governments in eastern and southern Africa have declared that local economic development via tourism is the best practice for combating poverty and unemployment, how it should be done is still being formalised (Ashley, 2006; Ashley and Goodwin, 2007)

Linking private sector developments with local capacity building and development of infrastructure is a valuable method to ensure benefits reach the poor (Spenceley and Seif, 2003; Meyer *et al*, 2004a). Tourism is largely a private sector activity, and while government has tourism departments and boards, they frequently complain of a

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ley and Seif, 2003). This in turn leads to the stifling f creative initiatives by local individuals to create local linkages (Spenceley and Seif, 2003, Ashley, 2006).

There is a clear overlap between Corporate Social Responsibility (CSR) measures currently in vogue in the business world and PPTôs focus on changing business behaviour (Ashley and Haysom, 2005). CSR is relevant to tourism due to the need for security and good reputation for the consumer of the product (Ashley and Haysom, 2005). However, the tourism industry has been one of the most lethargic in adopting CSR practices (Meyer *et al,* 2004g). For example, less that half of the tour companies interviewed in the UK in 2001, had a responsible tourism policies, ñmany of which were so brief as to be meaninglessò (Meyer *et al,* 2004g, p.2). In a very competitive industry, tour operators viewed such measures as ña luxury and cost, not a long term investmentò (Meyer *et al,* 2004g, p.5). Tour operators do not believe that tourists are more interested in ethical issues and that they might be willing to pay more for responsible tourism packages (Meyer *et al,* 2004g). Research done in recent years, shows that the majority of tourists are still fairly apathetic about responsible tourism and are more interested the accommodation, weather and un-crowded facilities (Meyer *et al,* 2004g). There is, however, a category of consumer, who being affluent and well-travelled, are very important to the travel industry, who are aware to a greater or lesser degree of ethical issues and plan their travel in accordance with responsible tourism principles (Meyer *et al,* 2004g). In research done in 2001, more than half of the respondents indicated that they would be more likely to book a holiday and pay up to 5% more for it, with an organisation who promised ñgood working conditions, protection of the environment and support for local charities in tourist destinationsò (Meyer *et al,* 2004g, p.2). Nearly two-thirds of those surveyed indicated that they would like to receive information from the travel industry regarding ñlocal customs and politics, supporting the economy and meeting local peopleò and how to behave appropriately in the destination country (Meyer *et al,* 2004g, p.2).

CSR seeks to change business behaviour from *ad hoc* short-term charitable actions to situations in which both the community and company can profit in the long term (Ashley and Haysom, 2005). The philanthropic approach is still an appropriate form

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dvanced approaches where the actual way of doing unds donated philanthropically are essential for a community and could not be accessed in any other way (Meyer *et al,* 2004b; 2004f; 2004h; Ashley and Haysom, 2005). It is clear that in Africa there is room for both variants. The four current approaches to CSR can be seen in Table 3.1 which is based on Lockeôs (2003) analysis:

Table 3.1 Current Approaches to Corporate Social Responsibility

Minimalist	Philanthropic	Encompassing	Social Activist
Basic Stakeholder support for tax rebates Orientated to Human Resource issues Tokenistic and strategic	Specific project or issues relevant to an organisation are targeted for donations and gifts from pre-tax profits Attempts to resolve problems and find short-term solutions Done separately from the main functions of the business	The broader community is engaged with not just the immediate business stakeholder group Company values and management style are focussed on CSR Attempts to lead change Inputs sourced locally, services contracted out, local excursions packages created, new leisure facilities developed	Business is founded with CSR as a given and is a catalyst for change in the community Changes are sought for all involved and involve a complete shift from a post-colonial mindset

Source: Locke, 2003; Ashley and Haysom, 2005.

The private sector can have considerable impact on the poor if they engage in creating linkages with the local economy by supporting SMMEs, revising their own supply chain and informing their tourists about local services and products (Ashley, 2006; Ashley and Goodwin, 2007). It is vital in local economic development planning to include the private sector, and government is in the best position to influence their decisions towards pro-poor planning (Meyer *et al,* 2004a; 2004b; Ashley and Haysom, 2005; Ashley, 2006; Ashley and Goodwin, 2007). Firstly, at the time of approving new concessions and investments, Government is in its strongest position to influence pro-poor measures being included in a deal and should take advantage of this (Ashley *et al,* 2001; Ashley, 2006). These measures must be placed in the final agreement and then monitored to ensure compliance to really be effective (Ashley, 2006).

Second, research shows that awards for responsible tourism, codes of conduct, certification for achievement of government goals, and communication are vital. Private sector companies are focused on competitive advantages, customer satisfaction, word-of-mouth marketing and a product with an edge of some sort, and Government can facilitate and encourage these actions through the awards they give

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shley, 2006). Further, simply requiring information or commercial policies causes a change in thinking resulting in new initiatives and approaches on the part of the private sector (Ashley, 2006).

Route tourism benefits the poor in a number of concrete ways. Tourists are a new local market for the poor, a market moreover that comes to them, relieving them of transport problems and costs and allowing export directly without the usual associated tariff costs (Meyer *et al,* 2004d; 2004e; Goodwin, 2006, Lourens, 2007b). Additional livelihood possibilities come into play allowing the poor to reduce their economic vulnerability (Meyer *et al,* 2004a; 2004b; 2004c; 2004d; 2004e; Goodwin, 2006; Rogerson, 2006b). While the cash income from tourism might be small, it has a large impact, as it may be the only cash the very poor receive (Meyer *et al,* 2004d; 2004e; Ashley, 2006; Goodwin, 2006). The assets that the poor would use are natural, cultural and physical and as such, are sustainable and renewable unlike other export industries (Meyer *et al,* 2004d; 2004e; Goodwin, 2006). Formerly unused private assets such as storytelling, guiding, dancing and music can become SMME opportunities (Meyer et al 2004d; 2004e; Goodwin, 2006; Ashley 2006). The enjoyment of cultural activities or shows by tourists generates pride in the local culture and can work to prevent out-migration by the young in particular (Meyer *et al,* 2004e; Goodwin, 2006). Different tourists have different interests and needs leading to a wide variety of service requirements, which can be fulfilled by unskilled and low-skilled workers, especially women and young people (Meyer *et al,* 2004a; 2004b; 2004d; 2004e; Goodwin, 2006; Ashley, 2006). Lastly, tourism educates both the visitor and the visited about other cultures and spreads a sense of international place and belonging to all (Meyer *et al,* 2004e; 2004f; 2004g; Goodwin, 2006)

In terms of a contribution to local livelihoods, ñlocal wages can be the largest, most desired and most tangible benefit from tourismò (Ashley, 2006). A job in the hospitality industry or tourism industry will be sought after and although the job may provide for the basics for survival there is also widespread abuse of the poor in such employment (Meyer *et al,* 2004f; 2004h; Ashley, 2006). An increase in tourism product, increases the amount of employment available however and as long as poor people have access to these jobs the impact on the local economy can be considerable

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dustry is unique in that it provides so many types of ly-skilled applicant, such as waitering, gardening, laundry and cleaning (Meyer *et al,* 2004a). The more remote the area is where tourism develops, the more impact it has (Gurung and de Coursey, 1995; Ashley, 2006).

To have an impact on the poor in particular, government needs to be involved and needs to direct funding and training specifically at poor people (Meyer *et al,* 2004f; Ashley, 2006). Standards for working conditions would need to be set in advance to prevent problems occurring later, but without thereby removing the jobs from the reach of the poor (Ashley and Haysom, 2005; Ashley, 2006). Tourism operators can be encouraged or legislated into using predominantly local people and an assessment of which form of tourism provides the most jobs can allow for only labour-intensive tourist product to be developed (Meyer *et al,* 2004a; 2004f; Ashley, 2006). Although there has not been much research done on the impacts of tourism-led LED programmes to ascertain what impact these programmes have on the poor, one recent study found that the impacts of this form of tourism are greater than other possible economic sectors in that comparatively more unskilled and semi-skilled workers were employed and the resultant impact on local employment figures was substantial (Ashley, 2006).

Table 3.2: PPT Strategies for Businesses categorised

A: Economic benefits	B: Non-financial livelihood impacts	C: Participation/partnership
• Focus on local community employment, wages and training • Increase possibilities for new businesses supplying direct to tourism enterprises (food, laundry, etc.) and those selling direct to tourists (craft, guides, etc.) • Facilitate collective revenues such as park fees, equity dividends, donations	• Create infrastructure and new services, serving both tourists and locals (roads, healthcare, water, etc.) • Ensure social and cultural impacts are positive • Concentrate on sustainable and responsible use of the environmental resources • Deal with the use of natural resources by the local community in a constructive fashion • Build capacity. Facilitate training	• National policy/planning directed at allowing poor to participate • Increase participation in decision-making on the part of the poor • Facilitate ongoing communication between stakeholders • Engage the private sector in pro-poor projects

Source: Meyer *et al,* 2004a

Although there are many challenges and erroneous assumptions inherent in a PPT approach to planning routes tourism it is increasingly clear from the literature that unless a route takes the marginalized members of a community into account and provides real deliverables, it is doomed to failure (Meyer, 2004; Meyer, 2004e; Spenceley and Seif, 2003; Goodwin, 2006). ECI Africa, (2006) states that the entire

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o visitors not just those directly involved for route

3.4 Routes and Community Development

It is evident that the most recent forms of route tourism have found community participation, education and empowerment to be integral to any initiative (Meyer *et al,* 2004a; 2004e; ECI Africa 2006, Rogerson, 2006a; Lourens, 2007b). Ideally, they should be involved from the beginning in the tourism assets survey and in the initial decision-making regarding scale and type of route (ECI Africa, 2006a; Ashley and Goodwin, 2007). Nevertheless, it is also noted how difficult it is to achieve this in reality (ECI Africa, 2006a). Often it is only the local elite that benefits and truly marginalized individuals remain so (ECI Africa 2006a; Rogerson, 2006a).

Caprivi Wetlands Paradise Route is an Open Africa route recently initiated in Katima Mulilo and is based around the regionôs biggest asset, the mainly unexplored wetlands of four major rivers that traverse the Caprivi Strip (CAP, 2007). Facilities such as community campsites are listed alongside upmarket luxury lodges (CAP, 2007). There is a particular focus on community involvement as the route consists of six conservancies and four rustic campsites, which are augmented by services available at the more established luxury lodges and four craft centres supplying locally made products to tourists (CAP, 2007). The businesses are linked along the 500-kilometre Trans-Caprivi Highway, a new bitumen-surfaced road that has replaced the gravel roads of the past, and provides access to the Kavango-Zambezi Trans-frontier Conservation area recently set up through international co-operation (CAP, 2007).

Community-based routes tourism is seen as a potential solution to the problems experienced by rural economies in the globalised economic environment, as it involves empowerment and ownership by the local communities (Meyer, 2004; ECI Africa, 2006a). Tourism routes can serve as collective marketing tools for clusters of small tourism enterprises in a specific area (Meyer *et al,* 2004e; ECI Africa, 2006a). Routes provide for sustainability in tourism although criticism has been made over the manner in which, community expectations can be raised too high before sufficient marketing has taken place (Ashley and Haysom, 2005; Ashley, 2006). This can result

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vals (Ashley, 2005; ECI Africa 2006). Marketing a visitor dissatisfaction and negative word-of-mouth causing failure (ECI Africa, 2006a, Rogerson, 2006a).

There are many challenges to community participation particularly in the developing world where ócommunityô is frequently a codeword for historically disadvantaged individuals (HDIs) and not for the entire community (ECI Africa, 2006a). Traditionally planning is centralized, a leftover of colonial occupation, and therefore there is a lack of local knowledge for creating and implementing LED initiatives. Local residents often have a very poor understanding of what tourism is, and receive little or no education in the subject, and therefore find it hard take up opportunities in and see the benefits of the local tourist economy (Meyer, 2004; Meyer *et al,* 2004f; Rogerson, 2006a). The private sector and often even local government do not want to participate in community development because it can complicate a project endlessly and does not show immediate economic returns (Ashley and Haysom, 2005; Ashley, 2006; Rogerson 2006a). In general the developing world does not provide funding mechanisms for achieving community participation (Rogerson, 2006a).

For the needs of the community to be included in CBT route tourism planning, they need to have a voice. Nevertheless, in the developing world, there are notable capacity constraints to participation. In Mozambique, participation is constrained by the lack of understanding and information regarding tourism (Ashley, 2006). Uganda however, had widespread discussion with both the Ugandan Community Tourism Association, and individuals, residents, and tourism role players like hotels and tour operators, when developing national policy (Ashley, 2006). The recent creation of the Kenya Community Based Tourism Network allows for a community voice for the first time against the more powerful major tourism companies (Ashley, 2006).

It is vital for successful pro-poor route tourism that barriers to community participation are addressed from the start. Lack of information and awareness as to what tourism is should be dealt with first (Meyer *et al,* 2004f). Lack of know-how and training can be handled by private sector business in the area, if they are given good incentives to engage with capacity enhancement (Meyer *et al,* 2004f; ECI Africa, 2006a). Lack of enthusiasm is often caused by empty promises and lack of

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nly be counteracted by the development initiative ey and Seif, 2003). Some of these concerns would have to be dealt with by other government departments or other programmes such as housing and basic services (Spenceley and Seif, 2003; ECI Africa, 2006a; Rogerson, 2006a). Overall it is agreed that developing a tourism route is not possible if local issues such as lack of basic services, illiteracy and poverty are not dealt with (Meyer *et al,* 2004f; ECI Africa, 2006a).

Many rural communities also do not have the soft infrastructure to provide the kind of quality in tourism service that is required especially for the international visitor (and often the local visitor) (Khan, 2003). The rural tourism entrepreneur is ñoften lacking the required tourism service and management skills, whereas the customer is educated and affluentò (Reichel *et al,* 2000, p.452). This leads to higher service expectations versus actual service delivery (Reichel, *et al,* 2000; Ashley, 2006). Members of poor rural community probably will never be able to afford to be a tourist themselves and so cannot understand what it is that the tourist requires as far as services are concerned (Reichel, *et al,* 2000). Nevertheless, the entrepreneur has to have an understanding of these expectations to make a profit from tourism. The categories of service are: operatorôs attitude towards guests, reservation efficiency, room cleanliness and attitude of residents in the area (Reichel *et al,* 2000, p. 452).

To be successful in the long term, a route must build knowledge and ability in the communities involved (Meyer *et al,* 2004e; 2004f). What rural communities do have in the developing world is an ability to survive adverse circumstances with creativity and entrepreneurial skills, warm hospitality and a pleasant attitude (Reichel *et al,* 2000, Goodwin 2006). Service is vital, as part of the lack of management skill lies in the area of marketing ï and word of mouth advertising is invaluable here (Reichel *et al,* 2000). While many operators complain that tourists are spoilt and expect too much ï few would turn away repeat business or referrals from such customers (Reichel *et al,* 2000, p.453).

The ónewô tourists of the 21st century do expect to be able to benefit the community by their participation in, and through their experience of the tourism product (Ashley, 2006; Goodwin, 2006). As discussed previously, there are growing expectations that

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res will be in place (Meyer *et al,* 2004h; 2004g; means that for any successful LED route tourism initiative, whatever the difficulties, community buy-in is paramount (Goodwin, 2006). ñFor development to widely benefit the poorest countries, all stakeholders need to recognise that tourists are becoming more sophisticated, informed, and increasingly likely to demand richer experiences that involve ï and benefit ï local peopleò (Goodwin, 2006, p1.)

The digital revolution has already allowed people to access more varied information, and given them a consumer savvy in areas such as the environment and materialism, which they did not have before (Meyer *et al,* 2004h; Goodwin, 2006). The use of brochures however is still the most effective and commonly used form of communication with the market, although websites and guide books are gaining ground rapidly (Meyer *et al,* 2004h). The new awareness of international poverty and the potential impact a visitor can have in a poor community will inevitably translate into increased demand for pro-poor, community-based tourism initiatives (Meyer *et al,* 2004h; 2004g; Ashley, 2006; Goodwin, 2006). ñJust as growing amounts of wealth have followed green, organic and fairly-traded products so, in due course, will the phenomenon of more enlightened consumption translate into tourism servicesò (Goodwin, 2006, p. 1). Faced with extremes of poverty when travelling, many visitors ñincreasingly wish to do something, to get involved, to make a difference, ñ(D)oing so can often become the highlight of their tripò (Stoddart and Rogerson, 2004, p. 317; Goodwin, 2006, p.8).

ñTourism philanthropyò (Ashley, 2006, p.41) is on the increase worldwide. Donations are common as a direct response to community problems or initiatives seen *in situ*, and a growing minority of tourists volunteer both time and money to working on international development projects such as those run by the Habitat organisation (Stoddart and Rogerson, 2004; Meyer *et al*, 2004g; Ashley, 2006). *Ad hoc* donations or responses to begging in the street do not have a constructive impact on the poor (Ashley, 2006; Goodwin, 2006). Tour operators and hotels, for example, can give tourists information and donation options including visits to the projects, thereby creating a structured process for the donors to follow (Meyer *et al,* 2004h; Ashley, 2006). Not only can the impact of these donations then be measured but Government

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providing projects with accreditation or directly
s (Ashley, 2006). In Tanzania, a Cultural Tourism Programme ensures that all cultural tours have a contribution to a Village Development Fund built into the fee. Tourists can also donate further to specific items at a school or clinic (Ashley, 2006). There is a clear need on the part of some tourists to feel a part of something bigger than themselves, and especially affluent or middle-class tourists experience a great deal of alienation in modern western society. An antidote to this is to allow for a participatory experience while travelling by donating and thus enabling another personôs health and happiness (Stoddart and Rogerson, 2004, Meyer *et al,* 2004g). It is clear that a large part of the success of the relationship lies in the reciprocal human contact perhaps as much as actual financial contributions (Stoddart and Rogerson, 2004; Meyer *et al,* 2004e).

3.5 Product Development, Infrastructure and Access

Each tourist route requires that the people involved develop an innovative product, and this has become increasingly difficult as more and more route initiatives are developed (Meyer, 2004; Meyer *et al,* 2004b; 2004e; Rogerson, 2006a; Lourens, 2007). For example, the Waterloo-Wellington Ale Trail, a beer tourist route in Canada (Plummer *et al,* 2004) is an alternative to the many existant wine routes. The Slave Route from Badagry, Nigeria to other historical slave route attractions in the area is a variation on a heritage theme, while the gentle, leisurely Saanich Bicycle Route set in scenic countryside, in British Columbia, Canada would attract an entirely different consumer. The Australian bushwhacking Canning Stock route is a particular unusual offering. It comes with an express warning that it is not recommended to

Box 3.1: The Canning Stock Route, Australia

"Warning: RAC definitely does not recommend the use of the stock route, but has produced the map "Canning Stock Route" in an effort to avert difficulties for those who have decided to travel the route anyway.

We trust the guidelines will be taken very seriously, because whilst there have been no misfortunes to date, we feel that there will be tendency for travellers to underestimate the degree of difficulty with increased usage.

Remember that problems can occur for even the best prepared expeditions and before you begin, consider the cost of a rescue party." (Source: www.westernaustralia.com)

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e map has only been produced ñin an effort to avert cided to travel the route anyway. (See Box 3.1).

In both the developed and developing world it has become clear that the wide range of desires and tastes in the tourist market can make it very difficult to establish which particular niche consumers the route should appeal to (Rogerson, 2006a). In addition, what might appeal to a domestic tourist might not be attractive to the international tourist (Lourens, 2007a; 2007b). Most routes are developed at least initially with the domestic tourist market in mind (Telfer, 2001, ECI Africa, 2006a; Lourens 2007b). For example the Camino de Santiago, in Spain and France, was developed to provide the smaller villages with an additional source of income from domestic tourists (Murray and Graham, 1997; Lourens 2007b). A strong network or partnership, which has compiled a survey involving all stakeholders, of the areaôs needs and tourism assets, is essential (Meyer, 2004; Lourens 2007b). This then enables stakeholders to develop an accurate óvisionô and therefore product, for the area and the probable tourist niche market (Murray and Graham 1997; Meyer 2004; ECI Africa 2006a; Lourens 2007b).

The Mozart Route in Austria is a good example of a route where the theme conveys a unified image of the region and where the theme has penetrated all other ancilliary services such as accommodation, catering and shopping (Meyer 2004). The route itself is based around geographical places in which Mozart worked and lived, hotels provide organised themed meals and music recitals, name rooms after sonatas and organise special events (Meyer, 2004). Image creation is vital in the highly competitive tourism environment and combining actual heritage with fantasy, as has been done in the Mozart route or the Santiago de Compostela routes can create an image that is a strong draw card for visitors (Meyer, 2004). In the case of the Mozart route, visitor nights and spending in general have increased dramatically, and the unified image makes marketing simpler (Meyer, 2004).

The extreme diversity in tastes in both international and domestic visitors indicates that developing a themed route requires an accurate knowledge of the market that is being appealed to (Meyer, 2004). For example, international tourists to South Africa

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heritage and township tour aspects of routes than terested in the beach or game drives (Meyer, 2004).

Establishing the tourism infrastructure to a standard of quality that will attract visitors is vital to setting up a route (Meyer, 2004; Lourens 2007a; 2007b). The road network must be well designed and user-friendly (Eby and Molnar, 2002; Owen *et al,* 2004; Lourens, 2007b). Signs must be clear and accessible to all (Murray and Graham, 1997; Lourens, 2007b). Way-marked routes carrying clear motifs on their signage characterise 850km of the Camino de Santiago (Murray and Graham, 1997). Meyer (2004) notes that it is fatal to skimp on providing refreshment stops, sanitary points and accommodation and this kind of infrastructure can directly benefit SMMEs in the area.

Tourism infrastructure development for routes can be done in such a way that the poor experience major infrastructural gains, such as new roads, a wider spread of mobile phone networks, and the extension of the water and electricity grids to include the poor around new tourism plants (Meyer, 2004; Meyer *et al,* 2004a; Ashley, 2006). Thus, not only can the poor be employed for infrastructural developments but they can also receive roads, electrical services and water supplies if these are constructed for dual use by the tourists and the community (Meyer *et al,* 2004a; Ashley, 2006).

For most international routes, numerous access points are provided, allowing visitors to travel in the direction and for the duration they choose, for example, the Camino de Santiago, which provides thematic signage on all routes (Murray and Graham, 1997; Meyer, 2004; Lourens, 2007b). The accessibility of a route to the closest large destination changes the type of tourist or visitor, who would be attracted (Murray and Graham, 1997; Eby and Molnar, 2002; Bruwer, 2003). A rural route, which is further than a dayôs travel from such a centre would have to concentrate on offering a product which would appeal to visitors for a longer stay and provide enough accommodation for this (Nowers *et al*, 2002; Bruwer, 2003; Lourens 2007b).

An important factor is minimizing the negative impacts of a route on the environment (Meyer, 2004; Meyer *et al,* 2004a; 2004e; Ashley and Goodwin, 2007). Once again, it is largely the poor who suffer from the environmental damage caused by tourism to

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d farmers who suffer from wildlife damage to crops 2006; Ashley and Goodwin, 2007). It may be necessary to regulate tourist numbers as well as to control environmental use (Gurung and de Coursey, 1995; Meyer, 2004; Ashley, 2006). Poor people need to be involved in SMME development or small-scale infrastructure for tourist stop-offs to compensate for losses experienced from environmental damage (Ashley, 2006; Lourens 2007a). In addition, it has been found that in Kenya, for example, cultural degradation has occurred and codes of conduct have had to be established for tourists to prevent further degradation (Ashley, 2006). In both Ethiopia and Mozambique, measures will be or have been taken to stop sex tourism in various forms from occurring (Ashley, 2006).

Involving the poor in product development can build capacity in skills, which are already present in the community such as craft, storytelling, music-making and guiding activities (Meyer *et al,* 2004a; 2004d; 2004e; ECI Africa, 2006a). Linkages to private sector businesses will provide support and capacity building while also providing increased access to marketing and information channels, which would not otherwise have been available (Meyer, 2004; Meyer *et al*, 2004a; 2004f). The Astra Country Inn, Jamaica has been working with the local community for 30 years and has a number of community-based products on offer such as local tours, guides and local food suppliers (Meyer *et al,* 2004f). In Kenya, the Club Sun N Sand resort has supported a number of infrastructural developments for the local community and has a weekly tour for hotel guests to expose them to the projects the hotel supports (Meyer *et al,* 2004e). These tours have become extremely popular and have increased the hotelôs reputation as a responsible provider (Meyer *et al,* 2004e). The Heritage Tourism Association in St Lucia has initiated a programme to include the local community through tourism routes and excursion in the tourist industry (Meyer *et al,* 2004e). The association markets its commercial tours under a recognisable logo and as it runs without a middleman, is able to charge up to 15% less than tours offered by foreign-run hotels (Meyer *et al,* 2004e).

It is observed that: ñ(R)esidents who feel a sense of ownership and partnership in the development of tourism in their community are more likely to be hospitable to visitorsò (ECI Africa, 2006a; Ashley, 2006; Goodwin, 2006). It is this that both CBT

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communities, as it is key to the success of a route joy the interactions they have with locals (Spenceley and Seif, 2003; Ashley, 2006; Goodwin, 2006). If local communities are dissatisfied with the developments for tourism, there may be exploitation or outright hostility and crime directed at visitors, which causes negative word-of-mouth publicity (ECI Africa, 2006a; Goodwin, 2006). Investors are beginning to realise that it makes commercial sense to have good relationships with adjacent communities and adopt a ócorporate social responsibilityô approach to community benefits which typically take the form of investments into schools, clinics, water and sanitation(Spenceley and Seif, 2003; Meyer *et al,* 2004h; Lourens 2007b).

An essential expectation in all forms of route tourism is that shopping for gifts and personal requirements takes place (Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). Producing and selling local craft in the form of souvenirs and curios is a ready market for the entrepreneur, especially the poor, women and the youth, to engage with the tourist market (Meyer, 2004; Meyer *et al,* 2004d; Ashley, 2006; ECI Africa, 2006a). Skills that are already present or are easy to learn can provide good returns in this form of business (Meyer, 2004, Ashley, 2006; ECI Africa, 2006). While all the skills that are relevant for other tourism service providers such as access to credit, training, mentoring and infrastructure are important, there are other factors that could be taken into account by the coordinating party (Ashley *et al,* 2005; Ashley, 2006; Ashley, *et al,* 2006).

Firstly product quality must meet market needs (Ashley, *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). Tourists will not buy goods that are of poor quality and in this instance, NGO assistance and quality control supported by government input, can guide local entrepreneurs (Meyer, 2004; Ashley, 2006). Many tourists are constrained in what they can carry and take home by the mode of transport that they used to arrive at the tourist space and travel around it (Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). They also seek to pay a price that is in accordance to their perception of the value of the product (Meyer *et al,* 2004d; 2004e; 2004g; Ashley, 2006). Since this perception will be determined by the home country and culture, it is difficult for an entrepreneur to gauge this, and while NGOs or government with greater resources can carry out market surveys or access foreign sources of information, it is still most

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engage the tourist directly and in conversation elicit dwin, 2006).

Secondly, developing a locally unique product is vital (Meyer *et al,* 2004d; Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). Producers need to understand the tastes of the predominant tourist market, what is in fashion and what expresses the touristôs experience of a country (Meyer, 2004; Ashley, 2006). Tourists return to their home countries from the unknown and the completion of the experience is the story that is told to those who did not partake in the journey (Becken, 2004). Curios and souvenirs support the experience and make it tangible for the listeners (Becken, 2004). Modern tourists, particularly backpackers, are attracted also to the story of the person who created the object (Ashley, 2006; Mograbi, 2007). Providing for this by leaflet or personal interaction enriches the experience for the tourist and the producer, and finally for the listener back home (Ashley, 2006).

Product diversification for route tourism is particularly important for the poor as they are not likely to be involved in running the tourism product associated with the main attractions of an area, finding their niche instead in the óadd-onsô such as:

- *Agro-tourism:* the farm and its produce become products
- *Rural tourism:* visiting traditional villages or adventure-based sporting activities
- *Cultural tourism and entertainment:* varies from seeing the rural life first hand, visiting historical sites or enjoying urban nightlife.
- *Shopping:* crafts and souvenirs
- *Local transport provision* in traditional or unusual forms like donkey carts, or the Tuk-tuks of Thailand (Meyer *et al,* 2004a; 2004b; 2004c; 2004d; Ashley, 2006).

All of the above óadd-onsô for tourism development around the main attraction are applicable to the development of route tourism both in urban and rural areas, as means to involve the poorer segments of the surrounding communities (Meyer *et al,* 2004e; Ashley, 2006). The idea is to get people thinking differently about themselves and their lives. Often cultural heritage tourism or agri-tourism is about creating excursions from peopleôs actual lives as opposed to finding something that is perceived as unusual by the resident (Meyer *et al,* 2004a; 2004d; 2004e; Ashley,

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day activities engaged in by locals can often be the of a journey. In Laos, for example, tourism to rural villages is popular but visitors have little to spend their money on and literally just walk around and look (Ashley, 2006). It is important to design products so that people visit and stay overnight, pay a visitorsô fee or buy refreshments and curios in the locality. Developing activities for which a fee must be paid or revising how the entrance fee to local attractions is split with local communities are other alternatives (Ashley, 2006).

Thirdly, the provision of government-supported sites for the operation of informal trader markets boosts the likelihood of success for the producers and sellers of curios and souvenirs (Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). Not only is there one main location where tourists, both tour groups and individuals, can stop and shop, it is usually more accessible and therefore more likely to be visited (Meyer, 2004; Ashley, 2006). Safety and security can be provided more economically as can the marketing of the market place, as it can be done for all the traders in one brochure. Refreshment facilities can be provided adding to the attraction for the tourist (Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). In Rwanda, the government placed a piece of land at the disposal of handicrafts street vendors in order to clean up the city centre of Kigali (Ashley, 2006). In the process of moving to the new venue, a traders association was created and parking space set aside around the main businesses (Ashley, 2006). The local tour of Kigali city stops at the market at the end of the tour and vendors thus have direct access to regular groups of tourists (Ashley, 2006). In Kenya, government provision of space on two days of the week for Masai markets was followed by privately-owned shopping centres altering their policies to allow vendors within their premises (Ashley, 2006).

In the developing world, craft sales are often óhijackedô by curio brokers who set up regular shops on the way to lodges, which are frequently far away from city centres, and thereby deny the possibility of local craft producers engaging with the passing trade (Meyer *et al,* 2004a; Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). Providing a venue that is open to all traders, for example at the gate of a game park, can resolve this (Meyer *et al,* 2004a; Ashley, 2006). In the tourist industry, competition is rife and it is up to the government whether it assists in regulating this

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oor to sell direct, or whether it allows market forces y the top spots (Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). It is essential to remember that access to the tourist must be ensured for the poor, not to a wholesaler who sells the goods on, if they are to benefit to any degree (Meyer *et al,* 2004a; 2004b; 2004e). Being able to watch the process of production boosts sales as the tourist, as mentioned above, will pay more for a product that carries an interesting story than a mass produced object (Becken, 2004; Ashley, 2006).

Finally as was the experience in Ethiopia, tourist spend in route tourism often is greatly hampered by the difficulty in using credit cards and in changing money (Ashley, 2006). Tourists should not feel as though it is difficult to find things to buy, or difficult to spend money and they should not under any circumstances return home with money left over (Ashley *et al,* 2005; Ashley *et al,* 2006). Providing transport to comfortable and attractive local market places, with good security and little tourist hassle as well as easy money-changing facilities, simply facilitates the touristsô innate desire to spend (Ashley *et al,* 2005; Ashley, 2006; Ashley *et al,* 2006). Information regarding small businesses or NGOs can also be provided directly in the form of education brochures left in the rooms of a hotel (Meyer *et al,* 2004h).

3.6 SMME Development and Routes

To earn the title of tourism-led LED development, a route must make a commitment towards enabling SMME development (Meyer, 2004; Ashley, 2006, Lourens, 2007b). This is a time-consuming and difficult area in which to achieve success. Nonetheless, it is essential to ensuring visitor satisfaction in the final product. An unhappy, resentful and jealous local community does not create a happy environment for the tourist to enjoy (Goodwin, 2006).

Small entrepreneurs running small or micro businesses can provide a number of tourism products and services (Meyer *et al,* 2004a; 2004b; 2004c). PPT focuses on the medium and small enterprises (MSEs) with an individual entrepreneur, or a few employees or small group of people running a community enterprise (Ashley, 2006). SMMEs by contrast are businesses with up to 50 employees depending on the

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MSEs can provide many services such as local tourist , camping, and B&B facilities, transport providers, food and juice producers and sellers, musicians, bands and dance troupes, in addition to the more commonly perceived opportunities for craft sellers in the tourist market (Gurung and de Coursey, 1995; Meyer *et al,* 2004a; 2004b; 2004c; 2004d; Ashley, 2006).

The major constraints facing MSEs in the developing world are many and varied. Firstly, a lack of skills generally, and in particular those related to service needs, combined with a lack of access to credit and collateral makes entrepreneurial action difficult (Ashley, 2006). Land title deeds are frequently not recognised or the associated regulations are too complicated to make land or shack ownership a form of collateral (Ashley, 2006). There is a lack of collaboration between tour operators, local communities and businesses meaning that synergies are not taken advantage of (Ashley, 2006). Excessive competition due to a limited diversification of products, for example at curio markets, works together with a lack of market facilities providing physical safety to tourists, constrains the ability of MSEs to do more than simply survive (Ashley, 2006). A lack of public information regarding tourists and their needs, and a lack of entrepreneurial education make it difficult for MSEs to understand what to sell and how to do so (Ashley, 2006). Finally, as increasingly noted by the African Union in recent years, excessive dependence on international aid and donor assistance has lead to a culture of apathy and expectance, de-skilling African entrepreneurs of the very qualities they need to engage with the tourism market (Ashley, 2006).

The supply chain for hotels, accommodation providers and restaurants includes all supplies necessary for the running of the business, and SMMEs or MSEs can be engaged in selling direct to the tourist or to the hotel chain (Meyer *et al,* 2004a, 2004b, 2004c; Ashley, 2006). While participation in the supply chain is a less visible source of income than direct employment in a hotel or restaurant, it can provide the largest cash flow for the poor (Meyer *et al,* 2004b; 2004c). Handicrafts and entertainment are other areas where poor people engaged in SMMEs can benefit enormously (Meyer *et al,* 2004d; 2004e).

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Es or MSEs with for example, the quality, quantity equently problematic (Meyer *et al,* 2004a; 2004b; 2004c; Ashley, 2006). A lack of knowledge of what is actually required by a hotel or what health and safety requirements are necessary creates barriers to success (Meyer, *et al,* 2004c). Hotels are frequently embedded in long-standing purchasing arrangements and pay for goods received after a 30 to 90 day wait (Meyer *et al,* 2004c; Ashley, 2006). In addition, there is no market facility that allows people to find each other and do business, and government does not currently do enough in enforcing requirements for local supply of goods in this regard (Meyer, 2004; Meyer *et al,* 2004a; 2004b; 2004c; Ashley and Goodwin, 2007). ñGovernment needs to help SMMEs to enter the tourism supply chain (as) é a way of upgrading local economic production, and expanding local markets, é as a stepping stone to meeting (the) requirements of international marketsò (Ashley, 2006, p. 13). Often craft skills have been lost due to the purchase of cheap imports, while local crafters cannot access credit and frequently produce in a season that is out of time with the tourist season (Meyer *et al,* 2004d). Providing for SMME development can assist hotels and restaurants by enhancing the attractiveness of the local brand and creating more distinctive products and a greater range of local activities (Meyer *et al,* 2004c; 2004h). These are the factors that enhance length of stay and overall spend in a locale (Ashley, 2006).

Frequently problems that occur in the supply chain with local SMMEs are not communicated to the supplier, and the tourism business takes the line of least resistance by returning to a trusted and reliable producer (Meyer *et al,* 2004c; Ashley, 2006). Government can reduce the inevitable short-term costs to businesses for revising their sources of inputs by providing a database, for example, of SMME supplier details, as many hotels would like to engage with local suppliers but are unable to afford the time and energy necessary to actually go out and find existing suppliers or even more so in the creation of new linkages (Meyer *et al,* 2004b; 2004c; Ashley, 2006). Ensuring that a fund or NGO is available to mentor and give technical assistance to new suppliers obviates lengthy training sessions for the business (Meyer *et al,* 2004b; 2004c; Ashley and Haysom, 2005; Ashley, 2006). Guidance on how to switch to SMMEs for procurement can also assist the businesses (Meyer, *et al,* 2004b; Ashley, 2006). Encouraging a theme of using local goods and introducing a ómade

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ate the establishment for commitment to the local r *et al,* 2004d; Ashley, 2006).

Training and support is vital to the success of SMMEs and Community Based Organisations (CBOs) as evidenced by the work of the Tourism Trust Fund (TTF) in Kenya (Ashley, 2006). The TTF provides training and capacity building, SMME financing and helps with the development of proposals and business plans to access funding (Ashley, 2006). On a macro level they have created an enabling environment to support the growth of SMMEs and the Kenya Tourism Board markets them internationally (Ashley, 2006).

Improving the quality of local products is also vital to attract tourist out of pocket spending on SMME products. While training and exchange visits can be helpful, soliciting direct feedback from the tourists themselves is the most immediate way of identifying what needs improving and how. In Tanzania, the Cultural Tourism program found a number of quality concerns when assessing cultural tourism products in 2006. These included standards of accommodation provided, toilet hygiene and food preparation, the lack of local cultural activities versus the glut of nature-based activities and also interpretative skills of local guides (Ashley, 2006).

While it is indeed true that SMMEs and MSEs benefit from training in business skills and access to capital and business services, this is ineffectual in an environment where a thorough assessment has not yet been done of the size of the market, the percentage of tourists interested in the product and how to attract this group (Meyer *et al,* 2004f; Ashley, 2006). Further, licensing and regulations traditionally exclude a large number of people, simply because in the developing world they are too difficult and complex to negotiate without assistance (De Soto, 2000). In Gambia for example, the self-regulatory charters used, are designed to formalise the informal sector without raising barriers to entry so as to exclude the poor (Ashley, 2006). It is recommended that grading systems should include categories that include the most basic level of services (Ashley, 2006). Registration forms should be easily accessible and easy to complete especially for people with low levels of literacy (Ashley, 2006). Registrations should not immediately incur costs and bureaucracy and co-ordination between the different tiers of government is necessary to avoid multiple charges (Ashley, 2006).

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ed as a valuable MSE contribution linked to route tourism in many countries, and while poor people may find it difficult to register as national guides, local guiding is easily accessible (Meyer *et al,* 2004a; Ashley, 2006; ECI Africa, 2006a; Lourens, 2007b). In the developing world there has been a move towards accrediting local community members who are illiterate with qualifications based on indigenous knowledge or non-book learning (Ashley, 2006; ECI Africa, 2006a). Two problems arise if this process is not carefully managed. Firstly, tour operators usually have their own guides and conflict can arise where local guides are perceived to be poaching tourists, while at the same time valuable opportunities are lost for communities if only outsiders act as guides (Meyer *et al,* 2004a; Ashley, 2006). Secondly, if the market is not regulated, tourists are put off by the endless pestering of local guides trying to lobby for business in the streets or outside the hotels (Ashley *et al,* 2005; Ashley, 2006). By establishing a recognised certification system and rules about where services may be advertised, the government can bring stakeholders together to find a workable solution (Ashley, 2006). Badges and pre-determined pick up places can facilitate the interaction between tourists and guides (Ashley, 2006).

Concerns with simple infrastructure raised in the section on product development must be mentioned again in connection with SMMEs and MSEs. Providing a rest stop with parking, toilet facilities, water, picnic tables and litter bins can make a big impact on whether tourists stop at a particular spot or not, and in fact impacts directly on whether they will be inclined to purchase anything while they are there (Murray and Graham, 1997; Meyer 2004; Ashley, 2006). This issue needs to be planned by local government to be effective, with the essential message being that even small infrastructure in countries, where large distances are covered by the tourist, can catalyse the development of an array of SMMEs and MSEs in the stopping area (Meyer, 2004; Ashley, 2006).

Access to private sector linkages is vital for SMMEs and MSEs and while government can initiate these connections it is largely a task for the entrepreneur themselves (Meyer *et al,* 2004c; Ashley, 2006). Usually, the private sector has a great deal of knowledge about their customers; possesses wider market networks and

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eyer *et al,* 2004b). Further they tend to be in control s and have to be leveraged by incentives (usually government initiated) to mentor and co-ordinate activities with small businesses (Meyer *et al,* 2004b; 2004c; Ashley, 2006). Interactions can range from the level of occasional advice given, to providing website space, piggybacking of promotional material, to regular bookings in return for exclusivity or a joint venture sharing ownership and equity (Ashley, 2006).

Many route tourism initiatives have discovered that creating festivals, exhibitions and local events to bring both domestic and international tourists to the area, also gives the local community a focal point around which to offer their services (Telfer, 2001; Meyer, 2004; Ashley *et al,* 2006; Lourens, 2007b). As observed by Ashley: ñThey can help to draw tourists out of season, or away from their regular route, and given them a new excuse for spending time and money locallyò (Ashley, 2006, p. 22).

Finally, there an overemphasis on Community-Based Organisations to the exclusion of privately owned micro and small enterprises is not the solution. There are many examples of failed CBOs internationally and they can be very time-consuming and require full-time support and mentoring for success. Common issues appear to be in the area of socio-economic objectives that preclude creating a truly a successful business model. A good product and marketing are required no matter what the other objectives of the CBOs are. In addition, linkages with private sector businesses in the form of tour operators, local hotels, and other service providers are essential for the success of route tourism initiatives (Ashley, 2006).

3.7 Networks and Partnerships

Telfer (2001), notes that there are several benefits arising from alliances, for example the benefit of economies of scale for smaller tourism businesses and the reduction of the cost of entry into new markets. Alliances make better use of capacities, deal with skill imbalances between firms and add to research and technology capabilities (Telfer, 2001; Meyer, 2004; Lourens, 2007b). Finally, they build on core competencies and speed up new product development (Meyer, 2004; Telfer, 2001).

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sm routes is directly related to the form of local volvement present according to Mitchell and Hall (2005). These cause networks to be formed, which bridge the differences between the different role-players involved in rural areas (Meyer, 2004; ECI Africa 2006a; Rogerson, 2006a). Government, local authorities, private enterprises, tourist associations, the tourism industry and the local community and their leaders are some of the possible list of role-players (Meyer, 2004; ECI Africa 2006a; Lourens 2007b). LED focusing on job creation and poverty alleviation is not possible if it does not have co-operation between these role-players (ECI Africa, 2006a; Goodwin 2006). Box 3.2 indicates the essential role of networks and partnerships for rural route tourism.

Box 3.2: The Queensland Heritage Trails (QHT)

There are five trails in Queensland, Australia, under the umbrella organisation, Queensland Heritage Trails, each branded in a way to reflect the predominant cultural heritage attractions along the way.

A great deal of research was done to identify the target markets and improve on the basic routes already present in 1999. This has resulted in additional funding through a Cultural Tourism Incentive Programme, which adds to the quality and diversity of the major cultural attractions. Participants are required to partnership with local government to realise their project's regional tourism and economic benefits.

Increased cooperation across different private sector and government role players has played a large role in the success of these routes. Further, skills and resources already present in local communities were used as far as possible, resulting in empowerment in the area. *(Lourens, 2007b)*

Source: Lourens, 2007a

Partnerships are pervasive in the tourist industry as a whole. They are seen, by national governments, as a way of dealing with the increasingly multi-faceted tourist industry (Greer, 2002). The benefits of joining an alliance are clear in that research shows that ñpartnering firms displayed better operating performance than their industry peers over a 5 year period surrounding the year in which the alliance beganò (Telfer, 2001, p.22). Formal associations like the Wine Council of Ontario can give their members a ñsense of direction and a unified voice in dealings with the government as well as reducing conflict between membersò (Telfer, 2001, p.28). The Niagara Route in Canada links more than 50 wineries in a wine tourism partnership, which has proved exceptionally beneficial to the development and success of the route (Telfer, 2001). As one participant in a route partnership association explained:

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> *e meetings. We never get anything done. your friends. And discuss about important things… It is all the little meetings, with 2 or 3 of us in a corner just before the meeting start (that are important)"* (Business owner, quoted in Saxena, 2005, p.7)

Local clusters of businesses can evolve partnerships for successful rural tourism, which give them a competitive advantage of cumulative attraction in LED, meaning that a number of attractions will do more business if they are on the same route or close to one another than if they were spread out over a wide area (Briedenhann and Wickens, 2004; Mathfield, 2000; Owens *et al,* 2004). This observation applies to both similar attractions and complementary attractions (Mathfield, 2004).

Box 3.3: The Camino de Santiago

This tourism route in Spain and France is almost 2000km long in total. The focal point of the route is a town called Santiago de Compostela, the cathedral of which is said to be the burial place of the apostle St James. The route crosses many rural communities in both countries.

The Camino originated in 1998 as a pilot project run by the Council of Europe's Cultural Routes Programme. In total this programme has developed another 20 routes in 17 years. Development is funded by various grants and this has made it possible to achieve good results.

It is important to note that while marketing and promotion of the Route is primarily a regional government responsibility, planning for actual developments takes place at local level. National government is responsible for infrastructure and product development along the route. The programme is led by a consortium, which includes representatives from all major role players. ***(Lourens, 2007b)***

Networks and partnerships prevent the possibility that too many businesses will offer the same product resulting in unwanted competition between members and weakening the attractiveness of the route (Briedenhann and Wickens, 2004; Rogerson, 2006a; Lourens, 2007b). Routes need to position themselves appropriately, develop the tourist offering and build up a marketing network (Meyer-Cech, 2003; Briedenhann and Wickens, 2004). Nevertheless many routes do not get beyond ñthe early stages of product development and mutual sales promotion, i.e. creating a brochureò (Meyer-Cech, 2003, p.154). Overall, it has been observed that: ñThe key to quality in this industry is the human resource component. The close-knit nature of many rural communities é suggests that personal knowledge and trust relationships are significant in shaping the quality of the tourism productò (Saxena, 2005, p.2)

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ed for a destination-level partnership (Briedenhann ; Ashley, 2006; Lourens 2007a; 2007b) as a way of bringing all role-players together, and this would include ñaccommodation suppliers, international and domestic tour operators, ground handlers, taxi drivers and transport operators, local artisans, guides, food suppliers, other tourism entrepreneurs and of course local governmentò (Ashley, 2006, p.30). Partnerships are a method for mobilising action on many fronts, like resolving disputes over supply or sales, widening supply chains, dealing with infrastructural problems and planning, developing codes of conduct and mentoring small businesses. They also enable a locality to develop the linkages necessary to the implementation of pro-poor measures in route tourism (Meyer *et al,* 2004a; Ashley, 2006).

Government is of necessity involved in the development of meaningful partnerships as they have the weight to ensure participation as private individuals or organisations often lack widespread credibility in terms of mobilising others (Ashley, 2006). NGOs can often facilitate the day-to-day running of the partnerships, as in Ethiopia where eco-tourism associations bring together local guides, transport and accommodation providers to discuss and manage routine activities (Ashley, 2006).

Open Africaôs Four Deserts Route in Namibia is an example of a partnership between private and NGO organisations (FDR, 2007). The development was initiated by the Gondwana Desert Collective in partnerships with Open Africa, Wilderness Safaris and Wolwedans, among others and traverses the four different desert types in southern Namibia (FDR, 2007). It promotes the diversification, alternative land use and sustainable approach to the management of desert landscapes in order to create more jobs and income than conventional farming has done (FDR, 2007). At the same time the landscape is protected and conserved (FDR, 2007). The Four Deserts Route Namibia represents a variety of attractions clustered around a network of routes and has a focus on special interest tourists who want to engage in bird and game watching, adventure drives, geology, archaeology, plants, history and culture while promoting community development and conservation (FDR, 2007).

As a whole, the international experience shows that whilst it is vital to network to make oneôs business successful, this is often extremely difficult in the complex social

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service providers (Briedenhann and Wickens, 2004; Product owners running MSEs or SMMEs seldom have much spare time to socialize or network effectively. Opportunities may exist but be missed or not fully realised due to inadequate co-operation between all stakeholders (Briedenhann and Wickens, 2004; Meyer, 2004; Rogerson, 2006a; Lourens, 2007b).

An important observation is that those networks which benefit from dynamic leadership by a few individuals tend to be more collaborative and productive. International examples of these are the Camino del Santiago, and The Queensland Heritage Trail (Lourens, 2007b), and the Canadian Wine Route at Niagara Falls (Telfer, 2001). In one study it was stressed that: ñA critical factor that was identified, (and this) was that each (wine) route has a highly motivated and dynamic public relations person, each of whom is knowledgeable about the wine industry, and the environment with all its attractions and facilities which might be of interest to tourists.ò (Nowers *et al*, 2002, p.199).

The private sector can play an important role in taking on a leadership role for route development as can NGOs or not for profit organizations. Government needs to influence private sector behaviour by providing for pro-poor and pro-community actions as part of approving new plans, licenses or concessions (Ashley and Haysom, 2005; Ashley, 2006). This needs to be part of the written agreement and need to be monitored by government (Ashley and Haysom, 2005). Other forms of encouragement are the awards for responsible tourism that reward good performers, and establishing codes of conduct for various parts of the tourism industry (Meyer *et al,* 2004h; Ashley and Haysom, 2005; Ashley, 2006).

Government support is vital as it provides a backdrop against which dynamic leadership can take place (Meyer *et al,* 2004a; 2004h; Ashley, 2006). Granting permission for development; ensuring the availability of financing for the local communityô and facilitating the negotiations between the private sector and the community are all necessary for the beneficial operation of a tourism route (Ashley, 2006). It is essential that the lessons learnt regarding joint ventures and partnerships between government, private sector and the community are taken into account so as

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hat others have made (Ashley, 2006). Overall, the good leadership requires that the creativity of others not be blocked by administration and bureaucracy but be encouraged (Ashley, 2006; Goodwin, 2006).

3.8 Marketing and Promotion

Finally, the provision of information for both the community and for the prospective tourist is vital for a route to flourish (Meyer, 2004; Ashley, 2006; Lourens, 2007b). Responsibility for the promotion of routes can be different in each case. In some cases local government provides for promotion and in others the private sector or a route association formed from representatives of all stakeholders. In most cases private sector tourism associations look after the marketing of a destination and are supported by local or regional authorities (Telfer, 2001; Briedenhann and Wickens, 2003; Telfer and Hashimoto, 2003; ECI Africa, 2006a).

Promotion needs to be accurate to prevent unrealistic expectations on the part of the suppliers of the tourism product or on the part of the tourists themselves (Meyer, 2004; ECI Africa, 2006a). Routes that are advertised too early in the development process risk attracting negative word-of-mouth marketing from visitors who are not satisfied. Communities that are led to believe a route will cause immediate and widespread changes in their lives can turn against a route when it fails to deliver in the short-term (Rogerson, 2006a).

The international literature shows that a private sector tourism association is the best method for managing and marketing a route with the ready support of local, regional and state authorities and NGOs where necessary (Meyer, 2004; ECI Africa, 2006a; Rogerson, 2006a; Lourens, 2007b). However, funding for promotion and marketing purposes remains a difficulty. Routes that are the most successful, like the Camino de Santiago and the Queensland Heritage Trail, are managed by private associations, which have access to public funding (Murray and Graham, 1997; Lourens, 2007b). Without such funding, marketing budgets can be severely limited (Lourens, 2007b). ECI Africa (2006) makes the point that the benefits of having a private sector tourism association managing a route are many. Pooling human, technical and financial

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widely is one obvious benefit (ECI Africa, 2006a). also manage a coherent identity for the region and provide a focal point for all endeavours (ECI Africa, 2006a). A private association frequently provides the means for a community to make connections with each other (ECI Africa, 2006a; Lourens, 2007b).

An important point must be raised, in that an organisation, which is marketing a route or destination, will have to be politic with their funding, which will be state, NGO or revenues from members. Mass marketing campaigns are not possible on limited budgets. In this regard, the use of a modern form of media is essential, for example web-based advertising, information technology processing of bookings and information, email marketing and customer relationship management (Meyer *et al,* 2004h; ECI Africa, 2006a; Goodwin, 2006). Guidebooks are a still the most common form of information in the European context (Murray and Graham, 1997; Meyer, 2004; Meyer, *et al,* 2004h). Examples are the Lonely Planet Guidebooks or the Lets Go series, in addition to guidebooks and brochures that are produced locally and nationally (Murray and Graham, 1997). These are very popular with cultural routes like the Camino de Santiago as they indicate cultural sites of interest, alternate itineraries, and give general information on history, culture, geography and practical information which could not be provided as effectively in any other way (Murray and Graham, 1997; Lourens, 2007a; 2007b).

3.9 Summary

This chapter has provided a review of the wealth of international experience on route tourism in Africa, Europe, America and Australia. In addition, it has identifies some of the key issues for route development based upon the experience of actual routes initiated in many countries. It is within the context of this international experience of route tourism that attention turns in Chapter Four to examine and review the debates around route tourism in South Africa.

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CHAPTER 4:
ISM AND LOCAL ECONOMIC DEVELOPMENT IN SOUTH AFRICA

4.1 Introduction

Currently, many routes are in the process of being developed in South Africa mostly in rural areas (Open Africa, 2002; Ashley *et al,* 2005; Rogerson, 2006a; ECI Africa, 2006a; Lourens, 2007a; 2007b). These routes involve ñthe linking together (of) the tourism resources of a number of smaller centres and collectively marketing them as a single tourism destination regionò (Rogerson, 2003b, p.6). ECI Africa (2006a; 2006b), in particular, focuses on the potential of tourism routes for community-based local economic development in poorer communities and economically depressed areas. The South African government has identified tourism as a key economic sector as it has the potential to contribute a great deal to employment, growth, and equity (RSA, 1995; Spenceley and Seif, 2003; ECI Africa, 2006a; Rogerson, 2006a). It has commissioned in-depth studies to look at niche markets, like route tourism and backpacking, to further help local tourism authorities in designing effective tourism products (ECI Africa, 2006a; 2006b; 2006d).

The aim in this chapter is to build upon the international experience presented in Chapter Three and to provide a review of the existing literature and debates on route tourism in South Africa. The chapter opens with a discussion on the growth of route tourism initiatives in South Africa and the comparative experience of the most well researched existing routes, namely the Highlands Meander, the Midlands Meander and those being developed by Open Africa. The next section identifies key issues for route tourism development in South Africa and is followed by analysis of the state of route tourism in relation to the key international themes as discussed in Chapter Three.

4.2 The Growth of Route Tourism

Tourism routes in South Africa do not cater for the mainstream tourist who is visiting Game Reserves or coastal resorts. Nevertheless, they are attracting an increasing

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international tourists. Most South African routes n largely dependent on domestic visitors as they are geared towards day-trippers (Mathfield, 2000; Telfer, 2001; ECI Africa, 2006a; Rogerson, 2006a). The Midlands Meander, in Kwa-Zulu Natal, was developed to provide the local artists with a market for their work and only in the last five years has it begun to attract more international visitors (Mathfield, 2000; Lourens, 2007b). The Highlands Meander in Mpumalanga predominantly draws its visitors from the greater Gauteng area and many of the newer routes developed by the Open Africa organisation attract visitors from the closest major cities or towns (Rogerson, 2002d). The Stellenbosch wine routes have been operating for longer, and therefore have reached a point where international tourists visit in greater numbers (Nowers *et al,* 2002; Bruwer, 2003).

In South Africa today, due to the political climate described earlier and the resultant economic and political measures, such as NEPAD, GEAR and BEE, which aim to correct the pre-1994 situation of extreme racially-based inequality, it is essential to include both PPT concepts and CBT concepts from the inception of any discussion concerning tourism routes. BEE is vital in implementing post-apartheid restructuring of the South African economy, but focuses on race where PPT focuses on poverty in general and seeks the inclusion of HDIs as ñworkers, neighbours, SMME suppliers, rather than, for example, as shareholders or executivesò (Ashley and Haysom, 2005). BEE is concerned with the achievement of widespread equality of access to government services, the broad-based inclusion and participation of black people economically, more equitable distribution of income and the promotion of economic unity for the nation as a whole (Ashley and Haysom, 2005). As discussed in Chapter Three, PPT is concerned with returning profits from tourism directly to the poor (Goodwin, 2006, Ashley, 2006, Ashley and Goodwin, 2007).

While a tourism route is simply a marketing mechanism connecting a number of tourism offerings into a consolidated ódrandô or route, it holds within it the promise for widespread local economic development if implemented correctly (ECI Africa 2006a; 2006b). Community-based tourism takes place in a community, which is conceptualised by common culture, interests or geographical location in both urban and rural environments (ECI-Africa, 2006a; Lourens, 2007b). The ECI Africa

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-category of marginalized community-based tourism ssential in the South African environment, where so much of the economic enterprise engaged in by the rural and urban very-poor entrepreneurs fall within the informal sector or second economy as it has come to be known. MCBTE is a combination of the goals of PPT and CBT and if the South African tourism sector, and in particular, routes tourism is to make an impact on local economic development, then this is a level where action has to take place (ECI Africa, 2006a).

There are many tourism development agencies in South Africa. Nationally, DEAT manages tourism development, while other departments such as the National Treasury, DPLG and DTI have a direct or indirect impact on tourism via their policies (Biggs and Purnell, 2003; ECI Africa, 2006a). Each of the 9 provinces has a tourism portfolio and there are 10 parastatal tourism boards at both national and provincial levels (Biggs and Purnell, 2003; ECI Africa, 2006a). Tourism authorities also exist at regional, metropolitan and local government levels (Biggs and Purnell, 2003; ECI Africa 2006a). A tourism route in the Cape Town city area could deal with up to nine separate tourism authorities in establishing the route (Biggs and Purnell, 2003). While tourism is a growth industry and offers clear opportunities for the disadvantaged if properly managed, service standards, information and cooperation between these authorities varies greatly from one to the other (Biggs and Purnell, 2003).

The international experience shows that local government, needs to take a fundamental role for route tourism initiatives to work well (Murray and Graham, 1997; Meyer, 2004; Ashley, 2006; Lourens, 2007b). South African local government structures have been criticised for not understanding the value of tourism and for failing to provide a platform for the private sector to deliver (Briedenhann and Wickens, 2004). Governmentôs stated position, is that local government and community groups will manage existing resources in partnerships arrangements with private sector players to ñenhance development opportunities, create new jobs and stimulate economic activity in a specific areaò (LED, 1996-99, p. 1). Nevertheless, while government is keen to use tourism as a lynchpin for LED planning, it has yet to take responsibility at a local level for the implementation of supportive infrastructure

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. The various government departments engaged in l private-sector agencies currently work in an atmosphere of bitter rivalry and are impeding the conception of integrated strategies for tourism development as appropriate roles and functions have not been clearly defined (Rogerson, 2006a).

In addition, in this already complicated environment, there are national strategies for tourism like SATôs Global Competitiveness programme 2005-10, which has identified nine strategic challenges to tourism growth in South Africa, all of which impact on tourism routes (ECI Africa, 2006a). ñThese are transformation; market access; air access; public transport; safety and security; information; innovation, product development, investment and SMME development; skills development and quality assurance, and building local clusters and role of governmentò (ECI Africa, 2006a, p.33). The most important factor currently in the period leading up to the World Cup in 2010 is to develop solutions to the safety and security issues. If South Africa cannot guarantee the safety of the individual tourist due to infrastructure problems (for example, road accidents) or crime (for example, rapes, muggings and murders), it will be impossible to achieve any goals set for tourism, let alone route tourism where the tourist is required to navigate the route under their own steam (ECI Africa, 2006a). Although Swarbrooke *et al*, (2003), speak of a subcategory of adventure tourists who actively sought out dangerous situations and countries at war, however this is a niche market and it would not be productive to base the South African tourist industry around its most negative features.

It can be argued that creating a successful tourism route encapsulates the promise that the aims noted in The National Responsible Tourism Guidelines, published by DEAT in 2002, can be realised. DEAT (2002, p.5) states that ñTourism is dependent upon the social, cultural and natural environment within which it occurs, and its success is dependent upon the environment that it operates within. Good relationships with neighbours and with the historically disadvantaged make good business sense. These relationships need to be based on trust, empowerment, co-operation and partnershipsò. One of the principles for developing tourism routes in South Africa is sustainable development, which keeps the relevant principles of eco-tourism firmly in mind (Schevyens, 1999). Much of the attraction of visiting Africa is premised on its

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vely undisturbed and visually rewarding natural and ling elements of eco-tourism is a natural progression for tourism routes and their businesses (Open Africa, 2002). The principles of eco-tourism are based around providing environmentally responsible travel opportunities to relatively undisturbed natural areas so that tourists can appreciate nature and any associated cultural features from the past or present (Scheyvens, 1999). Eco-tourism should promote conservation and sustainability, and while limiting the visitor impact, and should provide for the productive socio-economic involvement of the local community (Scheyvens, 1999).

The White Paper on Tourism (DEAT, 1996) advocates a ôresponsible tourismô for South Africa. As tourism routes are defined by and dependent on their locality for both brand identity and uniqueness, ôresponsible tourismô makes good business sense (Briedenhann and Wickens, 2003; Meyer, 2004). The White Paper states that ôresponsible tourismô entails protecting the environment, involving local communities through meaningful economic linkages, conserving and developing local cultures and the responsibility of both employers and employees to one another and to the client (DEAT, 1999).

Although there is a small body of academic literature researching routes tourism theory in South Africa and an even smaller body of research regarding the success of various routes, there are increasingly more websites and more popular press articles available for both domestic and international consumption. It can be argued that route tourism in South Africa is rapidly coming of age whether the supportive framework is there or not (ECI Africa 2006a). This does mean that most of the LED is currently private sector driven and many of the benefits that the poor receive are not directly attributable to empowerment but rather simple and fortunate employment (Spenceley and Seif, 2003; ECI Africa, 2006a; Lourens, 2007b). Nevertheless, there is an increasingly common acceptance that CBT and PPT tourism need to be included in all route tourism initiatives as without the needs of local communities and HDIs being taken into account, they are doomed to fail (Ashley, 2005, 2006; ECI Africa, 2006a; HSRC 2006).

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in South Africa, there has been a revitalisation of that had fallen into dis-use, for example, the cultural, arts and music festivals in towns such as Grahamstown, Oudtshoorn and White River (Binns and Nel, 2002). These festivals are frequently part of the attractions of a tourism route based in the area. There are a multitude of South African routes at present. Notably, there are the many routes being created by the Open Africa project, for example the Fynbos route or the Mothers of Creation route (Visser, 2004; HSRC, 2006; Lourens, 2007b). In addition, there are the wine routes in the Stellenbosch area, Paarl and Franschoek region (Nowers *et al*, 2002; Bruwer, 2003; Briedenhann and Wickens, 2004). The Zululand Birding route accommodates the needs of ótwitchersô, and the Ivory Route in the Limpopo Province, is an eco-tourism project (ECI Africa, 2006a). In the Eastern Cape, community partnerships are utilising tourism for LED by creating mountain tourism routes in the Hogsback region stretching to Nieuw-Bethesdaôs Owl House and Graaf Reinietôs historic sites. The Overberg region of the Western Cape links together a number of towns on the theme of ñThe Whale Route Rivieraò (Rogerson, 2003b). In the Transkei, the Wild Coast Meander has already had an impact on tourism product providers from small rural settlements off the beaten track (ECI Africa, 2006a; EU, 2003).

The above list is by no means exhaustive and does not include a great many of the newest routes. Nevertheless, it is clear that the type of tourist attracted varies depending on the route and the attractions thereof (Rogerson, 2006a). Further routes are so diverse that the contention that they are highly effective for catering to the niche tourist is borne out (Briedenhann and Wickens, 2004; Meyer 2004; ECI Africa, 2006a). Just as in the international environment, routes vary in length, size and theme (Owens *et al,* 2004). South African examples of this are, the Bongolethu route covering a small township; the Zululand Birding Route, which traverses a number of provinces and the Donkin Heritage Trail, which consists of only a few city blocks (ECI Africa, 2006a). There is therefore no standard size or format but by combining tourism businesses with the consumption of local culture and the natural environment, a new image is formed of a place and its culture, dependent on the communityôs specific past and local traditions (Meyer, 2004; ECI Africa, 2006a).

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oth the success of the route and the type of individual ntext of the South African wine route industry by Bruwer (2003) who notes that 180-200km was the maximum distance that a visitor would be prepared to travel in one direction. When the distance was greater than this, tour operators and accommodation providers found that it made good business sense to co-operate in forming innovative and lengthier trips, to entice travellers to travel further (Bruwer, 2003; ECI Africa, 2006a, Lourens, 2007).

The route that has been in operation for the longest is the Stellenbosch Wine Route (Nowers *et al,* 2002; Meyer 2004). This route was the first tourist route in South Africa, and is self-contained as the estates along the route are all within a 12km radius of Stellenbosch itself (Nowers *et al,* 2002). They offer wine tastings, light meals and direct sales to the public (Nowers *et al,* 2002). The concept of cumulative attraction as discussed by Mathfield (2000) and others (Murray and Graham, 1997a, Rogerson, 2002d; Meyer, 2004; Lourens, 2007b) is well-illustrated by this route. Clusters of similar or complementary attractions are offered alongside the main product of the route (Mathfield, 2000; Nowers *et al,* 2002). While some links are provided by having a common theme, other links are provided by complementary services or attractions (Nowers, *et al,* 2002, Meyer, 2004). The Stellenbosch Wine Route with its numerous guesthouses (1700 beds), 75 coffee shops, pubs and restaurants and 800 000 visitors in 2002, indicates how the force of cumulative attraction, which encourages other developments along the route, becomes stronger the longer the route has been in existence and the more successful it is (Nowers *et al,* 2002). Further complimentary attractions are now offered on the route and include the history and culture of Stellenbosch itself as the second oldest town in South Africa (Cape Town, 2007). Nature walks on the Helderberg Farm, horse trails on Jonkershoek Nature Reserve and game viewing in the Wiesenhof Game Reserve adds a new dimension to what was previously a sedentary occupation, i.e. wine tasting (Cape Town, 2007). Based around the Spier Wine Estate are cultural evenings, restaurants, a Cheetah Outreach Centre, and a programme of opera, music recitals and theatre in the Spier Amphitheatre from November to March (Cape Town, 2007).

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Routes

Several route tourism initiatives in South Africa have been the subject of detailed research. Of particular importance are the impacts of the private sector association driven, Highlands Meander (Rogerson, 2004) and Midlands Meander (Mathfield, 2000; Lourens, 2007b). These two routes have been studied in some depth recently in terms of the impacts of route tourism as a form of LED in the study areas (Mathfield, 2000; Rogerson, 2004; Lourens, 2007b). In addition, considerable attention also has been devoted to the extensive route initiatives of Open Africa (see Visser 2004; HSRC 2006). This section reviews the key findings of the existing research on this group of route tourism initiatives in South Africa.

4.3.1 Midlands Meander and Highlands Meander

The Midlands Meander, which spans an area of approximately 64km from Pietermaritzburg to Mooi River, represents the earliest example of route tourism, as a form of tourism-led LED in South Africa (Rogerson, 2003b). The Midlands Meander is strategically located, straddling the N3 national highway and main railway line that links Gauteng, South Africaôs economic heartland, to the coastal city of Durban (Rogerson, 2003b) The Meander is focused upon a cluster of 120 white-owned small enterprises including art studios, country hotels, flower farms, cheese makers, tea gardens, craft, pottery and weaving workshops, trout farms and golf courses (Mathfield, 2000; Rogerson, 2003b). Collectively, this group of hospitality ventures and craft activities produce a local network of unusual experiences and have put the Natal Midlands firmly on the national tourism map (Rogerson, 2003b).

The Midlands Meander has been successful because it has been driven by private sector involvement (Lourens, 2007b). There has been some support from the government in terms of marketing and promotion, and links to various departments regarding road signage for instance (Mathfield, 2000; Lourens, 2007b). Having a small and specific target market based on the attraction of the route holds as a family holiday destination, has brought with it success as the Meander focuses on day-trippers, and mainly middle-income travellers who earn between R10,000 and R20,000 a month (Mathfield, 2000, Lourens, 2007b). The marketing association

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raged systematic linkages to encourage cumulative other factor in the success of the Meander has been the strong marketing association which serves the communityôs interests as a whole (Mathfield, 2000; Lourens, 2007b).

It was clear in the Mathfield (2000) study, that the Midlands Meander had not attracted visits from the growing black urban middle class market, nor had it fully explored the opportunities for tourism offered by the artefacts and culture of the Zulu nation in the area. The local black communities are a rich source of craft and heritage, which could have been used to add an individual flavour to the Midlands Meander (Mathfield, 2000). Linkages were mostly to outside suppliers, including those for highly skilled employees causing a resulting lack of spin-off into the black communities in the area (Mathfield, 2000).

The Midlands Meander was thus seen as a successful example of route tourism but not of tourism-led LED (Mathfield, 2000). For the Meander to be viewed seriously as an LED initiative both black entrepreneurship and skills development in the neighbouring black communities needed to occur (Mathfield, 2000; Lourens, 2007b). Further the expanding black middle class tourism market needed to be tapped into (Mathfield, 2000). Nevertheless, Mathfieldôs (2000) criticism that the Meander Association had not brought development or benefits to the surrounding disadvantaged communities, and had not benefited HDIs and black-owned SMMEs is no longer entirely true. Lourens, (2007b) reports that since the time of the Mathfield study the Meanderôs management have been active in supporting emerging artists and tourism entrepreneurs in the local communities. Tourism product owned by black entrepreneurs has thus begun to emerge (Lourens, 2007b). The Meander association has a new category of membership, ôLiving Artô, whereby publicity for artists is paid for by the association (Lourens, 2007b). Further funding is provided for social upliftment and volunteers assist with various conservation, education and upliftment programmes (Lourens, 2007b).

The Highlands Meander is in the Mpumalanga region and comprises a triangle, which encompasses the five towns of Belfast, Dullstroom, Machadodorp, Lydenburg and Waterval-Boven (Rogerson, 2002d). Together these towns have a population of

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le and the area offers some of the finest and most outh African as many rivers in the area have been dammed at intervals to provide year round fishing (Rogerson, 2002d). In addition, each of the five towns offers a variety of adventure-based activities such as rock climbing, abseiling, hiking and mountain biking (Rogerson, 2002d). As recommended in the literature, establishing festivals such as the Potjiekos Festival in Machadasdorp create additional attractions drawing in tourists in low season. The presence of other major tourism sites in Mpumalanga, such as the international draw card, the Kruger National Park, augment the attractions of the Meander area (Rogerson, 2002d).

The Highlands Meander is situated in South Africaôs first Spatial Development Initiative (SDI), the Maputo Development Corridor (Rogerson, 2003b). This largely rural area surrounding the five towns of the Highlands Meander, was experiencing an erosion of local agriculture, manufacturing and mining sectors which were dormant resulting in high levels of unemployment (Rogerson, 2003b). An NGO, the National Business Initiative, was instrumental in developing the route tourism project, which drew together the areaôs attractions and markets the five towns as a group (Rogerson, 2003b). Once again the determining factor in the Meanderôs success was the involvement of the private sector (Rogerson, 2002d). Investment and product development comes from outside sources of funding in Gauteng (Rogerson, 2002d).

As with the Midlands Meander, the success of the Highlands Meander has been due to a private marketing association, the Highlands Trout Triangle Association, which has improved group marketing and prepared a map book to introduce tourists to the area (Rogerson, 2002d). Furthermore, the target market was specific, in that mainly day-trippers and long-weekenders from the Gauteng area were targeted for short-term or weekend stays (Rogerson, 2002d).

The Highlands Meander is another successful example of route tourism in operation in the South African context but again is not tourism-led LED (Rogerson, 2002d). While most jobs created were long term, most of the highly skilled positions went to previously advantaged individuals (Rogerson, 2002d). Recruitment was local for un-skilled or semi-skilled jobs but tended to be from outside the five towns area for

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02d). Only limited local linkages are occurring in ith only fresh fish being sourced locally (Rogerson, 2002d). In terms of providing basic employment where no other opportunities exist, the route has had some impact (Rogerson, 2002d). As Kock *et al* (1998) state, wage labour as a result of tourism-led growth, particularly in rural areas of South Africa where poverty is endemic, cannot be ignored as a means of improving peopleôs livelihoods as its impact is often on the most marginal groups in rural society: women, the young and unskilled.

A number of factors lie behind the limited black involvement on the Highlands Meander (Rogerson, 2002d; 2004), and these factors are common to all rural areas and routes in South Africa. Local knowledge of tourism is poor and this means opportunities are not recognised. People express the need for ñôreal jobsô in terms of mines or factoriesò (Rogerson, 2003b, p.10). Local education and literacy is not high, which also means opportunities cannot always be acted upon (Rogerson, 2004). Many in the local black rural communities have moved recently to urban areas from farms and have limited education assets and capacity (Rogerson, 2004). There are few support structures available to provide this sort of training (Rogerson, 2002d; Rogerson, 2004). Access to land via land restitution programmes is slow and this hampers black communities in obtaining an asset base to operate from (Rogerson, 2003b). This is also indirectly the cause of their urbanisation as farmers are unwilling to continue investing in land and farming when there is the threat of land being bought by government for land restitution (Rogerson, 2002d).

This research is concerned with two similar routes, namely the Magalies Meander and the Crocodile Ramble, which co-exist in the central area of Magaliesberg, with most of the route area in Gauteng Province and a portion in the Northwest Province as will be discussed in Chapters Six and Seven. Comparisons will be drawn with the Midlands Meander and the Highlands Meander studies, as they most closely resemble the Magalies Meander and Crocodile Ramble in product content and owner profile.

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Open Africa is an NGO established in 1993 and has a mission to link the Cape to Cairo via a series of routes throughout Africa. It consists of a network of scientists, tourism experts and tourism business experts, who wanted to increase African pride and prosperity through a respectful and sustainable yet profitable use of the unique African cultural, historical and natural environment (African Dream Project, 2000; Open Africa, 2002; Biggs and Purnell, 2003; Meyer 2004; Visser, 2004; HSRC 2006). Tourism routes are seen by Open Africa to be the most effective for planning and selling tourism to communities in Africa while also benefiting the tourist (Open Africa, 2002; Lourens, 2007a). Open Africa aimed to turn the natural and cultural resources of Africa into a valuable asset based on the business concept of the value of scarce resources (African Dream Project, 2000; Open Africa, 2002; Biggs and Purnell, 2003; Meyer, 2004; Visser 2004; Lourens, 2007a) by working in an democratically ethical fashion with a bottom-up inclusive approach (HSRC, 2006). Their aim is to contribute directly to the alleviation of poverty in Africaôs rural areas, promote conservation and celebrate African culture through the establishment of tourism routes based around the innovative concept of óAfrikatourismô (Open Africa, 2002). The organisation would like to see a network of rural African routes from the Cape to Cairo. The group is by no means unaware of the potential dangers and pitfalls but by offering mentoring, support and education, they hope to minimise the impact of the negatives mentioned previously and maximize the possibility of success (Briedenhann and Wickens, 2004; Meyer, 2004).

The first Open Africa route was the Fynbos Route near Stanford in the Western Cape and this has been a framework for further routes developed (Meyer, 2004; Lourens, 2007a). While Open Africa claims to have made headway in establishing routes, and now features over 60 routes, in six countries, the reality is somewhat different (Lourens, 2007a). In effect Open Africa acts to facilitate a three-workshop process with the community on how to develop a route (Lourens, 2007a). Thereafter, a locally-elected route forum committee is responsible for the management of the route (Lourens, 2007a). Most routes are pro-poor and undertake in theory to redistribute tourists throughout the route to the various service providers (Lourens, 2007a).

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sessed the current status of Open Africa routes and ased outside South Africa, fourteen are information only routes and do not involve the community and others are moribund (HSRC, 2006; Lourens, 2007a). Open Africa has been criticised for raising the expectations of the local communities involved while failing to provide the kind of intensive support needed by community members who attempt to start businesses (HSRC, 2006; Lourens, 2007a). Open Africa does not claim to have directly created jobs although some might have been created in established businesses while informal businesses tend to be less productive on the ground (HSRC, 2006). A further criticism is the failure to adequately link the venture into the tourism supply chain resulting in high expectations from both supplier and consumer going unrealised (HSRC, 2006; Lourens, 2007a). All ventures are marketed under one website ôthe African Dreamô (www.africandream.com) and this means that entrepreneurs are not advertised as unique businesses (Lourens, 2007a). Problems exist of low levels of capacity in the participating communities, a lack of support infrastructure, limited domestic and international tourist markets, dependence on external funding and the lengthy and complicated process of engaging with communities in the first place (Meyer, 2004, Lourens, 2007a).

It must be noted that the initiative undertaken by Open Africa is of great potential value to African communities as the African Dream Project is a way of bringing the internet and its vast possibilities into the orbit of poorer communities in Africa (Biggs and Purnell, 2003, HSRC 2006). By marketing the project collectively, it is hoped that an e-community will eventually be formed and the digital divide between the developed and developing world will be bridged to some extent without taxing the resources of the entrepreneurs involved (Biggs and Purnell, 2003, HSRC 2006). This is Open Africaôs most notable accomplishment, creating ñnetworks among existing and aspiring enterprises and individual crafters and artisansò (HSRC, 2006, p.39). The intangible value of giving confidence and new hope to communities, especially rural people, who experience feelings of inadequacy when dealing with wealthy foreigner tourists is crucial for the dynamism and creativity needed to establish new businesses (HSRC, 2006).

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thodology may be inadequate to meet the needs of Dream Project has both mobilised sponsors such as Hertz and Engen and has given them concrete and valuable projects to focus on (Biggs and Purnell, 2003). Hertz creates and selectively distributes an annual self-drive guide to all Open Africa routes (Open Africa, 2002). Sponsors are drawn from private and public sectors, development agencies and charitable trusts and often play a significant role in the initial launch and consequent development of a route (Open Africa, 2002). A project has been developed allowing private sector sponsors to join a corporate consortium and fund only specific components of a route or a specific route (Open Africa, 2002). An example of a corporate sponsor is SAPIA, who have been involved with Open Africa, since its inception in 1993 and have sponsored fifteen tourism routes creating 2500 fulltime jobs, 1117 seasonal jobs and 1000 part-time in and out of season jobs (SAPIA, 2004). The routes include a NEPAD-inspired route in northern KwaZulu-Natal extending into Mozambique; the Cape Nature Route linking all the reserves of a single organisation, the Western Cape Nature Conservation Board, and a Flower Valley Conservation Trust established to provide employment for the local community by exploiting the unique local fynbos vegetation in a sustainable manner (SAPIA, 2004).

Open Africa does not canvas for routes but does assist every community that approaches it for assistance. Government departments and the World Tourism Organisation have used the Sonke Cape Route as an example of best practice in route tourism (Open Africa, 2002). Outside of South Africa, the Ilha da Mozambique route was developed at the request of the Mozambique government and three routes were developed to serve as prototype for the NEPAD partnership in South Africa (Open Africa, 2002). The funding received from the private sector makes it possible for both poor and wealthier participants to be equal within the Open Africa process (Biggs and Purnell, 2003). Promotion is not solely through the website as articles are published in the Africa Magazine and a ñfull-page map and article has been placed in a quarterly publication on tourism by Open Africaôs major sponsor, Engenò (Biggs and Purnell, 2003, p.7). Showcasing of routes is done on invitation at the Durban Tourism Indaba (Open Africa, 2002).

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eation route, which is based in the hills north of the ss in the Western Cape, is regarded as the most successful Open Africa route (HSRC, 2006). The Western Cape as a whole is attracting more tourists every year, and the Overberg region sought to capitalise on this through the formation of this pro-poor route (HSRC, 2006). The increase in tourism has in fact worsened patterns of economic inequality in the area, and has restricted the access of the poorer communities to the beach front (HSRC, 2006). Settlements in this prime timber region have come under increasing pressure to relocate to townships and communities are engaged in legal struggles to avoid relocation or reclaim land from which they were illegally removed (HSRC, 2006).

The Southern Cape Land Committee (SCLC) was already engaged with the rural women who were fighting to retain land, and has developed informal tourism activities to bring visitors and publicity to their forest communities (HSRC, 2006). While Open Africa has incorporated the group into a new route, the co-ordinating role of the SCLC and its funding remain the mainstay of the project (HSRC, 2006). The programme has brought with it the benefit of confidence for participants in what they have to offer but none of the women interviewed had had tourist visits from Open Africaôs publicity only visitors who came through the SCLC organisationôs contacts (HSRC, 2006). The support needed by routes organisations especially in the initial phases must not be underestimated (HSRC, 2006; Lourens, 2007b).

The Open Africa Ribolla Route is located in the former Venda region of northeast Limpopo Province and embraces several ethnic identities (HSRC, 2006). The area is well-known to tourists for its woodcarvings, the Sacred Forest and the Vendasô traditional snake dance (HSRC, 2006). The local African artists have been cooperating for decades with local white entrepreneurs and the Ribolla Route was essentially established to formalise already existing relationships with the opening of new lodges in the area (HSRC, 2006). However, the route forum has met only three times and the route is regarded as having failed by many (HSRC, 2006). An overlap with the local Ribolla Tourism Association, which was heavily dependent on external sources of funding such as the EU, Transnet and the NDA, curtailed the forum when funds began to run out in 2004 (HSRC, 2006). This route is a clear example of a pro-poor initiative that has failed due to funding constraints affecting marketing, signage,

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6). Local funding sources or private corporations funding needed as efficiently as government can (HSRC, 2006). These two examples confirm criticisms launched at Open Africa, regarding a failure to provide the intensive business support needed by new routes and thereby raising expectations without providing for the ability to deliver (HSRC, 2006; Lourens, 2007b). Failure to connect the routes effectively via their marketing tools into the tourism chain adds to the failure to meet expectations. Further a high dependence on external funding and poor infrastructure combined with a paucity of both domestic and international tourists visiting the site, and the complexities of engaging the poor communities in the route have added to the difficulties that Open Africa routes are experiencing (HSRC, 2006; Lourens, 2007b).

4.4 Key Issues for Route Tourism in South Africa

This section offers a review of key issues that affect route tourism development across South Africa. It identifies key success factors and emerging issues around the ósecond economyô.

4.4.1 Emerging Success Factors

In reviewing the experience of several existing route tourism initiatives in South Africa, Lourens (2007a, 2007b) discovered that private sector driven development has been practical and successful, providing what she calls a óroadmapô for successful routes tourism development in the Southern African environment. Firstly, a route must be based on market research identifying the relevant clients for the route and their needs (Lourens, 2007a). In situations where funding is constrained, aligning with private sector or government market research can be a solution (Lourens, 2007a). Secondly, a complete audit of tourist products in the area, both natural and man-made, needs to be done (Lourens, 2007a). Assessments need to be ongoing to ensure that products match trends, and to ensure a standard level of quality in the tourism offering on the route (Lourens, 2007a). Thirdly, the product offerings must be varied to encourage niche tourist from diverse groups to visit the route (Lourens, 2007a).

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area can then be established to act as a selling point, ism market (Lourens, 2007a). Fifth, a clear brand identity is necessary to focus marketing accurately on the target markets for the route (Lourens, 2007a). Sixth, the information gathered regarding the requirements of the market and the current available product allows for the development of a macro-level strategic plan, taking into account any local, regional and provincial government planning for the area (Lourens, 2007a). The next step is to determine the possible size of the membership base, and products that complement the core products must be lobbied to join the route association (Lourens, 2007a). Incentives can be used to diversify the product mix such as cheaper fees for unusual products and more expensive fees for products of which there are too many (Lourens, 2007a). Unique products, attractions and events can be used as iconic attractions to draw tourists to an area, where the variety of product is in fact available encouraging the tourist to spend more time and money there (Lourens, 2007a). Lastly, mentorship can be included to encourage the sharing of skills and the sustainability of businesses (Lourens, 2007b)

Once the above are in place, marketing the route as a unique branded entity is essential and public relations is sometimes a more effective approach to take than traditional or even more modern marketing methods, especially for emerging destinations, which are cash poor (Lourens, 2007a). As discussed in more depth later, the initial market is likely to be local, and accurate and branded signage is therefore vital for developing public awareness (Lourens, 2007a).

Avoiding problems in the route associationôs day-to-day functioning is accomplished by determining a clear operational strategy for activities, ensuring good communication and having clear roles for members (Lourens, 2007a). Funding must be adequate and long term as it is crucial for the early success of a route association (Lourens, 2007a). Associations must understand that route tourism initiatives can take up to 5 years to establish and up to 20 or 30 years to grow into a successful route (Lourens, 2007a; 2007b). It is essential that this point is understood in the South African context where the Open Africa routes, for example, while considered an excellent concept, do not make clear to participants the level of commitment needed and length of time to fruition as an economic generator in an area (HSRC, 2006; Lourens, 2007b). By contrast, the Highlands Meander and Midlands Meander both

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r or nearly ten years, and this appears to be the r *ad hoc* and informal route management and membership arrangements had to be formalised into dedicated offices, staff members and targeted marketing to capitalise on their growth thus far (Lourens, 2007b).

4.4.2 Emerging Issues for Route Tourism

Emerging issues of relevance for the development of routes tourism in South Africa are the importance of the informal economy and the development of more widespread domestic tourism among the HDIs in the country. Deputy President Phumzile Mlambo-Ngcuka argues that tourism has the potential to integrate the first and second economies, as reported in ECI Africa (2006a) from the Tourism Indaba 2006. The existence of a ósecond economyô was first raised by President Thabo Mbeki in 2003, and there is no doubt that South Africa has poor people who do not have access to or benefit from the current growing economy (ECI Africa, 2006a).

The main problems with the informal sector as are also the problems of the tourism industry as a whole. These are the same problems impacting on community participants who are attracted to the Open Africa model for route tourism (HSRC, 2006). The problems are those of poor infrastructure, crime and violence, lack of access to transport, lack of access to finance and banking, lack of basic skills training, lack of access to economies of scale, irregular demand factors, thin profit margins and an urgent need for cash for daily expenses. These problems provide guidelines for the areas that the local authorities, provincial and national authorities need to focus on. Many of the problems besetting the poor cannot be solved purely by tourism authorities, and especially not by the private sector no matter the level of corporate social responsibility, without the full participation of a number of government departments (Goodwin, 2006; Lourens, 2007b, Ashley and Goodwin, 2007).

Government in South Africa is aware of the issues surrounding the informal sector and has the theoretical structure in place to begin dealing with this sector but local government frequently lacks the capacity, the funding and the know-how to effect change and national government programmes are slow to deliver (Nel and Rogerson, 2003; Rogerson, 1999; 2006b). The ECI Africa studies (2006a; 2006b; 2006d)

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ied the specific form of community-based routes have the potential for dealing with poverty and unemployment needs. Tourism has been given priority in the Accelerated Shared Growth Initiative of South Africa (ASGISA) driven by Mlambo-Ngcuka. Table 4.1 illustrates the key objectives of ASGISA and how Community-Based Tourism (CBT) routes can contribute to resolving these objectives (ECI Africa, 2006a)

Table 4.1: ASGISA and Community-Based Route Tourism

Key Objectives of South African Tourism in line with the ASGI are as follows:	CBT routes can contribute to objectives of SAT by:
Increase in tourist volume	Product gaps can be filled by CBT products. Attracts more niche tourists with targeted marketing
Increased tourist spending	Greater product diversity. Authentic CBT product means more value extracted from tourist.
Increased length of stay	More activities mean a longer stay.
Greater Geographic spread	CBT routes encourage visitors to go óoff-the-beaten-trackô
Less seasonal fluctuation	CBT routes can appeal to niche tourists who are less dependent on season to pursue an interest.
The promotion of transformation in accordance with the objectives of the new democratic South Africa	CBT routes offer opportunities to marginalized enterprises which is the most basic kind of transformation

Source: ECI Africa, 2006c

Changing patterns of domestic tourism has also come under the spotlight in recent years and needs to be considered in relation to the planning of route tourism in South Africa. A national campaign was launched in September 2003 to encourage South Africans to ñexperience the joys of travelling though-out the year in their own country, with affordable opportunities on offer to discover the treasures in their own backyards.ò (DEAT, 2003). All nine provinces were expected to showcase affordable tourism products during the month of September 2003 (DEAT, 2003). As Cheryl Carolus, the former CEO of South African Tourism said, ñIt is recognized worldwide that local travel is the bedrock of the tourism market. South Africa has so much to offer its own people, most of whom donôt even realise what opportunities exist to have truly memorable experiences in their own country. We have made it our priority to take the message to all South Africans from all walks of life: Discover the beauty and magnificence of South Africa!ò (DEAT, 2003). Various authors have indicated that route tourism is largely dependent on the domestic market and that the success of route tourism is certainly in the early years more dependent on domestic tourism than

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and Graham, 1997; Mathfield, 2000; Meyer, 2004; 6; HSRC, 2006; Lourens, 2007a; 2007b).

In 2004, the Minister van Schalkwyk launched the óShoô Leftô Marketing Campaign., aimed at encouraging mass domestic travel within South Africa (Rogerson and Lisa, 2005). The emerging black middle class has become the target locally for tourism marketing (Rogerson and Lisa, 2005; KPMG, 2005d). The middle class are a major source of tourists and a consequence of having an emerging black middle class is that their specific tourism preferences need to be assessed in studies and quantified (KPMG, 2005d). As a direct result of apartheid, participation by African communities in tourism and recreational facilities is generally very poor (Magi, 2004; KPMG, 2005a; 2005d). Many people cannot afford to travel and, if they do, the purpose is to visit and stay with family and friends (KPMG, 2005d). It is not an established cultural good to travel for its own sake, for self-development or enrichment as it is in western cultures (Magi, 2004). ñA study of the emerging recreation patterns of African residents in five townships in Kwa-Zulu Natalé . indicate(s) that there was a tendency to favour participation in more pleasure and entertainment related recreation pursuits as opposed to community-based and nature-based recreation activitiesò (Magi, 2004).

The tourism industry in South Africa has a plethora of places designed with the white middle class or wealthy tourist in mind (Magi, 2004; KPMG, 2005a). Many of the adventure activities on offer, for example, bungee jumping, white water rafting, hang-gliding and quad biking, are elitist and make use of expensive equipment precluding the involvement of the majority of potential tourists. What the average emerging black middle class consumer might be attracted to on a weekend basis or short stay basis, would conceivably be very different (Magi, 2004). Integration of formerly whites-only recreation facilities in major towns has been attained but true social integration has yet to be achieved (Magi, 2004). A successful tourism economy is dependent on peopleôs awareness and participation levels as well as the government or private companiesô ability to provide and market facilities (Magi, 2004). As a whole, in terms of route tourism, it is clear that the changing patterns of domestic tourism needs to be looked at more closely, particularly for its potential implications for future route tourism planning (Magi, 2004; KPMG, 2005a). According to Cheryl

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is the largest untapped market of both domestic and frica and it offers enormous potential for growth in tourism by providing opportunities for SMMEôs and HDIs (DTBN, 2005).

4.5 Analysis of the Pre-Conditions for Successful Route Tourism

An analysis of the South African situation in routes tourism from the perspective of the five most important pre-conditions established by Meyer (2004) allows for a summary understanding of the current industry. The pre-conditions as discussed in Chapter Three are as follows:

- Cooperation, networks, regional thinking and leadership;
- Product development, infrastructure and access;
- Community participation, micro-enterprise development and innovation;
- Information and promotion; and
- An explicit pro-poor focus.

4.5.1 Cooperation, networks, regional thinking and leadership

This set of factors are essential in the South African environment, which historically was exclusionary and unequal, and currently suffers from rivalry and competition (Briedenhann and Wickens, 2004; Meyer 2004). Route tourism can only be successful if cooperative networks are developed among the very diverse role-players, ranging from national, provincial and local government to private sector businesses and community tourism offerings (Meyer, 2004; Lourens, 2007a). Cooperation allows for the harnessing of all the energies of those involved in local and regional development for the benefit of all role-players via the synergistic effect of cumulative attraction (Mathfield, 2000; Meyer, 2004). Although it is clear that cooperative arrangements are exceptionally powerful economically for tourism development, it is acknowledged that getting many diverse role-players to work together is very difficult and time-consuming. The Midlands Meander shows a high degree of cooperation between stakeholders particularly since Mathfieldôs study (2000) was completed which identified a need for the greater incorporation of the local communitiesô cultural and natural resources into the primarily white-owned product mix (Lourens,

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emerging tourism products in cultural villages and the Midlands Meander (Lourens, 2007a). The development of a new form of membership ôLiving Artô promotes and sponsors the works of local artists in the community (Lourens, 2007a). The Stellenbosch Wine Route is another example of a cooperative and successful tourism route, albeit it has the benefit of 30 years of operation to build on in its growing pro-poor and community orientated initiatives (Bruwer, 2003; Nowers *et al,* 2003; Ashley and Haysom, 2005).

The international literature shows that most cooperative route networks have only been established and become as successful as they are due to the dynamic leadership of a few key individuals (Briedenhann and Wickens, 2004; Meyer, 2004). In the case of Open Africa, a number of key tourism specialists were the driving force behind the establishment of the route development initiative contributing to both the marketing and conservation of the unique African heritage (Open Africa, 2002; Meyer, 2004; Visser, 2004). Nelson Mandela was the public face of the associated African Dream Project and he had the required effect in terms of attracting publicity and credibility for the project (Open Africa, 2002; Visser, 2004). In Stellenbosch, the motivation for the establishment of the wine routes was that the viticulturalists wanted to increase opportunities for direct sales to the public (Bruwer, 2003; Meyer, 2004). Lourens (2007b) makes the point that individuals involved in leading route associations should not own or operate a tourism business on the route, as this can complicate their effectiveness and impartiality. The Midlands Meander began in 1985 but only established an office with a full time staff in 2004, a factor which allowed a far more effective management of the destination to occur (Lourens, 2007a). The full time staff earns a salary and is not allowed any vested interests in the area, and the associated executive committee must function as volunteers (Lourens, 2007a).

Information and resource-sharing is another vital factor in networks like the Council of Europe or the Open Africa organisation, and allows for distribution of new ideas and solutions (Meyer, 2004). Regional development is at the heart of route networks. Pooling resources with national, provincial and local governmental projects in the area can provide an important synergistic effect for route tourism (Meyer, 2004). For example, in the South African context working together with national and provincial

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ll as the relevant local municipalities IDPs can assist
d issues such as marketing, branding and signage. Tourist associations run by government, private sector and NGOs also have regional implications for tourism routes that need to be taken into account in route tourism planning. The Blue IQ, Cradle of Humankind development in the Magaliesberg area is a prime example of the complexity of regional thinking where the development of tourism routes in Gauteng could link to other broad based planning for the area.

In South Africa, it is apparent that regional thinking has to be inclusive to avoid exacerbating existing tensions between regions, and the richer and poorer communities within those regions (Meyer, 2004). It also enables the more effective creation of environmentally compatible conditions and infrastructure for the area, allowing a greater flow of good and services and enhancing the ability of the area to safeguard general quality measures (Meyer, 2004). Most importantly, it facilitates greater demand through product diversification and a competitive advantage from regional unity (Meyer, 2004).

One of the main obstacles in the KwaZulu-Natal province to integrated tourism development was the lack of collaborative arrangements and clarity of roles and responsibilities between those involved in tourism (Meyer, 2004). A duplication of planning between the provincial Department for Economic Development and Tourism, the KwaZulu-Natal National Tourism Association and the KwaZulu-Natal Economic Council made it difficult for developers to get planning permission for their proposals (Meyer, 2004). Moreover, a lack of a coordinating authority in tribal areas meant that rural communities were unable to organise themselves effectively for communication and participation in the tourism industry (Meyer, 2004). To reiterate, without the cooperation between various tiers of government, tourism agencies and private sector organisations in the various provinces of South Africa, no effective and integrated tourism strategy will be achievable (Meyer, 2004).

4.5.2 Product development, infrastructure and access

Innovative product development is essential in the tourism routes industry (Meyer, 2004). Food product routes, such as wine or beer, are generally focused on increasing

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ny routes are used to create a unified image for an f being themed but all the offerings along it picking up in some way on the main theme (Meyer, 2004). In KwaZulu-Natal the process of developing the Zulu Heritage and Cultural Trail was a result of market research that identified that whilst the coastline was the most popular with both domestic and international tourists, disappointment often was expressed at the lack of interaction with local culture, heritage and wildlife (Meyer, 2004). The main aim of the route is to link a wide variety of rural attractions and historically important sites and to act as a catalyst for the opening up of rural and disadvantaged areas to tourism product development (Meyer, 2004). The link to the provincial ôKingdom of Zuluô branding will also be capitalised upon (Meyer, 2004). A vision for the area of the tourism route is essential but lack of capacity on the part of local and provincial government is one of the biggest obstacles to realising this vision (Meyer, 2004).

With reference to the above, an Open Africa route that is being developed in KwaZulu-Natal is the 1000 Hills Experience Route, set in the Valley of a Thousand Hills and features Zulu cultural villages and beautiful scenery as a backdrop to the artistic talent in the area (THER, 2007). The actual route is the same as that followed by the Comrades Marathon and is an area where rural Africa exists alongside European style coffee shops, boutiques and book shops (THER, 2007). There are a number of different routes within the main route leading to scenic viewpoint, game farms and Zulu rural villages, such as Isithumba Village, where home stay visits are possible (THER, 2007). The old steam train line has been re-developed into the 1000 Hills Choo Choo Steam Train route with pubs and tea gardens in the old station buildings, and there is another ómini routeô following the Duzi Canoe Marathon route on the Umgeni River (THER, 2007). This is a good example of comprehensive themed product offerings which utilise both the heritage and the creativity of the area, to create a unique tourist route. In addition there are a number of other routes being developed in KwaZulu-Natal, for example the Brew Route, the Rainbow Route, the Zululand Birding Route, the Zululand and the Elephant Coast route and the aforementioned Zulu Cultural and Heritage Trail (Zulu, 2007).

The quality of the product must be established and policed to provide for effective tourism ventures that can be safely recommended or utilised by tour operators (ECI

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Tourism Grading Council of South Africa has these tend not to be flexible enough to take into account the needs of the informal sector and MBCTEs (ECI Africa, 2006c). The recommendation is that key role-players in the industry such as DTI, DEAT, TEP and the Small Enterprise Development Agency (SEDA) should work together with the TGCSA to establish guidelines for minimum standards for MCBTE, where products are outside formal grading categories (ECI Africa, 2006c). This could be a preparatory step for eventual formal grading (ECI Africa, 2006c).

Providing appropriate infrastructure is also vital (Meyer, 2004). South African secondary and scenic roads, particularly in rural areas are frequently very poor and do not provide for the standard expected by many visitors and their vehicles. The landscape is also vital to the success of the route, with wine route visitors to Stellenbosch rating it as third in importance after wine-tasting and purchasing (Bruwer, 2003; Nowers *et al,* 2003, Meyer, 2004). Signage is a problem as both provincial and local government is involved in the provision and management of the brown tourist signage seen on national and secondary roads (Meyer, 2004). A related lack of initiative on the part of government is seen in the provision of refreshment and sanitary stops, which are perceived as not providing economic returns (Meyer, 2004). Nevertheless, these facilities coupled with more economically viable restaurants and refuelling stops are successful on highways all over the world and if done on a smaller scale for South African routes can provide additional SMME opportunities (Meyer, 2004). In the South African context small rest stops and picnic sites have largely been obliterated by high crime and poverty in the country, as people are less willing to stop because of an overall perception of danger in isolated places.

The lack of co-ordination between provincial and local authorities and DEAT and SAT which provides the strategic research regarding product development, exacerbates the lack of infrastructure and oversupply of certain products (ECI Africa, 2006c). It has been suggested that the DTI need to form a coordinating committee of the relevant government departments involved in tourism and facilitate their understanding of their roles, augment capacity and skills, and create a best practice model for use countrywide (ECI Africa, 2006c). Public transportation is rated as one of the lowest performing sectors in the country, and frequently dissuades the tourist

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itory when they are reluctant to hire their own car or 6c). Safety and security are particularly relevant to tourism routes, especially community-based ones, as they are off the beaten track (ECI Africa, 2006c). It is recommended that the DTI continue to work with key players in the country to improve both the perception and reality of an unsafe environment in order to increase the number of tourists who would participate in MCBTE tourism (ECI Africa, 2006c). In addition to the lack of information available to the tourist when in the country or when preparing for their trip, there is a reluctance to explore given the poor state of road signage and the difficulty experienced in finding places (ECI Africa, 2006c). On the whole, there is a need for cooperation between DEAT, DTI and provincial and local authorities to improve signage nationally (ECI Africa, 2006c).

Access to a route is another important requirement and both connections to major road networks and smaller hubs where visitors can stay while in the area make a large impact on the success of a tourism route (Meyer, 2004). The location of a route and its proximity to the main generating areas will determine what clientele is attracted, for example, the Stellenbosch wine route is approximately an hour away from the major tourism destination and gateway to the area, Cape Town. The Midland Meander is also approximately an hourôs drive away from the Durban metropolitan area, another major source of tourists.

4.5.3 Community participation, micro-enterprise development and innovation

According to the DTIôs ECI Africa (2006c) report, there is no consistent understanding of what community tourism routes are in South Africa, with diverse offerings such as Stellenbosch Wine Routes, the tours in Soweto and the Cradle of Humankind all considering themselves community-based tourism routes. The DTI needs to facilitate a common understanding of both CBT and routes tourism with all stakeholders and create an integrated support programme for CBT initiatives (ECI Africa, 2006c).

Routes tourism is essentially a market driven approach whereby a route with a specific theme such as wine, arts and craft, or birding, becomes a vehicle for the

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I Africa, 2006a). The current focus of SAT is to re recipients, especially HDIs as the associated costs of tourism are most frequently borne by these individuals (ECI Africa, 2006a). The tourism product prior to 1994 was kept in the hands are very few, mainly white beneficiaries but in the current situation, all race groups need to be involved (ECI Africa, 2006a). A definition that needs some clarity is that of ócommunityô in the South African context, as this refers almost exclusively to the historically disadvantaged communities. This is not always the case in the literature where community can refer to all involved within the parameters of the route (Murray and Graham, 1997; Meyer, 2004; Lourens, 2007b).

Increased participation leads to greater economic benefits and decision making powers on the part of the whole community (ECI Africa, 2006a; HSRC, 2006). Barriers to full community participation must be addressed from the start of route initiatives (Meyer, 2004; Ashley *et al,* 2005; Ashley, 2006). It is clear that many community participants in South Africa, neither understand nor trust the participatory process (Nel, Hill and Binns, 1997; Nel, 2000). One study observed that: ñThe Environmental and Development Agency Trust (EDA) found that longstanding distrust, fear, antagonism and the disinterest entrenched by years of neglect and deprivation can create substantial barriers to achieving meaningful participation in local communitiesò (Briedenhann and Wickens, 2004, p.75). Proactive and entrepreneurial individuals, cause more friction because they are doing something and succeeding than people who actively oppose the projects (Spenceley and Seif, 2003). Government delivery in many areas has been perceived to be a failure, creating further animosity (Spenceley and Seif, 2003; Briedenhann and Wickens, 2004).

As ECI Africa (2006a) discovered, many rural environments in South Africa, (notwithstanding the gains of the last ten years) remain characterised by service delivery inequalities and a widespread inability among local people to pay for these services where they do exist. This creates a situation where infrastructural LED has to occur before a vibrant route tourist economy can be established (ECI Africa, 2006a). This requires a co-operative approach on the part of many departments in the government (ECI Africa, 2006a; HSRC, 2006; Lourens, 2007b). A core issue is,

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ountrywide as local authorities and small businesses n routes tourism, and lack awareness of best practice (ECI Africa, 2006c).

The Dreamcatcher Tourism Business Network (DTBN) is a community initiative launched at the Tourism Indaba 2004. Aiming to boost transformation in the tourism industry, it is focused on spreading ñtangible tourism benefits to communities and HDIs through empowerment and job creationò (DTBN, 2005). Members of the network receive assistance from start-up to profit-making and in addition are able to take advantage of the Dreamcatcherôs established international markets and distribution links (DTBN, 2005). An independent travel route planner as opposed to being a tour operator, Dreamcatcher assists independent travellers, tour operators, special interest groups and media by designing itineraries that allow the traveller to discover what the country is órealloyô like (DTBN, 2005). Travel routes to rural communities are offered and ósafe community destinationsô are supported by creating basic tourist infrastructure and providing training for the black entrepreneurs based in the communities (DTBN, 2005). While competition with mainstream tourism initiatives was difficult initially, Dreamcatcher has penetrated four international markets and received awards in America and Canada to date (DTBN, 2005).

One community initiative which has had a great deal of success is the Karell Travelôs African Dream Vacations and Premier Tours, which run small and personalised guided tours of the New Rest township just outside Cape Town. This is an example of a small tourism route focused around a single communityôs struggle to survive in the new South Africa (Meyer *et al,* 2004e). The company itself contributed a crèche, running water, homes with permanent roofs, and provision of a brick making machine (Meyer *et al,* 2004e). A steadily increasing interest in the tours on the part of their clients has been noted, and while the benefits of direct and indirect income to the township are obvious, the opportunities for the tourist to make a voluntary donation are also increased dramatically (Meyer *et al,* 2004e). The social benefits have been just as noteworthy as the following taken from the Karell brochure shows:

> ñAIDS awareness in our community was brought about by tourists é to combat crime and anti-social behaviour amongst our youth, we started choirs who entertain our visitors. Soccer and netball teams has

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> d again with the assistance of our tourists. all benefiting so much not only monetarily, e now become accustomed to ówhitesô, as the only whites that do frequent our area are the police, which were always hostile. Instead of guns there are cameras and smiling faces é With their assistance and our collaborations weôve moved from a destitute community to an active and positive communityò Thando Sekume, SATOUR Registered Guide (Karell, 2005)

Collaboration between the UNWTO, the Regional Tourism Organisation of South Africa (RETOSA), an NGO Geosavvy Development and the Dutch Development Organisation SNV, has produced a website dedicated to primarily community-based tourism accommodation venues (CBT, 2007). This provides a list of 200 community-based accommodation providers throughout Southern Africa and also indicates how the enterprise benefits the local community (CBT, 2007). The site was started to give tourists an unusual experience but also to enable them to give back to the community that they visit and the associated tours they go on (CBT, 2007). The site provides links to individual websites giving more information and pictures of each product advertised thereby providing the service providers with access to a broader market than each individually would have (CBT, 2007).

4.5.4 Small and micro enterprise development

A policy focus of the South African government has been the development of small, medium and micro enterprises (SMMEs), which are seen as the main vehicle through which the dual challenges of job creation and sustainable growth can be met (Mathfield, 2000; ECI Africa 2006a). SMMEs are expected to generate employment, even out income distribution, increase competition and productivity and allow exploitation of niche markets (RSA, 1995). Small businesses are usually restricted to the locale in which they operate, they use materials and people from the area, rely on local markets and are labour intensive (LED, 1996-1999). They require little by way of overheads or entry requirements and provide opportunities to those who need them most (LED, 1996-1999). Small businesses are the most common form of enterprise on tourism routes in South Africa (Spenceley and Seif, 2003; Meyer, 2004).

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enterprises have many factors against them, such as s and lack of education in many modern means of marketing like the internet, financing, budgeting, forward planning and in tourism itself (Nel and Rogerson, 2003). A lack of education (illiterate or innumerate) hampers the ability of rural communities to provide a quality tourist product (Meyer *et al,* 2004b; 2004f). Mentorships, skills transfer and exposure to technology could begin to alleviate these conditions (Meyer *et al,* 2004b; 2004f). The poor in South Africa are rich in survival skills, such as entrepreneurship, creativity and hospitality, which have enabled them to endure adverse circumstances and these qualities now need to be brought into play to facilitate economic development from the bottom-up (Mahony and Van Zyl, 2001; Ashley, 2006).

Due to apartheid, black involvement in tourism-related SMMEs, has been historically limited by pass laws, influx control and the Group Areas Act combined with restricted land rights (Mathfield, 2000; HSRC, 2006). Further, government support was focused solely on white-owned tourism initiatives (Mathfield, 2000; HSRC, 2006, ECI Africa, 2006a). There are, as a result, few black-owned tourism SMMEs in some areas and where they exist, they are mainly confined to the informal sector (Mathfield, 2000; ECI Africa, 2006a). Black SMMEs continue to have problems with the absence of resources, difficulty in getting funding, the lack of transport and infrastructure in their areas, and a conservative tourist industry, which is prejudiced against black clients and entrepreneurs (DEAT, 1996). Entrepreneurs who are normally involved in the tourist industry cause change by taking advantage in novel ways of opportunities that arise. However, the ability to take up opportunities in the past in South Africa was skewed due to the Apartheid laws and as a consequence, tourism entrepreneurs are still mostly white and, frequently unintentionally perpetuate differences and inequalities.

DEAT and DTI are taking steps to encourage business action on local procurement through a ôHow Toé ?ô guide which was produced in conjunction with the Tourism Business Council, and the Overseas Development Institute (Ashley *et al,* 2005). The guide provides tourism companies with many ideas on how to reform procurement so as to do business with more small black local producers (Ashley *et al,* 2005). Strong incentives are also being provided with each company being scored on its

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th one score specifically concerned with BEE
, very difficult, however, for larger enterprises to get information on which suppliers are in existence. The Village at Spier, in Stellenbosch resorted to employing a PPT facilitator who ñliterally walked the pavementsò (Ashley, 2006, p.16) to find new suppliers as there was no public database available.

During 2002 the GTA supported the emergence of entrepreneurs through training workshops to create an understanding of the tourism industry. In the process a series of ñHow tooò booklets on topics such as ñhow to start tourism-related business and gain access to small, medium and micro enterprise (SMME) development projects and fundingò will be produced (GPG, 2002). These have now been published and are called ôFunding Programmes for Tourism Businessesõ (DEAT, 2006b), ôSupport Programmes for Tourism Businessesõ (DEAT, 2006a) and ôTourism BEE Charter and Scorecardõ (DEAT, 2006c).

The ECI Africa study (2006c) indicates that not only is there a high rate of failure among MCBTEs and SMMEs due to lack of skills, there in also a shortage of tourism skills among municipal officials who can therefore not provide support. They recommend that the DTI support both the Tourism, Hospitality and Sport Education Training Authority (THETA) and the Tourism Enterprise Programme (TEP) in further skills programme development (2006c). One example of the training facilitated by THETA, is the Integrated Nature-based Tourism and Conservation Management project begun in 2002, which aimed to provide 6 500 people with the skills to work in conservation areas, biospheres, national parks and along tourism routes (HSRC, 2003). It is argued that a rapid training programme should be instituted by the DTI, THETA and the Development Bank of South Africa (DBSA) for training municipal officials (ECI Africa, 2006c). Finally, for SMMEs another major obstacle is the lack of funding. ECI Africa (2006c) recommends that existing funding support should be altered to take into account the needs of MBCTE and SMMEs as recommended in a report to be released by DEAT (due end of 2007) on the tourism second economy. Although funding mechanisms do exist, these are not geared currently towards the needs of the second economy (ECI Africa, 2006c).

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4.5.5 Information and Promotion

The absence of reliable information for the touristôs planning of and actual visit to South Africa, has been identified as one of the major difficulties for the development of routes tourism in the country (ECI Africa, 2006a; 2006c; Lourens, 2007b). Information is also essential when working with the community in tourism-led LED (ECI Africa, 2006a). It is vital for the success of a route to inform the tourist of what is available and where (Spenceley and Seif, 2003; Meyer, 2004; Ashley, 2006; Lourens, 2007b). There is currently, little information available for tourists on entering the country at international airports. South African routes rely more on area brochures and trade shows to market products as budgets are frequently small (ECI Africa, 2006a). Guidebooks have been found to be very effective in the European context (ECI Africa, 2006a). There are websites of most of the South African routes but they do not appear on a search on Google for example, in user-friendly format. There are a number of ómodernô methods associated with ICT and globalisation of accessing and managing a customer base, which need to be researched in the South African context (ECI Africa, 2006a). If tourism is to benefit the HDIs in the country, there needs to be a serious rethink of how South Africa is marketed as a whole, and to niche markets, such as route tourism. An opportunity exists for broad monitoring systems to be put in place by the DTI for all tourism experiences in South Africa (ECI Africa, 2006c). Feedback from the clients themselves would substantially assist tourism service providers in altering the product to suit their target markets (ECI Africa, 2006c).

The ECI Africa (2006c) makes the recommendation that the DTI should lead the process of researching niche tourism opportunities for advertising the CBT routes tourism initiatives in the country. SAT is unable to undertake such research due to budget constraints and is responsible for the generic marketing of the whole country (ECI Africa, 2006c). Collaboration with private enterprises who are already servicing niche markets is key and the DTI should continue the research of niche market opportunities focussing on MCBTE (ECI Africa, 2006c). Responsibility for the promotion of tourism routes can be different in every case (Mathfield, 2000; Meyer,

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vernment provides for promotion and in others the ion formed from representatives of all stakeholders (ECI Africa, 2006a). Usually private sector tourism associations look after marketing of a destination and are supported by local or regional authorities (Telfer, 2001; Telfer and Hashimoto, 2003; ECI Africa, 2006a). Historically, as regards South African tourism promotion, provinces have acted on an individual basis, programmes have not been co-ordinated, marketing and promotion funding was limited, and the resources that were available were wasted (Briedenhann and Wickens, 2004).

The Midlands Meander Association and the Highlands Trout Triangle Association (HTTA) are two private sector associations, which currently use membership fees to print maps, run websites and do small scale local marketing and promotion (Mathfield, 2000; Rogerson, 2002d). Membership fees have been placed on a sliding scale whereby smaller enterprises pay less and larger organisations on the route pay more on the Midlands Meander to cater for HDIôs tourism offerings (Lourens, 2007b). In the case of the HTTA, supporting finance from the Development Bank of Southern Africa (DBSA) and National Business Initiative was available (Rogerson, 2002d). Where responsibility lies with public sector bodies, lack of experience in marketing and a lack of funds hamper implementation and affect their penetration of the market and distribution network possibilities (Rogerson, 2002d).

By far the most effective method of marketing CBT products or routes tourism, is word-of-mouth marketing (Saxena, 2005). In South Africa, this is clearly a valuable method as related by Joyce Poquela who runs a B&B in Qunu, Eastern Cape:

> *"She relies on word of mouth marketing from her guests as well as the brochures she hands out. For this to be effective, she and her staff of seven go the extra mile to ensure that their visitors are taken to all the sites that might be of interest amid the rolling hills of Qunu."* (The Star, 2005)

In South Africa, poor signage countrywide makes it difficult for both domestic and international tourists to access the product especially in the case of routes tourism (Spenceley and Seif, 2003; Meyer, 2004; ECI Africa, 2006a; Lourens, 2007b). The Midlands Meander is unusual in that it has received assistance with signage from the Kwa-Zulu Natal local government (Mathfield, 2000; Lourens, 2007a). Routes that

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standard have to provide ñsignage, interpretation, languages of their main source marketsò (Lourens, 2007a). The provision of these, enhances the visitors experience and leads to positive word-of-mouth advertising (Lourens, 2007a)

Negativity and industry politics amongst the private sector in the tourism industry cause many problems with developments and tourist access to the product, which is made worse by the fact that ownership is still largely in the hands of the previously advantaged (ECI Africa, 2006a). Open Africaôs African Dream Project (2000) has noted the difference in interests between role-players and the lack of certainty concerning the roles, which different role-players should fulfil. By conceptualising óAfrikatourismô, which sees a host of routes from one end of Africa to the other, with African themes and content, they hope to overcome industry infighting and regional and local governmental lack of ability in taking responsibility (African Dream Project, 2000, Briedenhann and Wickens, 2004). ECI Africa (2006a) states quite clearly that the sustainability of tourism in Africa is dependent on the abilities of local government to act in partnership with the private sector.

The collection of more information about the tourism product in Africa and disseminating this information to all potential role-players is the final goal of Open Africa and in this area they have a potential solution to some of the issues raised above (Open Africa, 2002). The African Dreams website (**www.africandream.co.za**) has been created with links to major tourism service providers in the developed world. Once a new route has been established all information is collected and placed on the site (Open Africa, 2002, Briedenhann and Wickens, 2004). Interactive maps are created with exact coordinates using GIS technology (Open Africa, 2002). All information on the site is decided with the relevant participating community and no advertising is permitted so finances do not cloud the issue with questions of who gets paid what (Open Africa, 2002). In addition, they plan to have 24 hour Afrikatourism stops at various service stations along the actual routes to provide information *in situ* for visitors who are already in the country (Open Africa, 2002). This information will be similar to what is on the website in terms of maps, sites of local interest, places to stay and to eat on each route (Open Africa, 2002). Web-based advertising is proving to be one of the most effective modern methods to reach niche markets (Meyer *et al,*

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dwin, 2006; Ashley, 2006). Tourists are visiting the uently and over 5000 hits were recorded daily in February 2003 (Briedenhann & Wickens, 2004).

Web-based group marketing for SMMEs has been initiated by the SA Tourism and is through the Dreamcatcher Tourism Business Network (DTBN, 2005). This network was established to help speed up the transformation in tourism to give previously disadvantaged tourism service providers the ability to market their products both locally and internationally (DTBN, 2005). The DTBN assists its 200 plus members ranging from B&Bs and restaurants to local attractions and ground operators by supporting them via a high-impact international marketing and distribution channel giving them the selling power of big operators through the companyôs satellite support offices in the UK, USA, Canada and Benelux (DTBN, 2005). This allows them to compete equitably with mainstream travel options (DTBN, 2005). Currently, they are redesigning the website, and continuing with empowerment in black tourism enterprise working countrywide with mainly women who are suited to the industry on tourism routes. They have a presence in all provinces except in Mpumalanga and Northwest where suitable candidates are still being sought (pers. comm., Manager, 2007).

In summary, ECI Africa (2006a) states that ample information and marketing of a route tourism initiative is essential for its success. The international experience offers many examples of the failure of route initiatives due to the lack of signage, information and publicity (Meyer, 2004).

4.5.6 A Pro-Poor Focus

PPT is a core element of responsible tourism and was separated out as an issue due to the lack of focus on the ópeopleô involved in businessôs discussions on responsible and sustainable tourism (Ashley and Haysom, 2005). In effect PPT is aligned to Fair Trade Tourism as they both focus on returning benefits to the local communities, but whereas PPT focuses on an approach to tourism in general, FTT focuses on certification and guarantees of products for consumers (Ashley and Haysom, 2005).

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e many overlaps in aims and methods, and offer African poverty and unemployment problems, as various studies have found (Spenceley and Seif, 2003; ECI Africa, 2006; Goodwin, 2006; HSRC, 2006) There are many ways in which tourism can link into poverty alleviation. Tourists are a new local market for the poor, and marginalised communities can be brought into the tourism mainstream if they are given appropriate assistance (Spenceley and Seif, 2003; ECI Africa, 2006; Goodwin, 2006; HSRC, 2006). Community-based tourism can bring development to areas with little other economic potential giving the poor an additional livelihood strategy that can reduce their economic vulnerability (Spenceley and Seif, 2003; ECI Africa, 2006; Goodwin, 2006; HSRC, 2006). As tourism is frequently the only source of cash income for the very poor, the small amounts they earn through route tourism can have a disproportionate impact (Goodwin, 2006; HSRC, 2006).

The natural and cultural integrity of a destination can be protected as these resources can be managed in a sustainable manner, unlike in other export industries (Spenceley and Seif, 2003; ECI Africa, 2006; Goodwin, 2006; HSRC, 2006). In addition, the poor can benefit from their ówn assetsô or indigenous knowledge such storytelling, guiding, dance, craft and music (Goodwin, 2006; HSRC, 2006).

Niche tourists attracted by route tourism initiatives have different interests leading to a wide range of ancilliary service requirements and thus opportunities for pro-poor tourism (Spenceley and Seif, 2003; Goodwin, 2006; HSRC, 2006). The lower barriers of entry to tourism entrepreneurship mean that more participants in a community can benefit than would from capital-intensive economic activities (Spenceley and Seif, 2003; ECI Africa, 2006). Tourism as an economic sector tends to need more labour, from particularly, women and young people, and the resultant increase in pride in the local culture and environment can discourage out-migration (Spenceley and Seif, 2003; ECI Africa, 2006; Goodwin, 2006; HSRC, 2006).

Finally, tourism educates both the visited and the visitors about other cultures and spreads goodwill (Goodwin, 2006). As mentioned previously, modern tourism consumers have come to expect community involvement, conservation measures and poverty alleviation to be part of their travel experience (Ashley, 2006; ECI Africa,

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enterprises in South Africa are already engaged in ings and whether this is a conscious response to external community pressures or an awareness of the benefits, or an accidental result of other actions, is immaterial (ECI Africa, 2006a).

4.6 Summary

This chapter has drawn together the existing writings on route tourism in South Africa. A number of studies already have been completed and this study builds upon this body of existing knowledge by empirical analysis of two routes that have not been examined in great detail (see Chapters Six and Seven).

From the existing literature on South Africa, it is evident that tourism routes have the potential to distribute economic benefits throughout an area and provide additional sources of employment through increased tourist visitations (Meyer, 2004; ECI Africa, 2006; Lourens, 2007a). The necessary pre-conditions listed by Meyer (2004) and the roadmap for planning developed by Lourens (2007a; 2007b) have isolated the key elements necessary for route development. Additional factors such as funding, domestic tourism and the informal sector have been ascertained and discussed. In the final analysis, while the new South African government has clearly put a great deal of time and effort into designing new policies to ameliorate the effects of the past, such as PPT, there is still a pre-existing environment of social inequalities and a dual economy in the countryside which must be dealt with by various government departments before a tourism routes can be successfully established with a pro-poor and community-based focus (ECI Africa, 2006a).

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CHAPTER FIVE:
IAGALIESBERG AREA

5.1 Introduction

The Magaliesberg is an area of great natural beauty and historical value which is situated close to the cities of Johannesburg and Pretoria and falls mainly in Gauteng province. The Magaliesberg has a wealth of historical and cultural artefacts making it a microcosm of South Africaôs past (Carruthers, 2007). The complex geological history of the area has resulted in a mountain range of supporting a variety of habitats and exceptional range of fauna and flora (Carruthers, 2007). Within the Magaliesberg area are the two routes which are the focus of this study, namely the Magalies Meander and the Crocodile Ramble.

These two tourism routes operate in a complex tourism environment. Both routes lie in an area of intense tourism development activity which is impacted by a number of provincial and local planning initiatives. At the local level, tourism planning and development in the area is influenced mainly by the Tourism Master Plan, a part of the Integrated Development Planning by the West Rand District Municipality (WRDM). Of greatest importance at provincial scale are the intense tourism development activities that surround the Cradle of Humankind, which is an initiative of Gauteng province. The aim in this chapter is to provide essential background information on the study area and on the key local and provincial planning initiatives that impact upon the two routes that will be considered in detail in Chapters Six and Seven.

The Witwatersrand is clearly the main feeder zone for the study area, the Magaliesberg, which is a popular weekend, holiday and conference destination, as most of the tourism product is just over an hours drive from Pretoria or Johannesburg. While Sun City towards the Rustenburg western side of the study area is a major attraction so is the 1620-ha Hartbeespoort Dam area, which is both a source of irrigation and the site of popular resorts, as well as offering scenic drives, many hiking routes and other activities.

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nesses on the Crocodile Ramble and in the area lie Mogale City Local Municipality and are in either suburban areas like Honeydew and Boskruin, or in small villages and rural areas like Muldersdrift. Some of the suburbs are in the Greater Johannesburg Municipal area but the majority of the Ramble lies in the Mogale City Local Municipal (MCLM). Moving north through the Rhenosterspruit Nature Reserve and the Witwatersberg, to Broederstroom and Hartebeespoort, the remainder of the businesses lie in the North West Province, Bojanala Platinum District Municipality (BPDM). The Magalies Meander route lies also within the MCLM, part of the WRDM in Gauteng Province, with a small number of businesses around Rustenburg, Mountain Sanctuary Park and Hartebeespoort Dam falling into the North West Province.

The discussion in this chapter unfolds through two major parts. The first part of the chapter examines the West Rand District Municipality and the associated planning of that District Municipality and the several local municipalities that fall within the WRDM, in particular the MCLM LED planning. The BPDM planning will be touched on briefly as it is responsible for a small part of the total area. In particular, the focus is upon the tourism initiatives and planning. The second part of the chapter turns to developments taking place at the Cradle of Humankind

5.2 District Municipal Planning

In this section, a review is presented of the changing economy and features of the WRDM that are of relevance to the tourism routes in the area, and of the key planning initiatives taking place around tourism in the WRDM.

5.2.1 The Changing Local Economy

The West Rand is a microcosm of the Gauteng province, in that it has been largely dependent on mining, and therefore has experienced a general economic decline over the last 10 years (KPMG, 2005a). Mining accounts for 55% of the economic activity in the area, with manufacturing following at 12%, trade at 8%, financial services at 7% and smaller sectors such as agriculture, tourism and informal/SMME businesses making up the rest (KPMG, 2005a). Merafong contributes most to the local economy

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andfontein and Mogale City are the only two cities, n recent years (KPMG, 2005a).

Mining has suffered from the declining gold price and declining production resulting in retrenchments with a negative impact on the local economy (KPMG, 2005a). Local linkages for mining are poor with 85% of inputs sourced outside the area, and the labour force is poorly or inappropriately skilled for re-deployment to other areas, in particular tourism (KMPG, 2005a). Agriculture in the form of large-scale commercial farming, has shown growth, albeit has been neglected as a potential investment and employment sector due to miningôs priority in access to land and subsequent land degradation (KPMG, 2005a). Small-scale and subsistence farming suffers from a lack of financing and support services (KPMG, 2005a). Little agro-processing is done in the area and markets are predominantly local or in the urban areas surrounding the Magaliesberg (KPMG, 2005a).

Tourism is concentrated in Mogale City, with undeveloped potential in Merafong City and Westonaria. Informal and SMME trade comprises 90% of the businesses in the WRDM area and the number of people employed in this sector is growing at the rate of 13.4% p.a. (KPMG, 2005a). Mining, agriculture and especially tourism all provide opportunities for further SMME development but support infrastructure and programmes are lacking (KPMG, 2005a).

Specific zones have been identified in the WRDMôs Spatial Development Framework (SDF). The Urban Growth zone is concerned mainly with areas where urban development is expected to occur, such as Muldersdrift, Mogale City and Kagiso (KPMG, 2005a). The interface between urban and rural land use is monitored so that only development which is complimentary to the rural context occurs (KPMG, 2005a). Prime Opportunity Zones include the Magaliesberg, and the ñdiverse resource base which can be optimally utilised for development of recreation, tourism, agricultural and conservations usesò (KPMG, 2005a, p. 67).

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The diversity of topography offers tourists a vast range of scenic experiences within the relatively confined area of the Magaliesberg (KPMG, 2005a). The climate is favourable, which makes the area an attractive destination at any time of the year, offering many outdoor activities (KPMG, 2005a). The most prevalent geology is the dolomite which covers a large part of this area and due to the presence of sinkholes and undermining, affects many potential tourist developments (KPMG, 2005a). The dolomite, however, is also responsible for the areaôs preservation of archaeological discoveries in the Cradle of Humankind World Heritage Site. Deep gold seams in the south of the West Rand form the main focus for mining in the area (KPMG, 2005a).

A number of rivers and dams, all of which hold potential for tourism development, are found in the area. These are the Loopspruit (south), Leeuspruit (Westonaria), Mooirivierloop (Randfontein), Crocodile River (Northeast) and Magalies River and Rietspruit (North) (KPMG, 2005a). The last three rivers mentioned are the basis for the tourism routes, the Crocodile Ramble and Magalies Meander along which a number of tourist attractions and products are situated. Hartebeespoort Dam is within the study area although not within the WRDM, as it lies in the North West Province in the Bojanala Platinum District Municipality (KPMG, 2005a). This is a vibrant tourist attraction within the West Rand as it is en route to Sun City and experiences large volumes of domestic and international tourism. The international tourism largely consists of busloads of tourists that stop to take in attractions on the way to Sun City (KPMG, 2005a).

Mining, the dominant activity in the area, has destroyed the habitats of much of the local fauna (KPMG, 2005a). The Magaliesberg mountain range is the most important area for fauna as large parts of it are privately owned and protected as conservation areas (KPMG, 2005a). As the government supports an eco-system or multiple species approach to the conservation of threatened species, it is important that no development take place in the Protected Natural Environment areas of the Magaliesberg (KPMG, 2005a). DACEL is currently compiling a policy to control development applications for actions within sensitive areas (KPMG, 2005a). Other areas important for bio-diversity conservation include the CoHWHS, the Kromdraai

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ame Reserve, and the Blougat Game Reserve, most MG, 2005a). In Merafong City Local Municipality (MeCLM), the Abe Bailey and Tweefontein Nature Reserves have been earmarked for conservation (KPMG, 2005a).

The tourist focus for the area is the CoHWHS and the Magaliesberg Range as urban areas in the West Rand visually reflect the focus on mining and industry and the current slow economy. Along the east-west mining belt the rural landscape has been damaged by excavations, blue gum plantations and mine dumps (KPMG, 2005a). The rest of the WRDM consists of gentle hills covered in grasslands and cultivated farmland, neither of which are visually appealing to tourists.

5.2.3 The Historical Significance of the West Rand

There are a wide range of cultural and heritage resources in the Magaliesberg area. The CoHWHS offers palaeo-anthopological attractions to do with the study of human origins. Additional sites include Boltôs Farm, Coopers, Drimolen, Gladysvale, Gondolin, Haasgat and Plovers Lake, as the dolomite of the Magaliesberg is the richest source of australopithecine sites anywhere in Africa (KPMG, 2005a). Discoveries made range from early Stone Age Man where early hominoids made the first stone tools, to the early Iron Age Period when Bantu-speaking people originally moved into East, Central and Southern Africa 2000 years ago (KPMG, 2005a).

Early gold mining prospecting activities are still on record with the first sizeable deposit in quartzite being found in Kromdraai in 1881(North West Province, 2002). Limestone was extracted from the dolomite in the area and in Danielsrust there are still various structures dating back to between 1890 and 1930 (North West Province, 2002). The Danielsrust facilities are ña good example of how Sterkfontein probably looked when it was first abandonedò (KPMG, 2005a, p. 47). There is potential for domestic and international tourism in the responsible development of the above resources to showcase the evolution of mankind and the early history of South Africa.

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An essential factor in the development of route tourism in any area is the quality of road and service infrastructure along the length of the route (Meyer, 2004). The two national routes, in the area, the N12 and N14 highways are in a relatively good condition, although no freeways serve the area directly (KMPG, 2005a). A great deal of housing development has occurred in the WRDM and the Hartebeespoort Dam area in the past few years and the roads are at capacity with long commuting times common, during peak hour periods (KPMG, 2005a). Gauteng Department of Public Transport, Roads and Works (DPTRW) commenced with 11 projects in the area in 2003 aimed at improving access to the West Rand, the success of which is dependent on the construction of the N17 West (KMPG, 2005a).

Meyer (2004) states that providing ease of access to an area is essential for the development of tourism routes and in this regard, the provincial roads, the preserve of Gautrans and local roads, managed by local municipalities, are of some importance (KPMG, 2005a). Approximately 31% of the provincial roads need resealing in the short-term, approximately 12% of paved local roads are in poor condition and 44% of gravel roads in rural areas are in a poor to very poor condition (KPMG, 2005a). Three new provincial roads, which will run through the CoHWHS, and replace the R512, D400 and N14, have been proposed but as they contravene conservation goals, have yet to be accepted (KPMG, 2005a). For current needs the roads are adequate and will not impede tourist development dramatically and as the WRDM has budgetary constraints, local road improvements will not happen soon (KPMG, 2005a).

The rail network linking Johannesburg and Pretoria with the largest towns in the area has limited commuter services directed at workers and is largely regarded as lacking facilities and being unsafe (KPMG, 2005a). The single track railway between Pretoria and Magaliesburg is no longer useable between Damsig and Swartspruit although it could be refurbished to contribute to the range of CoHWHS visitor experiences (KPMG, 2005a). The Magalies Express, owned by the South African National Railway and Steam Museum, runs between Johannesburg and Magaliesburg on an *ad hoc* basis and offers a rewarding tourist experience (KPMG, 2005a). While

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rked well in other areas, such as in the case of the Route, the concerns about safety and reliability in the Magaliesburg make it unlikely that the rail services will ever be a major form of access or attraction for tourists (KPMG, 2005a).

An important feature influencing the development of the West Rand is the presence of two airports just outside the municipal boundaries; the OR Tambo airport in Johannesburg is the main entry point to the country as a whole, and the Lanseria Airport, a privately owned airport and a member of the Crocodile Ramble. The OR Tambo airport is a major source of foreign business and leisure tourists and domestic tourists. Lanseria is currently a small business focused airport but plans are in progress to extend the airport to receive larger planes (KPMG, 2005a; pers. comm., Marketing Manager, Lanseria, 2007).

For the development of a quality tourism product, and the concomitant promotion of community wellbeing, PPT tourism advocates indicate the importance of adequate infrastructure such as water, sanitation, electricity, and waste removal (Ashley, 2006). In the West Rand such infrastructure is, on the whole, adequate for urban areas (KPMG, 2005a). Infrastructure in former townships mostly has been completed over the last 10 years, with MCLM in particular receiving acclaim for the rollout of their infrastructural provision. Some tourism product owners in the Magaliesberg and the CoHWHS are too far from municipal infrastructure and have to make their own arrangements with the net effect that provision of services is not a constraint on tourism development (KPMG, 2005a). Telecommunications, which are vital to the functioning of tourist businesses, are problematic largely due to excessive incidents of cable theft.

Meyer (2004) makes the point that refreshment and tourist service stops are vital to attract tourists to a route tourism area and these are at a minimum in the West Rand. Other than refuelling stops at privately owned garages there are few public facilities and roadside municipally-managed picnicking spots left, if any.

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oduct in the West Rand

The WRDM does not possess the iconic attractions of the Western Cape or the Kruger National Game Park, both more traditional destinations for the international tourist (Becken, 2004). This does not mean that foreign tourists should be ignored, merely that the provincial domestic market, is far more likely to visit the West Rand. It is possible for tourism to inform growth and development, but only where under-utilised potential exists (Ashley *et al,* 2005; Ashley, 2006). Tourism product (attractions and activities) and tourism plant (accommodation, food and beverage establishments) in the Magaliesberg area currently offers a varied experience of the destination for visitors. KMPG (2005a) was required to create a ñlivingò database as part of the Tourism Development Strategy for the WRDM. From the results of the survey on which the establishment of the database was based, it is possible to see what underdeveloped or under-utilised tourist supply exists in the area.

Existing supply is strongest in the MCLM and can be broadly grouped into 6 categories:

- Accommodation,
- MICE facilities (conferencing and weddings),
- Retail, Entertainment and Arts and Crafts
- Cultural and Heritage tourism,
- Nature, Outdoor and Adventure tourism,
- Sports and Health products

The quality and variety of product, experience and accommodation in and around Krugersdorp, Magaliesburg, Muldersdrift and the CoHWHS as well as along the tourist routes in the area far outweighs what is available in the rest of the area (KPMG, 2005a). Accommodation ranges in type from hotels, guest houses, bed and breakfast establishments, lodges, self catering units, and camping sites. The supply is strongest in the area mentioned above and occupancy rates are estimated to be around 60% (KPMG, 2005a).

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condary to the primary function of accommodation, Magaliesberg and Muldersdrift areas and on the Magalies Meander and Crocodile Ramble routes (KPMG, 2005a). While the tranquil surroundings encourage weekend breaks for one market, during the week the same tranquillity lends itself to business conferencing (KPMG, 2005a). Weddings are another large market and many establishments have a private chapel on their properties (KMPG, 2005a).

The category retail, entertainment and arts and crafts is predominantly found in large towns and densely populated areas and offer the visitor a combination of shopping and entertainment activities, for example, Key West in Krugersdorp and Village Square in Randfontein (KPMG, 2005a). Most of the specifically tourist facilities in this category exist on the Crocodile Ramble or Magalies Meander (KPMG, 2005a).

Cultural and heritage tourism is a category most notably represented by the fossil hominid sites in the CoHWHS. The thirteen sites of the Cradle of Humankind are clustered between the R563 and the D540, forming a route on the Crocodile Ramble. A further cluster exists around the Rhino and Lion Nature Reserve, and other sites towards the northern WRDM boundary. Other sites in the area have a broad historical focus on battles, caves, mines, buildings or cultural focus such as museums and monuments (KPMG, 2005a). Rock art is present in many places in the area but most sites are on private land (KPMG, 2005a). Tour guides, tourist vehicles and agreements with property owners are all necessary for heritage tourism to be accessible, and CoHWHS management are working together with stakeholders to achieve this (Cradle, 2005a).

Nature, Outdoor and Adventure tourism products allow tourists to ñundertake game and bird watching, explore, exercise and experience and enjoy the tranquillity and scenic beauty of the area (KPMG, 2005a). Due to the mining activity in the West Rand and the resultant degradation of the natural environment, most of this category occurs within the Mogale City Local Municipal boundaries (KPMG, 2005a).

Sports and health products are located for the large part near major towns and cater largely to the local population (KPMG, 2005a). Once again most of this supply is

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Municipality with sports facilities occurring in the cts in the rural areas of Magaliesberg, Muldersdrift and the COHWS (KPMG, 2005a).

5.2.6 Tourism flows and linkages

The main source of tourism flows connecting source markets and final destinations for the West Rand, lie to the East and North of the area, in the metropolitan areas of Johannesburg, Midrand and Pretoria (KPMG, 2005a). Various routes used to access the West Rand are the R28, N12, R24, R563 and R560 and N14 (KPMG, 2005a). For route tourism the importance of tourism flows and linkages cannot be underestimated as they deliver the markets to the tourism products on the route (Briedenhann and Wickens, 2003; Meyer, 2004). The two themed routes directing tourism flows within the area are the Crocodile Ramble and Magalies Meander (Briedenhann and Wickens, 2003; Mathfield, 2004). Additional plans for a tourism corridor, which would link the two routes and provide even strong linkages, have been discussed by the WRDM (KPMG, 2005a).

KMPG (2005a) concluded that the West Rand should initially capitalise on the development of the Cradle of Humankind by improving on and adding to the already considerable product base already present in the area. Upgrading access and linkage infrastructure and improving standards and service levels will provide impetus to the tourism industry (KPMG, 2005a).

5.2.7 Tourism Demand in the West Rand Area

To establish successful route tourism in an area, a clear assessment of the type of international or domestic tourist visiting the route is vital (Lourens, 2007b). Important information regarding the nature of the visitor can allow product owners and government to focus marketing and promotion, as well as further infrastructural or product development (Spenceley and Seif, 2003; Lourens, 2007b). Very little market information or detailed tourism statistics are available for the West Rand on a district level (KPMG, 2005a). The mechanisms for collecting this sort of information are not in place, nor do individual product owners, with some exceptions, monitor

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ces, likes and dislikes (KPMG, 2005a). It must be dback it is impossible to be responsive to the target market and the product suffers as a result (Goodwin, 2006; Lourens, 2007a). Provincial and local statistics however, usually follow similar trends to national statistics (KPMG, 2006, SAT, 2007). WRDM will be applying the results of the KPMG (2005a) report to their tourism development work, but this will be subject to budget and capacity constraints and is a long-term process (Lombard, 2007).

International source markets are Europe, USA and the SADC region (SAT, 2007). In terms of ranking, the UK is the greatest source of international tourists, followed by Germany, the US, France and Netherlands (SAT, 2007). For the SADC region, the ranking is from top down, Lesotho, Swaziland, Botswana, Zimbabwe, and Mozambique for whom Gauteng is a primary shopping and business tourist destination (KPMG, 2006; SAT, 2007). The GTAôs Strategic Marketing Plan for Gauteng 2001 ï 2006 indicates that the African market is attracted to the arts, cultural and heritage components of what is on offer in the West Rand (GTA, 2001).

International arrivals come primarily for leisure purposes followed by business reasons and are motivated primarily by wildlife, scenic beauty, political change and adventure (SAT, 2005; SAT, 2006; SAT, 2007). They fall mainly into the category of independent traveller, and tend to book separately for each item (84% African and 55% overseas) (SAT, 2005; SAT, 2007). The overseas tourists who do purchase an inclusive package are mostly taken to the ôhotspotsô and spend only a day or two in Gauteng at the beginning or end of the trip (SAT, 2004; SAT, 2005). Specific tours in, and around Gauteng, are usually purchased by smaller groups or individuals directly from independent operators (KPMG, 2005a) The FIT (Free and Independent Traveller) is harder to reach with broad marketing efforts (SAT, 2004; SAT, 2005). Websites, blogs and direct web-marketing techniques have been shown to have a higher impact on this class of tourist who is info- and techno-savvy (SAT, 2004; SAT, 2005; Mograbi, 2007).

The current emphasis on domestic tourism, is positive for South African tourism and for route tourism in particular (Rogerson and Lisa, 2005). Lourens (2007) clearly indicates that routes both internationally, for example the Camino de Santiago and

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onally, such as the Midlands Meander, rely sm. Arrivals in Gauteng indicate that most of the domestic tourists in the province come from Gauteng itself (KPMG, 2006, SAT, 2006). For the West Rand, the majority of visitors come from Gauteng (82%), followed by Limpopo (7%) and KwaZulu-Natal (5%) (KPMG, 2005a). The northern suburbs of Johannesburg, Pretoria, Krugersdorp, and Soweto are the areas producing the most visitors to the West Rand for one-day excursions or weekend trips to the concentration of tourism product in the Mogale City Local Municipal area (KPMG, 2005a).

Marketing campaigns by the tourism routes should capitalise on the WRDMôs and CoHWHS attraction for domestic tourists rather than engaging in separate campaigns. KPMG (2005c) has identified categories of domestic visitors that already visit the area or could potentially be attracted, along with marketing characteristics to help guide promotional campaigns, for example, young and upcoming Africans under 30, independent young couples and families, and golden active couples. African visitors from the SADC countries fall into different categories and are mainly low to medium income earners who are independent travellers making their own arrangements, for example, the focused trader, low budget businessperson, freeloading and holiday tourists visiting friends and relatives, and medium budget holidaymakers. In the international market detailed in the KPMG Appendix B (2005d) to the West Rand Tourism Master plan, a few target groups are of interest to the West Rand, for example the active independent explorers, working explorers, budget travellers (Netherlands), and low budget tourists (German).

This completes the overview of the general tourism situation in the WRDM as per biophysical, socio-economic, infrastructural and tourism information, and is largely based on KPMG (2005a; 2005b; 2005c; 2005d; 2006) research in the area and SAT (2004; 2005; 2006; 2007) national statistics and reports.

5.2.8 The Development of Tourism in the West Rand

Although the Gauteng Tourism Authority (GTA) is leading efforts to develop and promote tourism in the province, local municipalities and tourism bodies are required

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nd marketing tourism in their regions. West Rand has done so by commissioning the KPMG (2005a; 2005b; 2000c; 2005d) reports. Although not traditionally perceived to be a prime tourist attraction, both product and market development at a local level can make better use of the tourism potential in the area, and improve the image of the Magaliesberg in general.

WRDM is therefore responsible for the alignment of local regulations with national and provincial tourism policy, the establishment of agreements with other countries or cities, and the promotion and marketing of the area both domestically and internationally (KPMG, 2005a). All local tourism infrastructure, and the setting of tourism standards must be undertaken by WRDM (KPMG, 2005a). In line with national and provincial campaigns, tourism awareness must be promoted within the local area (KPMG, 2005a). National and provincial training programmes for tourism and guiding must be facilitated, and support, incentives and funding programmes must be made available to emerging entrepreneurs (KPMG, 2005a). Local tourism offices need to be established and information must be passed back to national systems (KPMG, 2005a). Finally, safety and security programmes in collaboration with local business, SAPS and local communities must be established (KPMG, 2005a).

WRDM has established an SDI from Lanseria (North) to Carltonville (South) along a corridor that includes Krugersdorp, Randfontein and Westonaria (KMPG, 2005a). Each of these municipalities have areas with potential, which can be developed in their Spatial Development Framework (SDF), and include the development of lakes and dams, hotels and resorts, golf courses, and sporting facilities. The caves, rock art, game farms and historical buildings will be developed as part of the conservation and promotion of the attributes of the area, as will defunct mining infrastructure (KPMG, 2005a). It must be acknowledged that little progress has been made in implementing these objectives since the publication of the KPMG (2005a; 2005b; 2005c; 2005d) reports but local level tourism potential has been recognised and planning is in place.

Of particular interest to the WRDM, the Poverty Relief Programme (PRP) aims to improve infrastructure and signage nationally, and expand the informal arts and crafts

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nservation and preservation of natural and cultural PRP (KPMG, 2005a, p. 15). The PRP is most interested in empowering HDIs and communities in its projects (KPMG, 2005a). By including appropriate projects in the PRP, the WRDM can relieve some of its own funding issues and also ensure that the benefits do trickle down to local communities (KPMG, 2005a).

The WRDM needs to align itself with the objectives of the Gauteng White Paper on Tourism, 1997 (KPMG, 2005a). The establishment of a tourism development fund would be used for empowerment of communities thus bridging the gap between the HDIs and the largely previously advantaged current product owners in the area (KPMG, 2005a). It is important to note that tourism promotion agencies at local level function under the GTAôs auspices (KPMG, 2005a). As most of the CoHWHS falls within the boundaries of the WRDM, the opportunity to develop complementary tourist offerings in terms of products, support services and amenities must be explored (KPMG, 2005a).

5.2.9 The West Rand District Municipality Tourism Master Plan (WRDM TMP)

The WRDM municipality has produced an IDP in line with various national and provincial policies however tourism is only mentioned briefly as there was no tourism development strategy in place when it was produced (KPMG, 2005a). Priority was placed on improving roads, rail infrastructure and road signage to improve tourism access to the area, and the projects mentioned in the CoHWHS Master Plan were included although KPMG (2005a) recommend that the WRDM not be sidetracked by CoHWHS planning as its mandate is to develop the whole area (KPMG, 2005a). During the review process the Tourist Management Plan produced by KPMG (2005a; 2005b; 2005c; 2005d) will be absorbed into the full IDP to ensure that it is carried out. The WRDMôs Spatial Development Framework (SDF), which details future land use for the area was also derived from the IDP, and lacks detail regarding tourism. Again, this was addressed by the work that KPMG did for the municipality, which will be absorbed into the main SDF (KPMG, 2005a). The World Heritage Site is to be protected and extended while an industrial and mixed-use area is proposed north of Krugersdorp (KPMG, 2005a). A mining/agricultural/recreation belt is to be

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to Carletonville and a recreational/rural e R24 from Tarlton to Magaliesburg and continuing on to Hekpoort (KPMG, 2005a). The large areas of unimproved grassland in the WRDM will be used for agricultural purposes (KPMG, 2005a). The primary activity corridor and transport linkage runs along the N12, R28 and R24 and a secondary corridor runs along the N14, while a tourism activity corridor runs along the R24 from Magaliesburg, to Tarlton, the R560 to Hekpoort and back along the R563 to Krugersdorp (KPMG, 2005a). These details are of interest to tourism product owners as large-scale municipal developments can impact dramatically on individual business potential.

The WRDM TMP (KPMG, 2005b) lays out a vision for tourism in the Municipality, as follows:

> ***To be the preferred all year round destination in Gauteng and South Africa, recognised as a frontrunner in showcasing natural, cultural and industrial heritage and providing visitors with a unique and memorable experience through adherence to the principles of responsible tourism***

Box 5.1: Vision for the West Rand District Municipality

Essential for attaining the above objectives, is firstly and most importantly to increase visitor numbers, visitor spend and length of stay (Spenceley and Seif, 2003; Meyer, 2004; Lourens, 2007a). To achieve this goal, the WRDM needs to engage in marketing and promotion that are finely tuned to have the maximum impact, and this means a thorough understanding of target markets (Goodwin, 2006; Lourens, 2007b). Rather than trying to reach all of the key market segments identified earlier in this chapter, choosing a few for targeted marketing is far more cost-effective (KPMG, 2005b). Quality market intelligence requires developing in the medium-term a comprehensive tourism database based on a reliable data collection system (KPMG, 2005b). Key entry points, visitor information centres and iconic attractions are all places where visitor information can be gathered (Becken, 2004; KPMG, 2005b).

Developing a distinct brand for the area will allow the WRDM to compete more effectively with other tourist attractions (Spenceley and Seif, 2003; Meyer, 2004; Lourens, 2007a). The brand would focus around the same factors that make the

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ly cultural tourism, ecotourism, and a weekend break MG, have suggested ñdeveloping Brand West Randò as the brand must have a unique character evoking specific emotions in the minds of consumers (2005b, p.11). KPMG have suggested the following words in Box 2, relate to the personality of the area.

Authentic, traditional, deep-rooted, intriguing, ancient, peaceful, spiritual, invigorating, natural, enriching exciting, challenging, adventurous, tough, vibrant, rejuvenating

Box 5.2: Descriptive words relating to the ñpersonalityò of the area.

The image that the publications would portray would be that of ñundiscovered treasuresò or ñculturally diverseò (KPMG, 2005b, p.11). This leads to a ñunique selling pointò for the area, which could be ñprogressive cultural adventureò through exploring the cultural and industrial heritage of the area, combined with the scope for outdoor activity (Meyer, 2004; KPMG, 2005b, p.12). KPMG (2005b) suggested that the WRDM have a professional advertising agency create visual representations of the new image to match the suggestions made above. This should be followed by a two to three month advertising campaign to explain the new branding concept to the public (KPMG, 2005b). For the development of tourism it is vital that the correct method of communication in the correct medium at the correct time is used (Ashley, 2006; Goodwin, 2006).

Gathering intelligence on both the existing tourism product and the market, would allow the WRDM to be in a position to match its products with key markets via the appropriate channels (KPMG, 2005b). The predominant icon or hook for the area is the Cradle of Humankind but there are other key visitor experiences vis-à-vis, Crocodile River Recreation, Countryside Conferencing, Outdoor Action, Steam Rail Nostalgia, Wildlife Adventure, which increases product strength in the area and thus the attractiveness of the area to the tourist (Meyer, 1994). Packages could be developed around an icon such as the CoHWHS with five or six products, for example hot air balloon safaris, game viewing, the Wonder Cave, themed restaurant, wedding and conferencing venues and the Krugersdorp Museum (KPMG, 2005b). Other suggested package options are a cultural package, a township package and an outdoor action package all of which would involve linkages and partnerships between

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uct owners and increase interest in each business as (Bruwer, 2003; Ashley, 2006). Travelling between venues could be solved by incorporating local tour operators into the package (KPMG, 2005b). Creating packages of various experiences combined with the icon will provide opportunities for new products to be developed and make it attractive for private sector investment to close the gaps in the product supply and develop new unique products (Ashley, 2006; Lourens, 2007a). Seasonal highs and lows can be evened out so as to distribute tourists more evenly throughout the year (Ashley, 2006; Lourens, 2007a).

An environment, which allows private sector to invest in an area, must offer adequate infrastructure and amenities, as their ventures must be commercially successful (Meyer, 2004; Ashley, 2006). The public sector needs to follow a focused approach to upgrading the roads particularly in the area around the Cradle of Humankind and the main access routes into the area (KPMG, 2005b). This is essential to enable tourism in the short term as financial wellbeing will further enable growth, and in the medium and long term other roads can be upgraded or developed (KPMG, 2005b). The WRDM needs to show progress in the short term to obtain buy-in from the community at large. Incentives can be made available to product owners who upgrade or expand their premises or businesses (KPMG, 2005b). Funding must be made more accessible from a range of public sector grant givers (KPMG, 2005b).

Product, which could be developed in the medium-term would be:

- Bird watching camps and lodges in the Abe Bailey Nature Reserve
- Township Tourism Routes focusing on traditional culture, beverages ad township experiences. The West Rand has already begun a Township tourism route, which is advertised in the Crocodile Ramble brochure (Brooke, 2007).
- Hiking and biking, interpretation facilities for game watching in nature reserves
- Archaeology, rock art and geology tours linking various sites in the COHWHS (derived from KPMG, 2005b). This is a duplication of some of the tours and tourism routes planned by the Cradle of Humankind (Diggines, 2003).

In the long-term, product development would be in the following areas:

- Cultural and natural heritage centre at the COHWHS

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rse and tracks on safe but unused mining land.

o develop the N12Treasure Route further

- Guided hiking and biking between the sites of the COHWHS ï also mentioned in the Cradle documentation (Diggines, 2003).
- A living museum complex to showcase the industrial development history of the West Rand including the local steam train heritage. This could be combined with steam train excursions to different West Rand towns (derived from KPMG, 2005b).

By developing clusters of tourism activities, themed ñjourneysò and the relevant support infrastructure in the WRDM, visitor flows can be more effectively managed and distributed throughout an area (Meyer, 2004; Ashley, 2006; Lourens, 2007b). In addition, clusters create opportunities for consolidation of products, which improves the experience of the tourist and increases the competitiveness of the destination as a whole (Mathfield, 2000; Meyer, 2004). This will also assist the WRDM to get more private sector buy-in and cooperation and simplify product packaging, branding and marketing (KPMG, 2005b).

By identifying principal gateways, destination points and priority clusters (see Table 5.1), KPMG (2005b) suggests the infrastructural and product development needs, and supply gaps that need to be addressed by the WRDM. Once again there are opportunities for Magalies Meander and Crocodile Ramble member businesses to co-operate with the WRDM in developing these potential projects. Only one or two specific projects per year for each key component or cluster should be developed, for example, a project could be ensuring that the first three gateway towns have ôWelcome to West Randô information centres (KPMG, 2005b). Another project would be introducing traditional and fine dining in Krugersdorp, to complement its historic and cultural activities (KPMG, 2005b). A further example could be an all terrain vehicle centre in the Magaliesberg area acting as both a distribution point for 4X4 and quad bike hire, a centre for guided tours, and offering repairs to those taking part in outdoor and adventure tourism products (KPMG, 2005b).

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ions and Distribution points – KPMG's WRDM

	tinations	Distribution Points
Krugersdorp Muldersdrift Magaliesburg Carletonville (potential) Fochville (potential)	Krugersdorp Muldersdrift Magaliesburg COHWHS	Krugersdorp Muldersdrift Magaliesburg Randfontein **Based on KPMG, 2005, p.29**

(KPMG, 2005, p.29)

Primary tourism clusters were identified due to level/amount of accessibility, iconic attractions, product strengths and principal visitor experiences (KPMG, 2005b). The Heritage and Recreation Cluster themed around the origins of man and recreational activities in the area, would include the CoHWHS, Krugersdorp, Muldersdrift and individual attractions in the surrounding areas (KPMG, 2005b). The second cluster suggested is the Rejuvenating Countryside Discovery Cluster, which includes the Crocodile Ramble and Magalies Meander as well as products around Magaliesburg, Muldersdrift, Hekpoort and Broederstroom (KPMG, 2005b). Both of these clusters are considered to be relatively complete, and are functioning well, and require only upgrading to be of greater value (KPMG, 2005b). The development of infrastructure, done in conjunction with the development of clusters will influence visitors to go ñwhere we want them to goò (KPMG, 2005b, p.32).

Two other clusters are suggested for the south and west of the WRDM area but these are regarding as longer term developments as budgetary and other resource constraints make such wide-scale development inappropriate for the WRDM (KPMG, 2005b). One cluster is the Treasure Route Corridor around the N12 from Carletonville, Fochville, and Westonaira and include the Abe Bailey Nature Reserve (KPMG, 2005b). The other is the Mining Heritage Cluster to be developed to showcase mining and industrial history in Randfontein, Westonaria and the surrounding areas(KPMG, 2005b).

To facilitate investment in the development, WRDM will need to find innovative solutions (KPMG, 2005b). Initially projects should be concentrated on ñkey national (e.g. N12 and N14), provincial (e.g. R24 and R28) and local roadsò (KPMG, 2005b, p.33) in the Heritage and Recreation, and the Rejuvenating Countryside Discovery, clusters to ensure accessibility to the initially targeted areas. The Tourism Activity Corridor between the Crocodile Ramble and the Magalies Meander is in need of

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ds need to be resealed, widened to deal with traffic KPMG, 2005b). Public sector investment should be facilitated through cooperation with local, provincial and national government as well as neighbouring provinces, for example the North West Province in the Hartebeespoort area (Telfer, 2001; KPMG, 2005b). Access to and from the major source areas for the West Rand also needs to be upgraded (Meyer, 2004).

Linkages between different attractions within the two initial clusters needs to be improved (KPMG, 2005b). Signage and information provision is vital in this regard as the area lacks signage and, as a result, is difficult to navigate (KPMG, 2005b). Available maps are not necessarily drawn to scale or accurate (Sparrow, 2007). Improved accessibility, local roads and signage would do a great deal for fostering ñprivate sector investment in new and complementary productsò for the Ramble and Meander routes in the Magaliesberg (KPMG, 2005b, p.33). An identified opportunity for entrepreneurial SMME development is the lack of local tour operators or transfer services which could facilitate a ñhop-on-hop-offò for tourists to the area (KPMG, 2005b, p. 33). At the moment the area is completely dependent on tour buses, some local tour operators and private vehicles (KPMG, 2005b).

Meyer (2004) indicates that the necessity for the provision of tourist infrastructure such as basic amenities and utilities not be ignored, as these factors influence the quality of the touristsô experience of the area. The commercial and industrial sectors, as well as the general public, frequently use the same facilities and it is the responsibility of the WRDM to provide these facilities (KPMG, 2005b).

Suggestions for such infrastructural improvements for the area, in addition to the road works and signage discussed previously, include the following (KPMG, 2005b):

- Public amenities, such as rubbish bins, safe parking areas, clean public toilets, public telephones and water fountains need to be readily available in the priority development clusters.
- Although two new information centres have been constructed at the COHWHS, there are further information centres already in operation in Magaliesburg, Muldersdrift, and Krugersdorp and along the Crocodile Ramble and Magalies Meander that can be upgraded.

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rructure, such as electricity, sewage disposal, water communication networks need to be maintained and expanded.

- The existing rail infrastructure can be upgraded to allow the Magalies Express and the South African National Rail and Steam Museum to function efficiently and assist in the development of rail tourism over time.

Current institutional arrangements in the WRDM tourism department need to be restructured to include three core areas of marketing, development and research (KPMG, 2005b). Training and skills development needs public sector investment as most of the industry stakeholders are running smaller business and do not have the time or financial resources to have much impact here, except with their own staff members (Meyer *et al,* 2004a; 2004f). Venues, training material, sponsorships and in-house training with product owners are some of the ways in which government can help (KPMG, 2005b). Unemployed mine workers are a potential group of tourism employees who would benefit from re-skilling programmes, who were also mentioned in connection with the CoHWHS (Cradle, 2005b; KPMG, 2005b). These need to be supported by active learnerships, to consolidate course learning in practical situations, as the tourist industry requires a much higher level of personal development than mining (Meyer *et al,* 2004b; 2004c; 2004e; 2004f).

DEAT identified 14 tourism related projects for the Poverty Relief Programme (PRP) in 2004, with the majority focussed on infrastructure and the only 3 on product development (KPMG, 2005a). Pertinent to the WRDM area and this study are the Crocodile River Environmental Rehabilitation project and Rock Art projects in various locations (KPMG, 2005a). Lastly, and perhaps most importantly for the Magaliesberg area, is the establishment of a safe environment for tourists.

5.3 Local Municipal Planning in the Magaliesberg Area

A brief summary of the aims for tourism in each municipality will now follow, although the WRDMôs tourism planning and survey is the most comprehensive and therefore takes priority for most of the municipalities in the study area. The

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be pre-occupied with basic service and infrastructure as not been fully developed in their IDPs.

In terms of the specific tourism associations studied for the area, Mogale City Local Municipalityôs IDP is of the most importance to the Magalies Meander, while the Madibeng Municipalityôs IDP will influence tourism development for the Crocodile Ramble. Mogale City Local Municipality includes the townships of Munsieville, Kagiso, Azaadville that are involved in the Township Tourism route (MCLM, 2006a; 2006b).

5.3.1 Mogale City Local Municipality

The MCLMôs IDP is focused mainly on the CoHWHS development as this falls within its boundaries, with exhibitions, signage and township routes flagged for attention as well (MCLM, 2006b). A sub-Directorate for Tourism has been established to plan, market and promote tourism in the Mogales area and a ribbon development is planned along the access routes to COHWHS to tap opportunities for tourism SMME development (MCLM, 2006b). There are various other campaigns focussing on the Sterkfontein Caves, The Krugersdorp Game Reserve and Museum, The Blaauwbank Gold Mine, and the Mogale City CBD (MCLM, 2006a; 2006b). The Magaliesberg area will receive more promotion and products will be diversified to allow for SMME development and establishment of African cultural products (MCLM, 2006b). Of interest in this survey in particular, the municipality plans to expand and develop the Magalies Meander tourist information centre as a cultural centre, which will benefit SMME development (MCLM, 2006b).

Tourism is acknowledged in the Strategic Environment Framework (2002) for the MCLM, as a major part of their ñdiversification of the local economic base, job creation and enterprise developmentò in the area (Rogerson, 2007, p.20). The areas adjacent to the CoH and village are noted to be especially rich in tourism development potential (Mogales City, 2004). Support for tourism initiatives is related to SMMEs and communities of HDIs. As with many municipalities in South Africa, while LED focused on tourism has been accepted as important, there is as yet no coordinated strategy for tourism development in place for MCLM (Rogerson, 2007). It appears

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ronger than the actuality on the ground (Rogerson,

5.3.2 Merafong City Local Muncipality

The Merafong City Local Municipality (MeCLM) is named for the word, Merafong, in Sotho, which means ôthe place where the gold isô and is in both the WRDM and North West Province (MeCLM, 2005; Merafong, 2007). The MeCLM IDP has not yet selected tourism as a separate issue although it recognises that tourism is the second most underdeveloped resource in the area and there are plans to develop it (MeCLM, 2005). Tourism potential exists around the game farms in the area, the Earth Heritage Museum, Khutsong Caves, mining tourism, and Matabele Kraal (MeCLM, 2005, Merafong, 2007). There are many private sector tourism operations in the area including B&Bs, guest houses, game reserves and hiking facilities. A Rock and Mineral Museum and a Mineworkers Monument are to be established and will be promoted while assets will be created according to the principles of sustainable development (Merafong, 2007). The Tourism Master Plan for Merafong will be an extension on the relevant sections in the work done by the WRDM and encourage the development of eco-tourism initiatives (MeCLM, 2005). Enthusiasm, however, appears to be lacking in general for the potential for development in the exploitation of tourism (KPMG, 2005a).

5.3.3 Bojanala Platinum District

The Bojanala Platinum District Municipality (BPDM) is the most important district of Northwest Province for the study area as it contains a portion of the CoHWHS, the Magalies Meander and the Crocodile Ramble around Hartebeestpoort Dam (BPDM, 2004). The completion of the IDP in the BPDM indicated a need for a plan specifically for tourism as a form of local economic development in the area. The key tourism nodes are the Pilanesberg complex, the Madikwe Game Reserve (outside municipal boundaries) and the Hartebeespoort Dam and Magaliesburg (BPDM, 2004). The State of the Environment Report for North West Province indicated that Ga-Rankuwa, Brits, Hartebeespoort and Rustenburg are under severe pressure from mining and industrial activities but are also a key tourism node for the province and as

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tained as a matter of priority (North West Province,

The Tourism Report for Bojanala Platinum District has been completed separately and discusses tourism for both areas in the District, the Bojanala-Rustenburg region and the Bojanala-Eastern Region (BPDM, 2004). Bojanala-Rustenburg is managed by the Rustenburg municipality and is relevant to a portion of the Magalies Meander (Bojanala, 2007). The Bojanala-Eastern section is managed by the Madibeng municipality and is relevant to a portion of the Crocodile Ramble around Hartebeesport Dam.

5.3.4 Madibeng Municipality

Located in the North West Province is the Madibeng Municipality, lying between the Magaliesberg and Witwatersberg it includes the ñHartebeespoort Dam, Rooikoppies Dam, Vaalkopdam and the Klipvoor Dam, all of which contribute to the area in terms of tourism, agriculture and manufacturingò (MLM, 2006, p.1). Tourism is an important sector and the extension of nodes such as the Sun City/Pilanesburg complex, the CoH and the Madikwe/Molatedi is planned (MLM, 2006; Rogerson, 2006b). Infrastructure is highlighted for development as are tourism routes and tourism development areas (MLM, 2006).

Tourism in the area around the Hartebeespoort Dam, the Magaliesberg and Witwatersberg will be developed, as they are an ideal day-trip destination for Gauteng tourists, and include the CoHWHS (MLM, 2006). Allied to this is the resort and residential estate development located mostly at the Hartebeespoort Dam and offering prime tourist facilities such as golf courses and marinas for weekenders (MLM, 2006). Sun City is internationally known, having ñtwo designer golf courses, 6000-seat Superbowl, the largest casino and gaming complex in the countryò (Bojanala, 2007, p.1). The Pilanesberg Game Reserve, home to thousands of animals including the Big Five, is another popular attraction (Bojanala, 2007).

The Kromdraai Conservancy is a tourism route overlapping the area of the Crocodile Ramble from the N14 northwards to the Rhino and Lion Nature Reserve. It contains

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HWHS sites of interest and is focused on the culture e there is an overlap in membership between the Crocodile Ramble and the Kromdraai Conservancy, the latter is considered to be the most functional of the three routes in the Magaliesberg.

5.4 Provincial Initiatives

In addition to local tourism planning initiatives, the two routes, which are the focus of this study in Chapters Six and Seven, are also influenced by the developments led by the Gauteng province at the Cradle of Humankind. This section describes the key developments related to Gautengôs Blue IQ project, in particular the Cradle of Humankind World Heritage Site (KPMG, 2005a). The Cradle is the ñlocation of paleo-anthropological discoveries of international importance and an iconic tourism attractionò (KPMG, 2005, p. 13) and predictions are that many visitors will be drawn to the area by its development.

5.4.1 The Cradle of Humankind, Gauteng's World Heritage Site (CoHWHS)

The CoHWHS lies in the north-west corner of Gauteng province in the WRDM, and part of the North West Province. It overlaps a number of municipal boundaries but falls mainly within the Mogale City Local Municipality in the WRDM, with smaller portions in the Madibeng Municipality, part of the Bojanalo Platinum District Municipality (Diggines, 2003; Cradle, 2005a). The CoHWHS is located on the N14 and R28 giving visitors easy road access from Johannesburg, Pretoria and Roodepoort; Lanseria Airport is nearby and there are a number of other attractions in the area (Diggines, 2003).

The Cradle of Humankind is a collective name for a number of hominid fossil sites at Sterkfontein, Swartkrans, Kromdraai and in the surroundings, and was listed as a World Heritage Site in December 1999 along with Robben Island and the Greater St Lucia Wetland Park (WHS, 2004). The CoH crosses many private and government borders and boundaries and therefore involves a number of different interest groups in its management and development (Diggines, 2003). Ultimately national government

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' in so far as it manages all heritage sites, while the DACEL is the *de facto* authority responsible for conservation and development of the site and has appointed a team to carry out these responsibilities (Diggines, 2003).

The focus of the Blue IQ project in the CoH is to develop ña world-class interpretation centre and various orientation centresò, upgrade roads and signage, develop new facilities for visitors and manage the fossil sites and the environment (Diggines, 2003, p.68). Investment potential exists in the establishment of the visitor centres, hospitality services, conference facilities, scientific research and bulk infrastructure and road development (Diggines, 2003). The Tourism Master Plan seeks to ensure that the palaeo-anthropological and ecological uniqueness is preserved, the natural landscape and caves are not damaged by commercial facilities, and ensure that land use is environmentally sustainable during the 10 years that it will take to initially develop the site (Diggines, 2003).

The key areas for tourism enhancement are ñroads and access infrastructure, landscape features, visual quality, and information and signageò (Diggines, 2003, p.76). With regard to roads, main roads leading to the site are being upgraded to improve access with an effort being made to ensure that the route taken by the visitor is visually appealing by either removing unsightly structures or concealing them with natural occurring plants (GPG, 2001b; Diggines, 2003). Roads within the CoH will be constructed from pavers or stone and will also be beautified (Diggines, 2003). Appropriate drainage structures will minimise erosion while river crossings will be kept to a minimum to reduce impacts on rivers (Diggines, 2003). Viewpoints in conjunction with walking trails will be established and include parking and refreshment facilities (Diggines, 2003). Infrastructure, such as electricity and water, is being upgraded at strategic points like Mohales Gate to facilitate construction and for later use by the site itself (Diggines, 2003).

The natural features such as rivers, ridges, wetland and geological features are essential to the success of CoHWHS and will be protected (GPG, 2001b). Wetlands are in need of attention as alien plant species have invaded them (Diggines, 2003). Old, unused buildings will be removed or hidden from view, and the land

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s, cell phone masts and signage boards will all be distracting impact that they have (Diggines, 2003). Signage is vital and signs will be provided on all access routes with the CoH logo and the WHS emblem, and will be standardised and discrete (Diggines, 2003). Informational, directional, regulatory, identificational, and speciality signage for special events will be used (Diggines, 2003).

The CoH has the potential to contribute to job creation via direct employment in the construction and running of the project, skills development and the establishment of SMMEs around the core product, and also by bringing a new market into the area for new and current products and services (Cradle, 2005a). Preserving the bio-diversity and cultural heritage and the scientific integrity of the site is vital and will be combined with job creation and sustainable socio-economic development (Cradle, 2005a). The aim is to extend the benefits to all stakeholders but given the inequalities in the area, developments will aim to address these issues in particular through job creation, community infrastructure and service delivery to improve the lives of the poorer sections of the CoH community (Cradle, 2005a).

The CoH intends developing its own series of routes in the area packaged for tourists and tour operators (Cradle, 2007). These routes will add to the visitor experience of the area and create linked diverse tourism product offerings (Cradle, 2007, p.11). It has been strongly suggested that the Magalies Meander and Crocodile Ramble initiate discussions with the CoH to prevent duplication of what they already offer as tourism routes. The suggested Mogale City Mega Magic Tours offer ñTantalising Township Tours é to traditional townships showcasing the home of Nobel Prize Laureat Desmond Tutu in Munsieville, Backyard Art Galley, Township Pottery and finally a traditional mealò is similar to the Route to Township Tourism (Cradle, 2005b, p.3). ôHistorical Heritageô tours or Heritage and Culture route will showcase the African villages, old gold mine sites, cultural villages and Anglo Boer War sites is similar to the N12 Treasure Route to be developed in the area (Cradle, 2005b). The Ancient History and Human Beginnings Route focuses on the fossil finds for humans, animals and plants in the area and is catered for already by a Crocodile Ramble route in the area and the Kromdraai Conservancy (Cradle, 2007). Factories producing products such as beer, leather tanning, custom beach vehicles, and so on, will be the focus of an

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lle, 2005b). The Arts & Crafts Route will focus on that are sold in local outlets such as jewellery, souvenirs, fine arts and handmade furniture (Cradle, 2007). The Nature and Adventure Route is for visitors seeking the outdoors and adventure activities such as river-rafting, cave visits, ballooning and hiking and is offered by the Magalies Meander and Crocodile Ramble (Cradle, 2007). Rather than allowing a plethora of routes to be developed by private business owners, the WRDM and the CoH, cooperation between all three groups will allow the Meander, Ramble and other routes in the area to achieve greater levels of growth and functionality, which would ultimate benefit all tourism to the area. As shown in Table 5.2 within the borders of the CoH there are 351 tourist attractions and 84 graded attractions (Cradle, 2007).

Table 5.2: Tourism Products in the Cradle of Humankind area

Tourism Product Offerings	
Accommodation (Hotels, guesthouses, bed and breakfast and self-catering)	136
Adventure (Horse riding cycling, hiking, fishing, river rafting, extreme sports)	36
Arts & Crafts (fine art, painting, sculptures, gifts and collectables)	23
Nurseries and Flower shops	13
Wildlife	18
Restaurants and eateries	46
Wedding Venues	26
Conference Venues	34
Other	19

(Cradle, 2007)

The CoH management have started a process whereby tourist product owners apply for grading and branding in order to guarantee a uniform quality experience for all tourists (Cradle, 2007). First time applicants will be subsidized by TGCSA, and a branding manual for those wishing to use the CoH brand has been developed (Cradle, 2007). Grading is essential to allow tourists to make informed decisions on quality based on the presence of absence of the CoH symbol (Cradle, 2007). Additional advantages for graded establishments are qualifying for a government (brown) sign on provincial roads, being included in the official accommodation guide for SA (TGCSA), preferential listing on the SAT website and preferential buying at government hosted events and activities (Cradle, 2007). Grading and provision of signage has had a major impact on the product owners who are members of the Crocodile Ramble and Magalies Meander.

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This chapter has sought to describe the complex policy environment that provides the context or background to the operations of the two route tourism initiatives that will be discussed in Chapters Six and Seven. It is evident from this discussion that the Crocodile Ramble and Magalies Meander are functioning in a policy environment in which there are a number of different stakeholders. As has been shown, there are significant policy initiatives operating from both the local and provincial level that are affecting, or potentially will impact upon the two route tourism initiatives. It is against this backdrop that the discussion turns now to review the development and findings relating to respectively the Crocodile Ramble (Chapter Six) and the Magalies Meander (Chapter Seven).

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CHAPTER SIX:
CROCODILE RAMBLE

6.1 Introduction

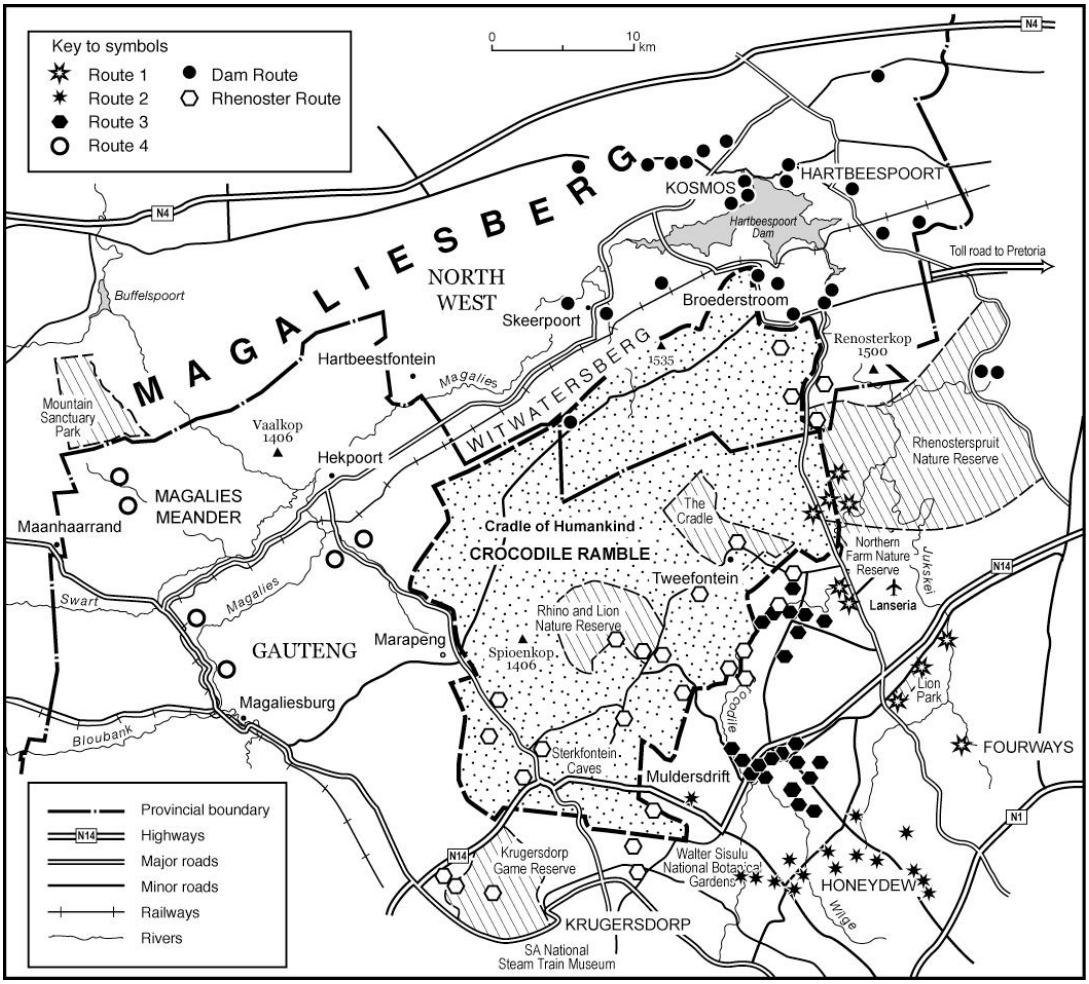


Figure 6.1: Map of the Crocodile Ramble Area
(Circles on the map indicate the location of businesses on the various sub routes of the Crocodile Ramble Association)

The aim in this chapter is to present the findings concerning the evolution and issues surrounding the first of the two route tourism initiatives that have been examined in the Magaliesberg study. The focus in this chapter is upon the oldest route, namely the Crocodile Ramble which is under the organisation of the Crocodile Ramble Association. The majority of the tourism businesses on the Ramble and in the area fall within the boundaries of the Mogale City Local Municipality and are in either suburban areas (such as Honeydew and Boskruin) or small villages and rural areas

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orth through the Rhenosterspruit Nature Reserve, the n and Hartebeespoort, in the Bojanala Platinum District Municipality (BPDM) of North West Province. Although some of the suburbs are in the Greater Johannesburg Municipal Area, the majority of the Ramble lies in the Mogale City Local Municipal (MCLM).

The chapter is based upon primary information obtained from a set of detailed interviews which were conducted with members of the Crocodile Ramble Association and other stakeholders involved in the area. The chapter examines first the development of the Crocodile Ramble Association. The findings are then presented of interviews conducted with 32 product owners of the Crocodile Ramble (for interview schedule see Appendix C) which provided both quantitative and qualitative material.

Finally, attention turns to focus upon the Route to Township Tourism which is a significant pro-poor tourism initiative that is linked to the Crocodile Ramble. Issues concerning the ôRoute to Township Tourismô are explored through the findings of 15 interviews conducted with product owners along this route. Overall, therefore, this chapter is based upon the findings from nearly 50 primary interviews conducted with stakeholders or product owners involved with the Crocodile Ramble route tourism initiative.

6.2 The Evolution of the Crocodile Ramble

The Crocodile Ramble is now the oldest functioning route tourism association in the Magaliesberg area (Lourens, 2006). It should be noted that an earlier route tourism initiative, the Rustenberg Ramble did exist but this route has been defunct for a number of years (Lourens, 2006). Initially the Crocodile Ramble was founded through the establishment of the Crocodile Ramble Association in 1987. At its foundation, the CRA covered a much smaller geographical area than the present boundaries of the Ramble, stretching from the ôHome of the Chicken Pieô to the N14 adjacent to the Crocodile River. The organizing association was then called the Crocodile River Ramble Arts and Crafts Association (CRRACA) (Lourens, 2006). The CRRACA was started by a small group of professional artists producing a high standard of work who intended to achieve additional sales for themselves through

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ekends to the public, with the natural environment 07).

The activities of the CRRACA continued for ten years, albeit on a small scale. By the early 1990s, however, the association and the Ramble were experiencing difficulties as many of the original group of artist had closed their doors to the general public and withdrawn from the Ramble. The reasons given for this withdrawal related to the fact that the artists were ñheartily sick of the public having picnics in their drivewaysò and the confinement of being available all weekend to all and every passer-byò (Brooke, 2007). This reduction of the core group of artists left only five artists in the area by 1997, a decade after the Ramble was established. The death of the one of the founder members was another factor behind the change in the nature of the Ramble from its original focus on arts. The association thereafter, became more commercial and began to allow other product owners to join such as crafts, restaurants and accommodation venues, further diluting the original Rambleôs art focus. It had formerly been run by a committee with an annual general meeting.

The early years had in any case been marked by conflict between artists and other product owners over what is art as opposed to craft, a conflict that had blocked several businesses in the area from joining the original Ramble. For example, the current (2007) organiser of the Crocodile Ramble Association had been involved in the Midlands Meander as a professional doll maker in the early 1990s where she was a welcome participant. Upon moving to the Magaliesberg area in 1994, however, she was told that her membership application for the Crocodile Ramble was not welcome as ñshe was not an artistò (Brooke, 2007).

During the period when the CRRACA ceased to function and before the new Crocodile Ramble Association began, the Magaliesberg Meander was started in 1998 to covered areas further west and south, specifically the Magaliesberg and Hekpoort (Lourens, 2006). At its inception it appeared to have much stronger leadership in the form of a highly motivated committee and products owners felt that not only were they were receiving real benefit from membership of the association but also participating in something of great importance for the area as a whole (Sparrow, 2007). The MMA was perceived to be a growing and vibrant route association, and

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d the potential to become the leading private sector

fter a period of inactivity for the Crocodile Ramble, the current organiser of the Crocodile Ramble Association was approached by former members and asked to revive the Crocodile Ramble route as her own business. Although some of the older members were in favour of starting it up again, the issue between artists and crafters remained a problem as the preference was to keep the route focused on art. It was recognised, however, that competing spaces in the form of the Irene and Rosebank arts and crafts markets were drawing people away from the Ramble area. The paucity of local artists in the area and the unfriendly attitude to visitors, had resulted in a preference for participating in the new markets at Irene and Rosebank and therefore the exclusive focus on arts was no longer justified.

A new Crocodile Ramble Association was thus launched in 1999. The new map and spatial extent of the Ramble reflects this shift away from an exclusive arts focus to incorporate other product owners. In fact, arts and crafts is currently a minority in the new Crocodile Ramble Association which has become dominated by a largely accommodation, recreation and restaurant base. At the launch in May 2000 a total of 75 products were advertised in the Crocodile Ramble Association brochure; this has grown subsequently to approximately 140 by 2006 (Lourens, 2006). Despite this growth, the Crocodile Ramble Association continues to be troubled by internal politics, petty squabbles, and a general lack of cooperation between association members.

The current Crocodile Ramble area covers 100 square km, a much larger area than the original Ramble. As is shown on Fig 6.1 the area of the Ramble stretches from Krugersdorp Game Reserve in the west to the Lion Park in the east, and from Muldersdrift in the south to Hartebeespoort Dam in the north (Lourens, 2006). The Ramble extends across both the borders of the West Rand District Municipality in Gauteng and the Bojanala Platinum District in North West Province. As noted, the product mix has shifted from the predominantly art related content of the old CRRACA to a new mix which consists of accommodation venues, craft outlets, restaurants, hiking trails and nature reserves, and wedding and conference venues. It is estimated that by 2006 approximately 1.5m visitors frequent the area, which now includes the Cradle of Humankind World Heritage Site.

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a fee for advertising and administration linked to the annual brochure which is printed for the yearly tourism Indaba (Lourens, 2006). For a fee of R3000 per annum, product owners secure a 6.6 cm advertisement in the map brochure, exposure at all trade shows and information centres in Gauteng, a website listing and marketing exposure through the 120 000 brochures which are distributed (Lourens, 2006). Day-to-day running expenses for management and administration, lobbying local councils, and information dissemination are a constant issue between the organiser and members (Lourens, 2006). The current situation is seen as ñuntenableò as the person who manages the ramble has been paying for these costs herself in the interests of keeping the association going, and is unable to operate her own business on the Crocodile Ramble Association due to the amount of time she spends on CRA business (Brooke, 2007).

Product owners on the Crocodile Ramble Association are only willing to pay for items that have tangible results, such as brochures, and do not understand the necessity for additional funding for a functional route association. It is therefore difficult for the organiser of the Crocodile Ramble Association to give value to the membership without full-time staff and full financial support (Lourens, 2006). The opening of the Cradle of Humankind by a provincial body in conjunction with Blue IQ has raised the complexity of tourism marketing in the area (Lourens, 2006). The organiser is unable to pursue improvements to the area such as signage, road works, community tourism attractions and organisation of events due to the involvement of provincial and national governmental bodies, with the result that the association is seen as unsatisfactory by the majority of members (Lourens, 2006). Lack of commitment to the association is a key problem and is reflected in poor attendance at public meetings that have been advertised and organised. Recently a series of five meetings were planned and between one and three members attended each one with the result that the final meeting was cancelled. What is apparent is that most members considered themselves to be ñjust membersò, rather than active members. This is problematic for a route tourism association which is not externally funded and requires volunteer input to ensure growth of the route.

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amble Association is unpopular with its members as focussed organisational and administration centre. Planning in route development is of necessity long-term and needs stable and committed management who set a direction and follow it. Interference by members with the running of the association works only to its detriment. A tacit understanding that a route association surviving on only membership fees ñis running on a shoestringò and therefore needs more input of time and energy from its members, is needed to lift functioning beyond the basics. ñBackbitingò and internal politics of the kind that has occured, obscure the true purpose of the Crocodile Ramble Association, which is to improve the economic development in the area for all involved. Further problems for the association have surrounded the general lack of cooperation from the local authorities and municipalities. It was stated that ñlocal council and mayors are not interested, will not return calls and wonôt come to meetingsò (Brooke, 2007). However, the organiser finds that personal interactions with individuals in the WRDM and the Cradle of Humankind that she has established over a number of years are much more valuable (Brooke, 2007).

Signage is a core problem that complicates the development and improvement of the Ramble, and of the economic health of its members. In 2005 signage for the ramble was unclear, not standardised and ineffectively positioned (Stoddart, 2005). It was only possible for visitors to follow the Crocodile Ramble route if they were already in possession of the appropriate map (Stoddart, 2005). Further, the signage did not make clear what products along the route belonged to the Ramble and what did not. The result was confusion for drive tourists along the route in the absence of coherent signage, one of the factors which have been identified as critical to the success of many international routes (Meyer, 2004; ECI Africa, 2006a; Lourens, 2007b).

The CRRACA had originally provided signage with a crocodile on it to the original members of the first Ramble but these were frequently not erected and have fallen into disuse at present (Brooke, 2007). Currently any sign which is not a legitimate (brown) government sign is taken down by the council. In addition, signs are frequently stolen and taken to squatter camps to be used in the construction of shacks. With the development of the Cradle, signage use has become even more strictly controlled in order to present a cohesive image and overall high standard for the

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by the fact that different roads are the responsibility ents. The WRDM do have signage included in their IDP budget and planning for the area, for their own initiative in township tourism and for assisting with Crocodile Ramble Association signage. A new numbering system has been introduced in the 2007 brochure which gives all product owners on a particular road a distinct number. The intention is to put another sign at the turning point indicating all products on that road therefore creating a system like that of the Midlands Meander, where turning points have signs saying, for example, numbers 1-10 this way (Brooke, 2007).

The CoHWHS requires that all signage within their boundaries carries the CoH logo which requires the product owner to have completed the grading process with the Tourism Grading Council of South Africa. The TGCSA has been grading all accommodation product owners during 2007. Working in conjunction with a number of stakeholders, including the Tourism Enterprise Programme, Gauteng Tourism Association, West Rand District Municipality, Gauteng Enterprise Propeller and the Cradle of Humankind; the TGCSA have completed grading of the bulk of the accommodation establishments and moving on to the grading of the restaurant and conference facilities. Permission to use the CoH logo on signage, once grading has occurred, requires a process of qualifying as an applicant and then a payment of 1% of turnover per annum. The CoH is thereby requiring that product owners pay for the privilege of having CoH on what is actually privately-owned property. Concurrently, the CoH is engaged in contesting some product ownersô rights to describe themselves as being within the CoH area.

In terms of obtaining funding from government sources, to enable the Crocodile Ramble Association to have a permanent office and a better marketing strategy, the GTA will not provide funding as they themselves do not have the necessary monies. The CoH do not see their ambit as being tourism marketing, and have been difficult to secure appointments with (Brooke, 2007). Further difficulties exist in terms of marketing as a result of inaccuracies in the listings of product owners and telephone numbers of some ventures. These problems are largely due to the recent friction between members and a small print run being needed urgently for the recent Indaba. The organiser is confident that these errors will be corrected in the next print run

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beespoort Dam area, in particular, is difficult ing numbers.

In total, the Crocodile Ramble Association prints 120 000 maps per year, at 20 000 a print run. Recently a new printer has been contracted to do the printing and will charge cheaper rates as the style of printing is different and will be done inbetween larger print runs for other customers. While the GTA has indicated that it would like to have the maps freely available, for example at a rate of 12 000 a month, at the airport amongst other venues, it has refused to purchase an advert in the brochure to cover the expense of an extra print run done specifically for their use.

6.3 The Ramble Enterprises

The 2007 Crocodile Ramble map has approximately 144 route participants. It should be noted that there are a few listings of product owners who are no longer in operation, some duplication with businesses listed twice under different names due to different purposes or products offered, and approximately 10 numbers for information, police and emergency services. The original product mix focused on the arts has shifted to a more general product mix as people have left the area, or taken to selling their craft elsewhere. Many businesses classified as lodges offer hotel rooms, camping sites, conference facilities, restaurants, fishing, walking trails, and craft centres as well as the core lodge facilities. In total 10 venues are on both the Ramble and Meander Maps. 19 venues are on both the Crocodile Ramble and the Kromdraai Conservancy, which shares more of the Crocodile River area of the study with the Ramble than the Meander does.

Table 6.1 indicates the current product mix as opposed to the product mix in 2004. There is no overall tally in the brochure and the symbols representing each category are not always accurate according to the product offered or included on every advertisement for a venue, therefore the figures are approximations. Also product owners have listed themselves up to 8 times in different categories so although it is a more accurate representation of what is on offer it is not accurate in terms of numbers of separate venues. The Ramble around Hartebeespoort Dam is separated by some distance from the original Ramble area around the Crocodile River and is listed

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back of the brochure. In Table 6.1 the figures are rocodile Ramble areas and the Ramble around the Hartebeespoort Dam.

Table 6.1: Patterns of Product Suppliers on Crocodile Ramble 2004 and 2007

Types of Products/Activities	2004			2007		
	*CR	**HR	**Total**	*CR	**HR	**Total**
Accommodation	43	17	**60**	36	11	**47**
Adventure Activities	25	10	**35**	20	9	**29**
Art studios and galleries	20	2	**22**	8	2	**10**
Camping and Caravanning	5	1	**6**	3	3	**6**
Childrenôs activities	27	6	**33**	20	5	**25**
Cottage Furniture and Antiques	3	1	**4**	5	0	**5**
Craft, Gifts and Décor	26	9	**35**	11	5	**16**
Health and Beauty	5	1	**6**	6	0	**6**
Heritage and Culture	18	3	**21**	8	2	**10**
Nurseries and Flowers	7	2	**9**	4	2	**6**
Pantry	1	0	**1**	1	1	**2**
Restaurants	52	19	**71**	48	11	**59**
Water Activities	0	3	**3**	0	1	**1**
Tour Operators	4	2	**6**	2	2	**4**
Conferences and Wedding Venues	49	16	**65**	37	8	**45**
Wildlife Lodges	15	10	**25**	11	5	**16**
Picnics	7	2	**9**	7	5	**12**
Other	4	0	**4**	4	0	**4**

*CR = Crocodile Ramble routes **HR = the ramble around the Hartebeespoort Dam

Source: Crocodile Ramble brochures 2004 and 2007

It is evident that there has been a sharp drop in venues in a number of categories but keeping in mind the internal politics and upheavals that have beset the Ramble in the last year or two, this would be expected. The strongest categories are Accommodation, Adventure activities, Restaurants, Conference and Wedding venues, Wildlife lodges, Childrenôs activities, Craft/Gifts/Décor, and Heritage and Culture. The decline in membership has occurred in certain categories. Accommodation had 60 providers in 2004 and now has 47, Restaurants had 71 providers and now have 59, and Conferences and Wedding Venues dropped from 65 to 45 venues in total. In addition, Wildlife Lodges went from 25 to 16, Adventure activities from 35 to 29, Craft from 35 to 16, Heritage and Culture from 21 to 10 venues.

There is predominantly a focus on upper income tourists, whether domestic or international with many lodges having a post-colonial feel to them. Many of the activities on the routes are of interest to the current largely white upper income domestic tourist. It was against this background that the West Rand District

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alternative Route to Township Tourism which aims ormal settlements into the product mix. By doing so, it seeks to provide more of the experiences that many international tourists would be drawn to linked to the history of apartheid and thus showcasing the ónew South Africaô. There is also a desire to provide activities and products that will attract the new black domestic tourism industry. The products and issues relating to the Route to Township Tourism are dealt with in the final section of the chapter, as the Crocodile Ramble brochure has included them in their 2007 brochure as a favour to the WRDM.

The product owners interviewed were running the following businesses as shown on Table 6.2

Table 6.2: Structure of Survey Sample of Product Owners on Crocodile Ramble

Accommodation venues	Hotel Bed & Breakfast Guesthouse/Lodge Self catering cottages Backpackers in a converted double decker bus	1 1 6 3 1
Art and Craft	Art Gallery	2
	Arts and crafts	1
Restaurants		8
Recreation/Sports facilities	Includes Observatory, Maze, Farm, Nursery, Cave, Nature reserve, the first gold mine in South Africa, Nature Trail, Museum, Ballooning, the Walter Sisulu Botanical Gardens and the Lion Park	4
Shopping	Pianos, Framing, Cheese Making, Farm stall, Liquors, Curios	1
Manufacture	Making furniture, casting bronze sculptures,	2
Conferences & Weddings		2
Wellness and Health		1
Tours		1
Other	Airport	1

Attention turns now to present the key findings from the survey of the established product owners on the Crocodile Ramble, including the route around Hartebeespoort Dam.

6.3.1 Characteristics of Enterprises

Of the product owners interviewed all were white; 20 being male and 12 female. The majority were married or living together with 2 or 3 children. The older participants who had children reported that they were no longer living at home. In terms of the age of respondents, the majority of managers were in the age group 31-40 whilst most

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ad inherited the business or bought it as part of their e majority of respondents were South African (23) while 9 were foreigners. Of the respondents it was evident that the majority were well-educated in terms of formal qualifications. In terms of highest qualification: 16 were university educated, 7 had college education, 4 had completed matric and 2 had Std 9. This high level of education is in line with international findings for product owners on tourism routes (Spenceley and Seif, 2003; Meyer, 2004).

In terms of ownership 15 of the 32 businesses surveyed in the study were owned by the person interviewed, 8 by the family (1 of which was a CC) and 3 were operated with a partner. Four of the businesses were run as companies, one an adventure activity and the other three, hotels. Walter Sisulu Botanical Gardens is run by an independent board for a parastatal which reports to DEAT. Overall, property ownership was mostly through securing a bank loan (17) with a further 9 owned outright without a loan, frequently due to an inheritance or a property which had been in the family for a number of years. Only 3 of the interviewees were renting the business premises. Although the majority of respondents (18) were entirely dependent upon income from the Ramble business, in many cases the Ramble enterprise was an addition to other sources of family income. Some owners were engaged in making ceramics, or owned clothing shops in the Johannesburg and Randburg areas. In one case the guest house had been set up because the governmentôs policy of Black Economic Empowerment ñhad made it impossibleò for her husbandôs business in another field to continue operating. Those entrepreneurs who had opened businesses on family farms, were still engaged to some degree in farming and often this income would be greater than the Ramble business. Several owners operated multiple businesses. The owner of an art gallery in Hartebeespoort has galleries in other areas. An adventure business has a shop in Randburg which sells extreme sports equipment. Other activities were diverse including the breeding of crocodiles, casting bronze sculptures and making meals for pilots. Few of the businesses were being run only as a source of ñpocket moneyò as most were more important than this for household income.

Training that was specific to the business had not been done by most product owners; a finding that was not surprising in view of the high level of education of

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espondents indicated that they had had no specific few had undertaken short courses such as bushveld or field guide training. One person specified that all his knowledge came from having grown up working in the family business and could not have been obtained in any other way. Another indicated that their employees generally run the business in their absence as they live overseas. Three entrepreneurs stated that they were ñlearning as they go alongò. One product owner whose business involved weaving, had done short courses with the Hand Weavers Guild of America at big fairs that are held every two years.

Table 6.3: Previous Occupation of Product Owners

Previous Occupations of Product Owners	No.
Education	4
Consultant	1
Engineer/Geologist	3
Farming/Nursery	2
Photolab / Retail	3
Computers and IT	2
Stockbroker / Property Investment	2
Ice cream factory	1
Pensioner ï needed to earn more	1
Nothing	3
Not applicable ï family wealth	1

Source: 2007 Survey

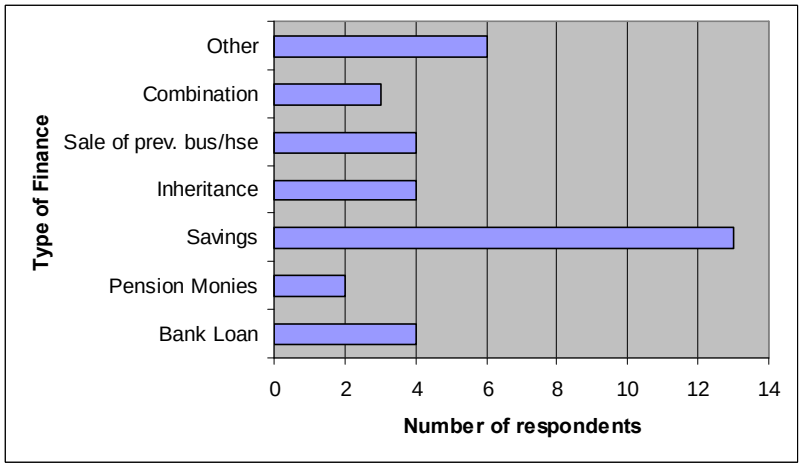
Table 6.3 shows a diverse range of prior occupations undertaken by the product owners on the Crocodile Ramble. It is evident that product owners nearly all entered the business of tourism from outside the sector. Almost every person, other than a few of those engaged in family businesses, had been employed in another field prior to starting this business. Only a few had been restaurants in the capacity of employee or had previously owned another restaurant here or abroad. Lifestyle considerations were evident in certain entrepreneursô move into tourism. One had bought the property and re-done the outside cottage for their own use for family visiting from overseas and only opened up as a guest house on someone elseôs suggestion. Another, an engineer in the past, had found the travelling and time spent away from home very difficult, and thus his ñhobbies became businessesò, first an ice cream factory and later a cheese factory.

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why people had ended up running a business in the es tended to have been in the family for up to 5 generations, and therefore experience rather than training was vital. One family business was the result of a withdrawal by the older generation from the primary occupation of farming, to allow the younger generation to take over. Usually the whole family would be involved in some capacity in running the business. Several interviewees indicated lifestyle choices in terms of being ñpassionateò about variously, art, adventure sports, weaving, food or ballooning, or having a hobby which became a business. Others had experienced a personal crisis and wanted the freedom and quality of life offered by working for themselves and living in the countryside.

Start up capital or funding for business development was found in diverse places. The majority of entrepreneurs used their own savings accumulated from a previous business, employment or sale of property. Figure 6.2 shows the findings from the survey related to source of finance for business start-up.

Figure 6.2: Crocodile Ramble: Source of Finance for Business Start-Up

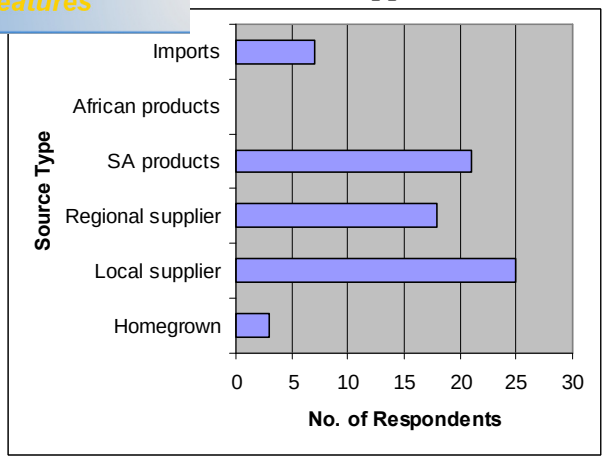


Source: 2007 Survey

In terms of sourcing supplies for the running of the business, Figure 6.3 shows clearly that most business are relying on local suppliers (i.e. in and around the Magaliesberg) or regional suppliers such as those in Johannesberg, Krugersdorp, Roodepoort and Pretoria.

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of Business Supplies for Ramble Enterprises



Source: 2007 Survey

Over half of the respondents (19) indicated that they could not purchase more from local suppliers than they already did. In terms of the kinds of foodstuffs or produce that could be purchased in the area (milk or vegetables) those in the business of providing meals frequently found that quality, price and reliability were not good enough locally in the Magaliesberg. Some restaurants or hotels were catering exclusively to upper income clientele and had to offer an extremely high quality of meals, which necessitated sourcing from Johannesburg or even the importation of goods such as Scottish salmon, liquor and champagne.

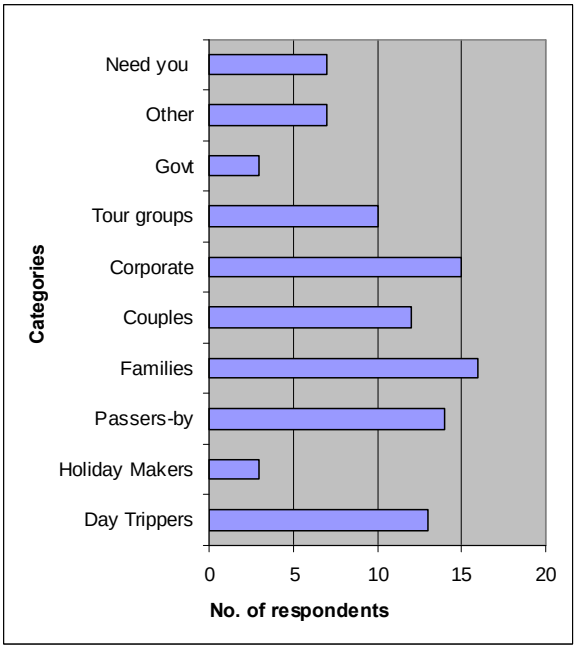
6.3.2. Business Development and Local Impact

In terms of employment, the largest individual employer on the Ramble was the special case of Lanseria airport with 182 direct employees. With that exception, all other businesses would fall into the category of SMME in terms of employing less than 50 employees. Many of the smallest businesses only had part-time employees and some, such as the art galleries employed workers on a commission basis. Paleo tours employed PhD Palaeo-anthropology students studying at the Cradle in order to give their highly specialised tours to one or two visitors at a time, whose field was human development. Two large hotels employed 25-30 part-time staff and a few employed up to 10 casuals in season. Family employment was mostly accounted for by the owner working in the business, with 7 businesses employing two family members and 1 employing three. Unskilled workers were largely African employees.

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the Airport (4%) employed any Indian or coloured were male and drawn from the local area albeit it was observed that a few foreigners were employed by Ramble enterprises specifically in unskilled work (from Malawi). Managerial staff, ranged from one to ten employees and were, almost exclusively, white due to the large number of owner operated ventures in the study.

Figure 6.4: Types of Customers at Ramble Enterprises



Source: 2007 Survey

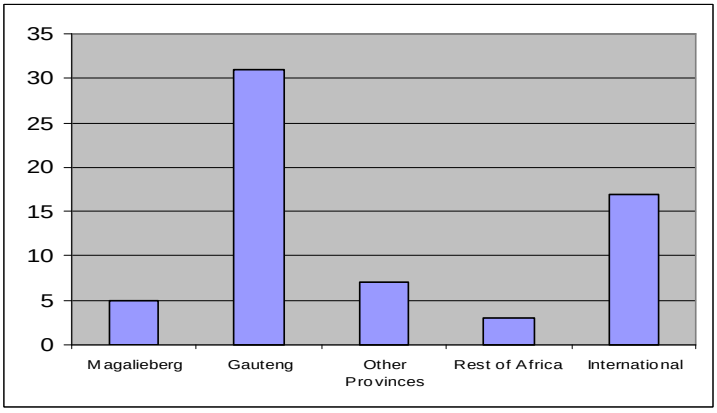
Markets for many of the businesses were of a niche character. Selling, repair and hiring out of pianos for example required a specialist niche market not a passing trade. One venture had tapped into the Free Independent Traveller (FIT) market by opening backpacker accommodation in a converted double-decker bus. This same venue also appealed to mainly one portion of the domestic tourist population as it was a heritage site with a specific focus on recent South African history. The cheese manufacturer relied on Italian market delis, hotels and private restaurants, and was selling outside of Gauteng including to Port Elizabeth and Cape Town. The Paleo-anthropology tour company is another example of an extremely specific target market as its customers were exclusively highly qualified human development specialists.

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Figure 6.4 shows that most customers were day by as this is the core market for the Ramble. Conferencing was a very active market with many reporting business people and government visiting in large groups as opposed to staying overnight on an individual basis. Weddings were also a growth sector for many venues. The top class restaurants and guest houses were seeing a lot of government personnel and diplomats amongst their usual clientele.

Other enterprises reported that their facilities were mainly frequented by locals, as with, for example, the art gallery, whose coffee shop on the premises had become an informal local meeting spot and as it was off-the-beaten track did not attract many tourists at all. Gallery shows are also held occasionally and well-attended by people from the area. The Botanical Gardens had a wide range of visitors as they cater for many different interests, with concerts on special holidays drawing the largest crowds of up to 5-6000 people while normal days would see environmental groups, people relaxing, and functions for private and corporate events. They also see as many as two educational school bus trips per day but this is a specific group targeted by their managing company due to an offering matching a part of the curriculum.

Figure 6.5: Source Markets for the Ramble



Source: 2007 Survey

Figure 6.5 shows the geographical source markets. It is evident that customers originate mostly from Gauteng and surrounding provinces, in line with the findings of other route associations internationally, as domestic tourism is by far the most important source market for the Crocodile Ramble Association (Bruwer, 2002;

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he category of Africa is represented by a number of ea from Botswana en route to Johannesburg for shopping or to the attractions of Sun City. The international market represents approximately 5 percent of the customers seen on the Ramble and were mostly travelling in tour groups or for conferences. Tour groups were being received by most businesses en route to Sun City. International tourists were mainly from the UK, Europe, and the USA with some from Russia, Asia and Saudi Arabia. Most venues were receiving a mixture of age groups with only 7 specifying mostly middle aged visitors and one, an extreme sports and adventure business, a mostly younger clientele. In 2004, all product owners reported a predominantly white clientele. This situation has now shifted to a slightly greater racial mixture, although the percentage of non-white visitors remains very small (5%). Most black visitors are from government or businesses and are attending conferences or team building sessions. The Walter Sisulu Botanical Gardens report that 95% of visitors are white, although it is at work on strategies to specifically target the black market.

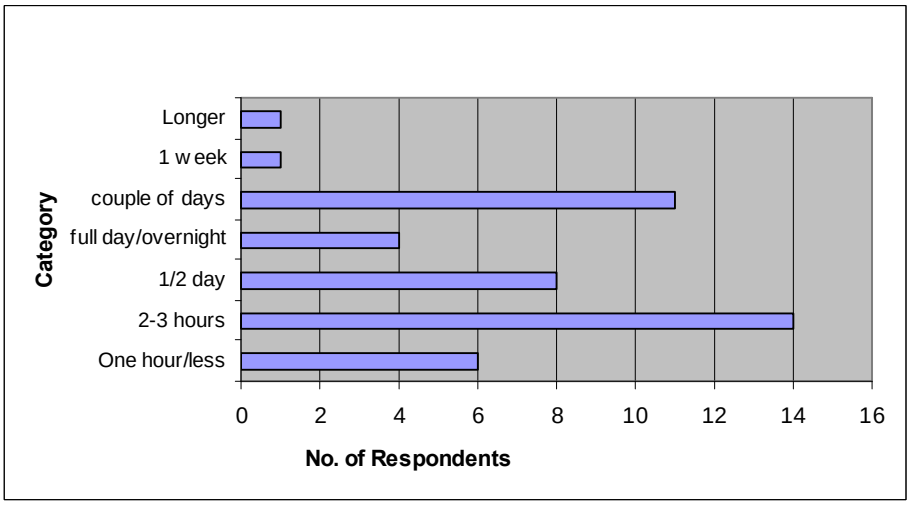
Income groups visiting the area were mainly middle, upper middle and upper income. Niche market products were attracting mainly the upper income group as they were specifically targeted by the product owner, for example, pianos, restaurants and exclusive guest lodges. Others believed that their price and quality of offering and service were the main reasons why upper middle to upper income clients were attracted. For example one guest lodge has a mixture of antiques, Persian carpets and South African products in its décor in addition to the top chef in the country and thus attracted ña more discerningò clientele. Another example is extreme sports and flying which are very expensive, using equipment and support personnel that add to the costs and thus remaining out of the reach of the lower to middle income groups. The gallery reported that most of its clientele were middle class due to the relaxed ñdown to earthò nature of the gallery, many families with kids visited and it had a pleasant atmosphere because so many people knew each other. Their paintings are also very accessible being more commercial and are in the R10 000 price range thus remaining affordable to the average market. The Game Parks and the Lion Park exclude the lower income groups by virtue of needing a car to travel around the park and again, their price of entry. The venue offering predominantly Afrikaner heritage attracts mostly middle to upper middle income groups of the appropriate background. The

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lights and so is seeing mainly business customers as ensive than normal air travel. Where the businesses were seeing people in the lower to middle income groups, this was a feature of the product offered as they were attracting schools, old age homes, and various charity groups.

Irrespective of income bracket, the majority of visitors to Ramble enterprises are in the area for only a short period of time, mainly between 1-3 hours and with a small segment of overnight or short stay visitors. The findings on length of stay by visitors are captured on Figure 6.6.

Figure 6.6: Length of Stay



Source: Survey 2007

The numbers of visitors per day varied enormously depending on the type and size of business as well as type of activity or facility on offer. Some Game Parks and cultural facilities on the Hartebeespoort route to Sun City received between 300 - 400 visitors a day during high season particularly on weekends and only 30 per day during the low season or weekdays. Other venues such as lodges or B&B received much fewer visitors per day whether it was high or low season simply because their business was smaller. Others received more or less the same numbers of visitors every weekend as their low season was during the weeks. Some businesses had no low or high seasons, experiencing a constant demand and these included glass blowers, pianos, and some accommodation providers. Unusual offerings such as the maze or palaeo-anthropological tours also experienced no marked seasonal variations in business.

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of the Hartebeespoort Dam did not seem to have
nd.

Lodges which offered additional activities such as fishing found that visitor numbers did not drop in winter, but that the mid-week period was quiet. This was a trend among accommodation providers, which were not getting corporate or government visitors during the week. If there were high seasons and low seasons, they tended to correlate more or less with summer and winter. Venues with multiple target groups tended to fill up the time with different groups, for example, accommodation providers reported having more conferences in winter, and more families and couples in summer.

Adventure activities, extreme sports, ballooning, gliding and other outdoor activities are reliant on the weather and thus consider the summer months to be their high season. Other venues such as lodges positioned in valleys that were very cold, experienced about a 30% drop in trade in winter. Another variation for providers who dealt mainly with families or children, was school holidays with many more visitors during summer and Easter holidays than at other times. Special days like Valentines Day, Mothers Day and the like, also attracted greater numbers of visitors for particular venues like restaurants, craft venues or galleries. The Botanical Gardens has a concert season from May to September and finds their highest numbers are on days when a concert coincides with a special holiday like Mothers Day.

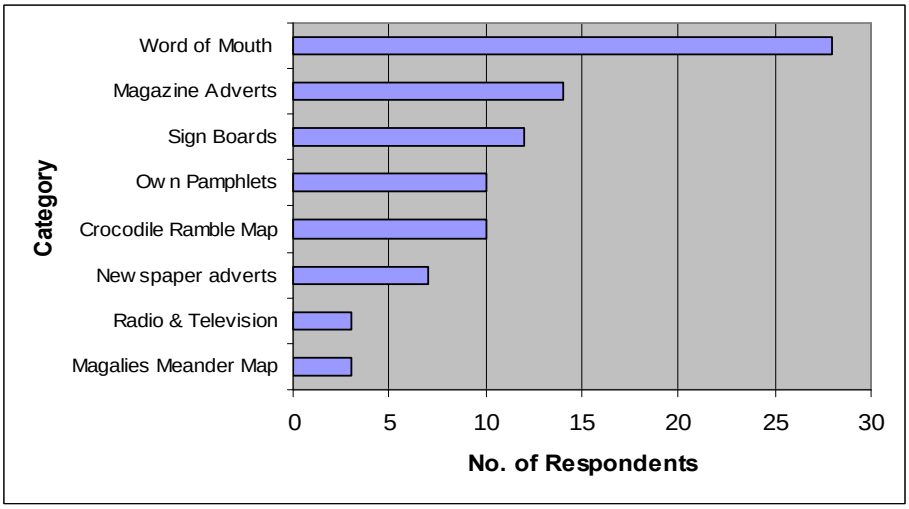
Several factors were considered as important for the Ramble enterprises. Location close to markets such as Johannesburg and Pretoria and proximity to Sun City was of major benefit. In addition, accessibility via the main access routes of R512 and N14 was important. Customer loyalty and repeat business was important to a segment of businesses, with many product owners feeling it was a result of their unique product offering. Examples were the maze, ballooning, the game parks and at least one restaurant with a highly rated chef. The game reserves felt that having the óBig Fiveô or a variety of animals was a ñstrong drawcardò so close to the cities. One reserve also had a bush camp through which animals walk at night and this was a very popular attraction as it was rustic yet well provided with services like electricity. The negative factors for business development mainly surrounded the weather, signage

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ents with associated increase in crime as well as lack of skilled staff was mentioned as a problem by several enterprises. The major disadvantages of the Magaliesberg area as identified by survey respondents were lack of support, labour costs, perception of crime in the area, infrastructural issues surrounding telecommunications, and lack of suitable housing for employees.

The average length of membership on the Ramble was either 3-5 years (10) or 1-2 years (10). One member had been on the route for 20 years, 4 for 10-15 years and 5 for 6-9 years. One member had just joined in the last few months having taken over membership and ownership of the venue from a previous owner and was unsure therefore of its effectiveness as a marketing tool. Advertising and marketing were the main reason (22) why people had joined the association. The main benefits of joining the organisation were considered to be advertising and being visible on the map. Criticisms were directed at the fact that several interviewees considered that the ñoriginal feelò of the Ramble had been lost. It was stated that whilst the Ramble was now more comprehensive it was ñno longer about artistsò. Further criticisms surrounded issues of the organization of the association and production of the map. Overall, the sample of interviewees considered that the best form of advertising was that through word of mouth as shown on Figure 6.7. Many of the interviewees reported that they had up to 90% repeat business from loyal customers.

Figure 6.7: The Most Effective form of Advertising



Source: Survey 2007

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the most important form of advertising by most respondents followed by magazine adverts. The magazines that were mentioned most frequently were the *Getaway, House and Garden,* and *Hustler.* Signboards were important to 12 product owners, even though there are so many problems with obtaining the brown signs and keeping them up. Own pamphlets were also rated as useful. In addition, many of the larger enterprises noted that having oneôs own websites was becoming more beneficial. Few of the interviewees used newspaper adverts as marketing tools.

It was felt that the Ramble represents ña lot of businesses in the area and should be putting a collective voice together to get things like signage, development, upliftment through craft production and employment generating projectsò organised. While some people did not feel the Crocodile Ramble Association had improved at all, others were pleased with the actual development of the route and felt that since the new organiser took over (again) there has been an improvement. Others felt the marketing strategy lacked reflection and should be overhauled, commenting that it appeared as if ñall the Crocodile Ramble Association does is print the map and distribute itò. Interviewees felt that the organiser of the association was the driving factor behind the Ramble. The Crocodile Ramble Association website is considered unprofessional and old fashioned, with members indicating that there was no descriptive pictures or writing about their product and in some cases they simply were not on the website. Some members felt that the only interaction they were having with the Ramble was when invoicing time came round; there were not enough visits and calls from the organiser at other times. Many of these criticisms reflect the fact that the Ramble does not have any external funding support or employ full-time dedicated support staff, and it has been through a few years of internal upheaval.

The relationship between product owners and their surrounding black communities was commented upon as being excellent (1), good (8), fair (8), non-existent (6) and not necessary due to size of operations (4). The company that indicated ñexcellentò as the descriptor of their relationship with the local community believed in ñporous boundariesò as a means to maintaining high security for their business. They ñknow everyoneò around them, employ and support locals and run a completely sustainable,

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s doing both recycling and work initiatives in the

Overall, the major contribution of businesses to local community development was through the provision of employment opportunities. One venue supported local BEE companies and employed people from the area and reduced their prices for local black schools. Many people reported specifically employing local people whenever construction or big events required a temporary increase in staff. Many venues were also large employers and had full BEE programmes of training and promotion of black staff to more senior and skilled positions within the organisation. Most employers reported assisting staff and their immediate community on an *ad hoc* basis when crisis situations arose. In one case, a recent trip to England allowed one product owner to purchase bulk second-hand clothing to give to her immediate community.

Training offered by businesses to members of the local community was almost exclusively informal, on-the-job training. The type of training was dependent on the product, accommodation venues providing mainly reception, domestic and gardening training to employees. Restaurants were training kitchen staff to a high standard given the nature and demands of their clientele. The owner of the glass manufacturing business was engaged in glass blowing, cutting, grinding and polishing and had trained staff to do this; and the individual manufacturing furniture and sculpture had trained staff similarly for his concern.

The mine had trained a guide and had also sent him for a nature guiding course and badge through the Kromdraai Conservancy courses and he now helps out with the big school trips. The Botanical Gardens mostly trains staff in gardening but uses BEE criteria for the business as a whole. The Lion Park trains their staff in customer care, ñthe Total Guest Experienceò, zoo-keeping and animal husbandry. Some accommodation venues are gradually training domestic staff to take over reception and bookings, and to run the place if they are away for a weekend, so that as they become older they will be able to work less and delegate more tasks. Many local community members arrive in the job with no or few useful skills whatsoever and are trained by the product owner.

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e Ramble route association is similar to that recorded in South Africa, in that they have been uneven and limited with respect to the local black communities in the Magaliesberg area, empowering people mainly through employment and basic skills transfer. It was against this backcloth that a pro-poor initiative was launched by the West Rand District Municipality (WRDM), which has been linked to the Crocodile Ramble via the inclusion in the current 2007 Crocodile Ramble brochure.

6.4 The Route to Township Tourism

The Route to Township Tourism is an example of a pro-poor tourism initiative and has been undertaken on the part of the WRDM. The initiative was based on recommendations made by the consultancy firm KPMG (2005a; 2005b; 2005c; 2005d) from detailed studies which were completed in 2005. The Route to Township Tourism involves cooperative advertising of the products of township tourism, which it is hoped will expand local tourism thereby increasing local economic development and job creation in the surrounding communities. The initiative has resulted in a marketing partnership between the Ramble Association and the WRDM, with the latter funding the cost of printing for the four pages in the brochure related to the Route to Township Tourism.

The lay-out of the information concerning the Route is different to that of the Ramble. A description of the WRDMôs Katlego Community Tourism Project is given followed by a complete list of all product owners and their telephone numbers. All products are then listed with a number and a descriptive paragraph, on the next three pages in columns in the central area of the page with numbered pictures on the left and right edges of each page showing selected venues. The same symbols representing different categories used in the rest of the brochure are used to indicate at a glance what each product owner is offering.

Six categories for a total of 94 businesses are used. Table 6.4 shows how many products each category contains; with certain enterprises included in more than one category. Indeed, it should be noted that the categories have been used loosely, in that a community outreach projects such as Bonalesedi Community Development and the

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ct are categorised as craft/gifts/décor products as are nenôs sewing group and a manufacturer of sweaters. A school for learners with learning difficulties is marked as an art venue, as is a writer who writes poetry. The category of heritage and culture includes community youth development groups (9) and cultural groups ranging from youth, dancing groups, Zulu dancing, Tswana dancing, choirs, gumboot dancers, majorettes, gospel bands, poetry and hip-hop.

Table 6.4: Enterprises Involved with the Route to Township Tourism

Type of Product or Activity	Total
Accommodation	8
Heritage and Culture	35
Crafts, Gifts and Décor	32
Restaurants	17
Tours	5
Art venue	2
Pre-School	1

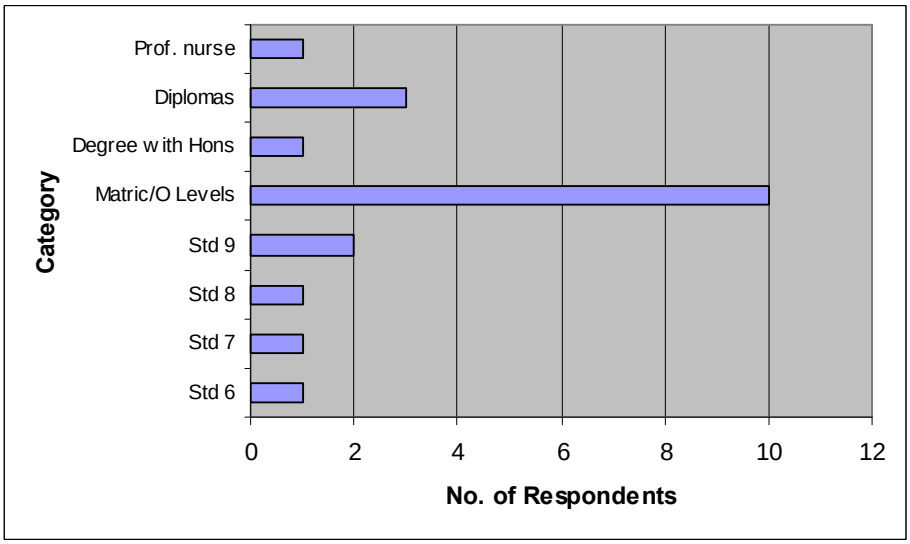
Source: Crocodile Ramble Brochure 2007

It is significant that members of this route initiative have not had to pay membership fees for inclusion in the brochure. In addition, they have received training in finance and marketing by the Department of Trade and Industry. Further, tourism training has been supported by Gauteng Province through the Gauteng Enterprise Propeller. Community meetings have been held to publicise the tourism in the area and discuss opportunities for black entrepreneurs to launch businesses and take advantage of synergies with established tourism products as listed on the Ramble. Some venues had already been operational for a number of years and have been drawn into the Route to augment the offerings. In order to gain a broad picture of the progress of the Route, a total of 15 telephonic interviews were conducted during 2007 with product owners. Interviews were conducted with the following categories of enterprises: 6 crafts, gifts and décor; 4 restaurants; 3 accommodation; 3 heritage and culture; and 2 tour operators. Interviewees were in the following local areas: Kagiso (4), Munsieville (3), Bekkersdal (1), Lusaka (1), Mogales City (1), Mohlakeng (1), Randfontein (1) and Zuurbekom (1). The interview used was far simpler than that used by the Crocodile Ramble (see Appendix B).

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l on the main topics discussed with the interviewees. of the respondents were men who were operating pubs, restaurants, tours and choirs, and seven women who were focused on B&Bs, cultural and community groups, clothing and art and crafts. In terms of age groups, the majority of respondents were 40-49 (6), followed by the 30-39 (3), 50-59 age groups (3), with 2 respondents over 60 and one in the 20-29 age group. All 15 respondents were black and the mean family size was between 2 and 6 including adults. Education levels varied far more widely than those of the Crocodile Ramble Association and a matric was generally the highest level of education (10) as shown on Figure 6.8.

Figure 6.8: Education Levels of Members of the Route to Township Tourism



Source: Survey

The reasons for establishing the business, and the previous occupations of entrepreneurs varied quite widely. One respondent had been making beadwork since she was very young, and after an early working life in a sewing factory in Durban, had moved to Johannesburg and opened a school to teach arts and craft and sewing in Rissik Street in order to promote traditional art. The community centre had been started in 1987 and was subsidised by the church in order to help the unemployed women of Bekkersdal to learn sewing. Redundancies had been the motivating factor for starting a business by a number of male respondents. One had been a former manager of Kentucky Fried Chicken and started his business with redundancy monies. One stock controller used retrenchment monies to start a shebeen as this was his

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cer and mine worker had been retrenched and started chment payouts.

Another respondent had worked formerly for Farmer Brown and then at a plastics factory in Isando. When the factory owner died, its operations were relocated overseas and the interviewee could not find any other work. Another entrepreneur had worked for University of Witwatersrand in security and started his business originally on weekends guiding international visitors to the university around the Gauteng area to provide entertainment during their stay. As this was so successful, due to word-of-mouth and repeat business, he started a tour guide business and developed it into a full time business. Two other respondents had worked respectively as a shop assistant and a nurse and wanted to earn additional funds on retirement. A teacher with a passion for singing was asked by the church to begin a choir, many of his students joined. Finally, the survey included one-non South African, a Zimbabwean artist, who was in the National Army from 1986 until 1992 and came by foot to South Africa looking for better opportunities, which he found in the arts and crafts field.

In total, 12 of the 15 respondents owned their business, one rented premises, another managed the community centre at Bekkersdal, and one was a community choir. In the case of two B&Bs ownership had been supported by their adoption as part of the PPT programmes of Southern Suns Hotels, which gave additional marketing, mentoring and support to the development of the B&B. Eight of the 15 respondents had no other source of income, although given that some of these said they were earning nothing from their tourism business, this is doubtful. Indeed, there was some reluctance to answers about income on the part of respondents. In two cases the husband was employed formally; in one case farming was an additional source of income, and another entrepreneur was still employed as a teacher. For these entrepreneurs, the other income source was more important than that from the tourism business. The individual who was running a pub was also selling property in his area and rated the income from both sources as ñequally importantò. One of the shebeen owners had been earning money since school doing beer deliveries from his home and proclaimed the business to be ñin his bloodò. The other shebeen owner was also passionate about the industry, and retrenchment and the payout received were, as previously indicated, additional motivating factors.

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amt of having a sewing businessò but saw an article about tourism in the newspaper concerning a Khayaletsha B&B and decided to ñtry the same thingò. She went to the workshops held by the Gauteng Enterprise Propeller and found it difficult to really grasp the concept of a B&B until she had had training. Another entrepreneur had taken voluntary retirement but got bored and needed the money that a business might provide. A cultural group was started ñto keep children off the streetsò, the children in question being largely orphaned or vulnerable, and sleep at the centre in addition to the activities they are engaged in. Food and clothing is obtained from churches for the children, and for others who are in difficulties in the community. Drama, music and sports are offered to entertain the children who are mostly under 12.

One respondent wanted to help women find employment and the link to tourism was expected to assist them in growing the business for 2010 and thereafter. Another respondent had been unemployed but ñhad a passion for sewingò. She was able to start the business as her brother gave her R300 to buy her first machine. By 2007 she had six sewing machines and two over-lockers which had been purchased from her business earnings. The teacher who was running the choir ñmore or less as a hobbyò was qualified in terms of music diplomas and passionate about singing and was asked by the community to create a community choir.

Typically, at business start-up, most (11 of 15) entrepreneurs had to resort to their own funds, 3 had been given loans from family members, banks or government and 2 using donations from churches, the streets or shops. Some B&Bs had received finance from the DTI to build on additional rooms and upgrade their facilities. The government also engaged the businesses for catering to conferences in the area. Assistance provided to entrepreneurs for business development was mostly of a non-financial character. The community organisation that was assisted by the church received sewing machines, materials and old cottons as well as a private sector social development fund grant of R20 000. Westonaria Mines and Gold Fields donated the land and the municipality gave them use of the building. One of the tour operators began only with a ñbakkie with a seat in the rearò and had worked hard to upgrade the business to the stage that he now runs two 13ft coaches. The tour operator had

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mentoring from the DTI. An unusual problem t uniforms that were made from the organiserôs own money and fundraising no longer fit the members of the choir as many had got too fat! Another respondent complained that although the WRDM had promised development funds, there had been ñno sign of the money as yetò.

Training was a further basis for business assistance. Gauteng Enterprise Propeller training had been completed by five participants, DTI training by three, mainly B&B providers. Those engaged in sewing had been taught at home by their mothers. Tour guides had done certificated courses, one a special programme run by Gold Reef City. Two respondents who had shebeens ñin their bloodò had no training. One respondent had done marketing management, quality control and business economics while still in formal employment. Two B&Bs had been adopted by Southern Suns for further training and mentoring. The artist was self-taught.

As these are emergent businesses there was only a small amount of employment generated by these businesses thus far. The smaller businesses were run by only the owner (2), or by the owner and family or wife (2). The community centre employed three facilitators on a full time basis and drummers on an *ad hoc* casual basis. Those owners who employed people worked alongside them in the business and were employing between 1 - 6 (mostly) male workers as restaurant helpers, shebeen workers and drivers. The choir had 55 members, a number of whom were still at school.

Business growth was marginal. The B&Bs, on the whole, seemed to be ñvery quietò and reported between 1 to 2 visitors a year. The highest number of visitors was in 2005, a total of 13, which seemed to be as the result of the initial advertising done by the WRDM. Many entrepreneurs confessed to waiting for 2010 for ñrealò tourist arrivals. Cultural groups performed for the local community and at events, parties or funerals. The choir had performed at national choir festivals, for businesses in Mogales City (once), at music competitions, festivals, churches and mayoral ceremonies. It is perhaps significant that no performances had been done at lodges or other established tourist spaces in the Ramble area.

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d restaurants were mainly locals if the prices were
estic tourists if the prices were higher. Restaurants receiving Gauteng clientele reported they were mostly of the ñBlack Diamondò type, and that they were not receiving locals due to the unfamiliarity with the concept of a restaurant. The sewing groups sold their work in Gauteng or were paid for doing government contracts for school uniforms. Local church uniforms were also made and local altering and mending done for the surrounding community.

The only business that was receiving steady international business was the tour guide who had worked at Wits University and thus had a good reputation and connections in place before growing the business to the size it is now. This guide continues to receive repeat business from loyal customers and referrals by word-of-mouth. The other tour guide had been making trips to Soweto for churches but had received no tourists through the Magaliesberg. He had attempted to work with an established product owner on the Ramble but felt she was not paying enough and so stopped this linkage. The artist sells predominantly to holiday makers through his daughter who is employed at a local lodge, which allows him to visit once a month to sell his products.

In terms of seeking to stimulate business development, marketing seminars or workshops had been attended by four participants. One had a business card and three relied on a community association for marketing. All fifteen interviewees expressed that they were ñhappyò at being included on the Crocodile Ramble Association brochure although two interviewees were unaware that they had been listed. These entrepreneurs in township tourism remain hopeful that with this advertising, tourists, who have so far proved elusive, will begin to visit their venues in greater numbers. The WRDM has promised signage and four interviewees had either already received their signage or were waiting its imminent delivery. Seven of the venues indicated that word-of-mouth was by far the best way of attracting business and was a result of good service and high standards.

Respondents related their assessment of their performance as satisfactory in the restaurant or shebeen business but the overall tenor of these responses was of disappointment, that the results were ñnot enoughò. One shebeen had been ñjust a tavernò prior to the advent of tourism in the area and had raised his prices, which had

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in effect that less locals visited and there were no
le was mainly from Gauteng and while weekends were very busy, his weeks were ñtoo quietò. One restaurant said that only 1 or 2 locals came, as many township residents did not know what it was and have never seen a restaurant in a township. The prices were R35 minimum so most customers were from other parts of Gauteng as it was too expensive for the local township residents. Another shebeen entrepreneur found that he was just not attracting tourists either domestic or international and wanted to obtain government funding to reinvent his business. The drumming group did not really consider themselves to be a business. Indeed, they were being funded by ABSA and were called out to do functions. The clothing entrepreneur was happy with her business but wanted to grow it and said that ñthere is no money to be made in South Africa, I need to export my products but donôt know howò. The tour guide who was successful, stated that he had specifically set out to ñreally satisfy his first customersò to encourage them to talk enthusiastically about him and that this had been very effective, and in fact ñbetter than the internetò.

The community sewing circle was securing school uniform contracts from government but complained that it was not making enough money. The manager thought that with additional funding they would be able to make more in order to sell to tourists. The community centre for poor children was struggling as the owner often needed to feed and clothe the children before they could go out and perform anywhere. The B&Bs and some craft enterprises were not making money, either through not receiving guests or not being able to sell the things that had been made. One B&B had had no visitors as yet in the two year period she had been operational. A tour company entrepreneur was also not receiving tourists and did not know how to change this on his own. Signage was viewed as a problem by several entrepreneurs. The shebeen receiving mostly Gauteng clientele did not open from Monday to Thursday as weekdays were so quiet but felt that with better signage and the brochure, business might improve. Other businesses had received signage but were waiting for municipal approval for the street sign, having already erected the sign for the actual property.

The vast majority of businesses were struggling and operating at survival level. Overall, the group of surveyed business entrepreneurs expressed the view that more

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er service was needed to improve their businesses. lesire to market herself at the tourism Indaba but acknowledged the difficulties of competing with larger companies and had also run out of funding. Mogale City was supposed to rezone his property for business but he has not waited for this before starting his business and was therefore ña bit illegalò. The community centre for children was finding it difficult to rely only on donations and felt the children needed more than just performances, food and clothes. Sewing and beadwork was difficult to sell once made, as tourists were not seeing the products, as there was no signage yet and people have to be directed by phone. The artist experienced similar problems as his connection to the lodge was making only a couple of hundred a month. He could not afford WRDM signage and was at a loss as to how to improve his situation. The choir was struggling to earn enough to cover transport to and from venues or lodges, to cover the cost of new uniforms and found that listeners for choral music were not common. The funds earned by the choir are mostly from competitions, Septemberôs Heritage week and the Nation Building Mass choir as they receive no WRDM funding.

Certain positive benefits of belonging to the RTT were described as ñthe enjoyment of doing something constructiveò, ñgoing to meetingsò, ñbeing on the Ramble brochureò and ñbeing part of something vibrant and newò. The trickle of international visitors who had been to their venues had indicated that they did not know that there was so much to do and to see in the area. Some of them, however ñknow the country better than one would expect and want to try all the strange foods that Africans eat like mopani worms and flying antsò. There was a lot of enthusiasm for the tourism potential of the area.

Overall, it is evident that the understanding of tourism by the group of township entrepreneurs is narrow and hampering the ability of township product owners ability to make a success of their ventures (Brooke, 2007). Often entrepreneurs would have a nice B&B but had not considered advertising for or targeting functions such as weddings, funerals, and meetings as tourist possibilities. In addition, one respondent argued that the GTA and Mogale City should support the product owners more by sponsoring a tourist bus service to take tourists to the townships rather than expecting self drive tourists to go on there on their own (Brooke, 2007). This would be valuable

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and in particular international tourists, are frequently personal safety to venture into such areas. Another shortcoming related to the training given to these entrepreneurs, which focussed on administration and financial skills rather than how to market oneself to the correct market and how to discover who that market will be. It was argued simply that ñit is not enough to be able to establish a B&B, sit back and open your doors and wait for people to roll upò (Brooke, 2007). This attitude signals the absence of clear understanding by government of the needs and capacities that are required by a start-up tourism venture.

6.5 Summary of Findings

This chapter has highlighted the experience of the historical development of the Crocodile Ramble Association, the first route tourism initiative to be established in the Magaliesberg. The chapter disclosed the chequered history of an association which has been exclusively reliant upon self-funding, a situation that has limited the operations of the association. Membership of the association has been uneven and affected by local politics. In a significant shift the Ramble has moved away from its initial theme focus on arts to develop into a broader tourism route initiative within which the arts is now of little importance.

It was observed that another significant recent development has been the introduction of the óRoute to Township Tourismô through the partnership with the West Rand District Municipality. Nevertheless, the key factor for the success of this pro-poor initiative ï namely the attraction of larger numbers of tourists into the area ï remains elusive. At present, the Crocodile Ramble must be considered a relatively weak initiative in terms of its development impacts for local economic development in the Magaliesberg. As noted in the history of the Ramble, one result of the interruption of the functioning of the Crocodile Ramble had been the establishment of an alternative route tourism initiative in the Magaliesberg. Chapter Seven turns attention to the development, activities and comparative impact of the Magaliesberg Meander.

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CHAPTER SEVEN: MAGALIES MEANDER

7.1 Introduction

The aim in this chapter is to present the findings concerning the evolution and issues surrounding the second route tourism initiative in the Magaliesberg area. The focus in this chapter is upon the Magaliesberg Meander which was started in 1998 in between the demise and resumption of the Crocodile Ramble Association. Currently, most of the businesses in the Meander lie in and around Magaliesberg, with the furthest North reaching the R104, the furthest south reaching Tarlton and the N14 (R28). The town of Rustenberg and the R24 form a boundary on the west, while on the east, Living Jewels on the R563 (south) and The Ring Oxwagon Lodge on the R511 above Hartebeespoort Dam (north) exist at the extreme edges of the Magalies Meander area. The majority of the tourism businesses on the Magaliesberg Meander lie within the boundaries of the Mogale City Local Municipality; a small number fall within the boundaries of the BPDM (IN FULL) in North West Province.

Structurally, the chapter is similar to Chapter Six and is based upon extensive primary information obtained from a set of detailed interviews which were conducted with members of the Magaliesberg Meander Association and other stakeholders involved in the area. The chapter opens by examining the broad development of the Meander Association. This is followed by the presentation of the findings from 38 sample interviews conducted with local product owners (for interview schedule see Appendix A) which provided sets of both quantitative and qualitative material.

7.2. The Development of the Magaliesberg Meander

In terms of LED, Rogerson (2007) identified the context in which the Magalies Meander exists, namely the lack of any municipal led strategy for tourism development. As a result of the local municipalityôs failure to take any initiative, the Magalies Meander is a private sector driven endeavour, which indirectly promotes LED through route tourism (Rogerson, 2007). By taking leadership for the process, the private sector was able to take advantage of the situation in 1998, with an increase

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ılarly from Johannesburg and Pretoria, taking place tractions in the area (Rogerson, 2007).

The image of the Magalies Meander is firmly based in the variety and quality of the attractions in the area. The route acts as a means of ódoundarisingô city space and giving relatively quick access to the beauty and serenity of both African bushveld and large mountain ranges (Magalies, 2007). The area is scenic, rich in wildlife and cultural and heritage sites. Not only the fauna and flora are interesting, the mountain range itself is old and geologically important (Magalies, 2007). The historical side of the area ranges from the evolution of humankind and fossil sites through to many years of war and bloodshed for both African and European societies in the area (Magalies, 2007). The area is remarkably pristine in many respects and this is the basis of its image and charm, such that one can travel a short distance from Johannesburg of Pretoria and variously be on a game reserve with the Big Five, hiking in a wild ravine in a protected area, or relaxing in a health and beauty spa in a grand hotel. For its promoters, the possibility of ñmeander(ing) in the Magaliesbergò to enjoy its beauty and history is a privilege (Carruthers, 2007). Magaliesburg, the central focus for the Meander, is a small village within one hours drive from Johannesburg. According to the promotional literature: ñThis sleepy village comes to life at weekends when é visitors spend time in its main streets at the fascinating antique and craft shops. Easy to find, Magaliesburg is on the north west boundary of Gauteng, situated where the R24 (to/from Rustenburg and Sun City) meets the R509 (to/from Mmabatho and Botswana). Some of its green roofed buildings date back to the late 1800ôs, with quaint architecture and (an) interesting character.ò (Magalies, 2007). Nevertheless, while it is at ñthe heart of a beautiful region of mountains, valley, rivers and indigenous woodland ï home to a variety of birdsò, the village itself is being destroyed by bad management on the part of the local municipality (Magalies, 2007). The passage and parking of trucks in the village centre is unpoliced and quite at odds with the tourism businesses in the area and a professed desire for tourism development on the part of the local municipality (Stoddart, 2005). Where there could be an atmosphere of peace and beauty to match the product on the Meander, there is currently acute traffic problems from the trucks, which travel through the town even on a Sunday, the busiest day for meander business in the surrounds and the village (Stoddart, 2005; Rogerson, 2007).

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nt, the initial meeting of the Meander was hosted in 1998 for 25 product owners by the Mount Grace Hotel, at which a visitor from the Midlands Meander did a talk. The need for an organisation that could manage joint marketing initiatives and the activities and events in the area was identified (Magalies, 2004). The Magaliesburg Information Centre (MIC) had been started two years before the Meander. This privately funded venture offers information and booking services to the general public on behalf of all the tourism businesses in the area. The people who started this centre were also involved with the group who started the Magalies Meander in 1998. From the initial meeting there was developed the concept of a tourism route, the development of a route map, and establishment of a meander association. It was noted that meanders in other parts of South Africa had proven effective in growing the businesses of members by increasing the number of visitors and the length of their stay in the area (Magalies, 2004). It was against this background that a non-profit association was launched to provide the businesses in the Greater Magaliesberg area with a common marketing strategy which aimed at growing tourism (Magalies, 2004).

Since the 1998 gathering at the Mount Grace Hotel, the Meander has experienced considerable growth in membership. By 2004 the map of the Magaliesberg Meander Association was including 101 separate listings; excluding duplicate entries there was a total of 84 products. By 2007 the map included 119 listings from 95 product owners. One establishment was based outside the Meander area advertising transportation services from OR Tambo Airport. A total of 54 businesses were listed on both the 2004 and 2007 maps. In interviews it was disclosed that the main reasons for joining the meander were to be part of the association and the map, which members consider very important to the tourism in the area. The original members started the association to enable the collection of enough monies to print a decent map for the area. The original chairman was remembered as being more dynamic and ñswitched onò than the current one. Socials and meetings organised by the association were mentioned as being another important reason for membership in order to facilitate networking and ôbeing connectedô in the area. The core benefits of being on the meander were viewed as the advertising and ôbeing on the mapô, interaction with other members and ôbeing on the websiteô.

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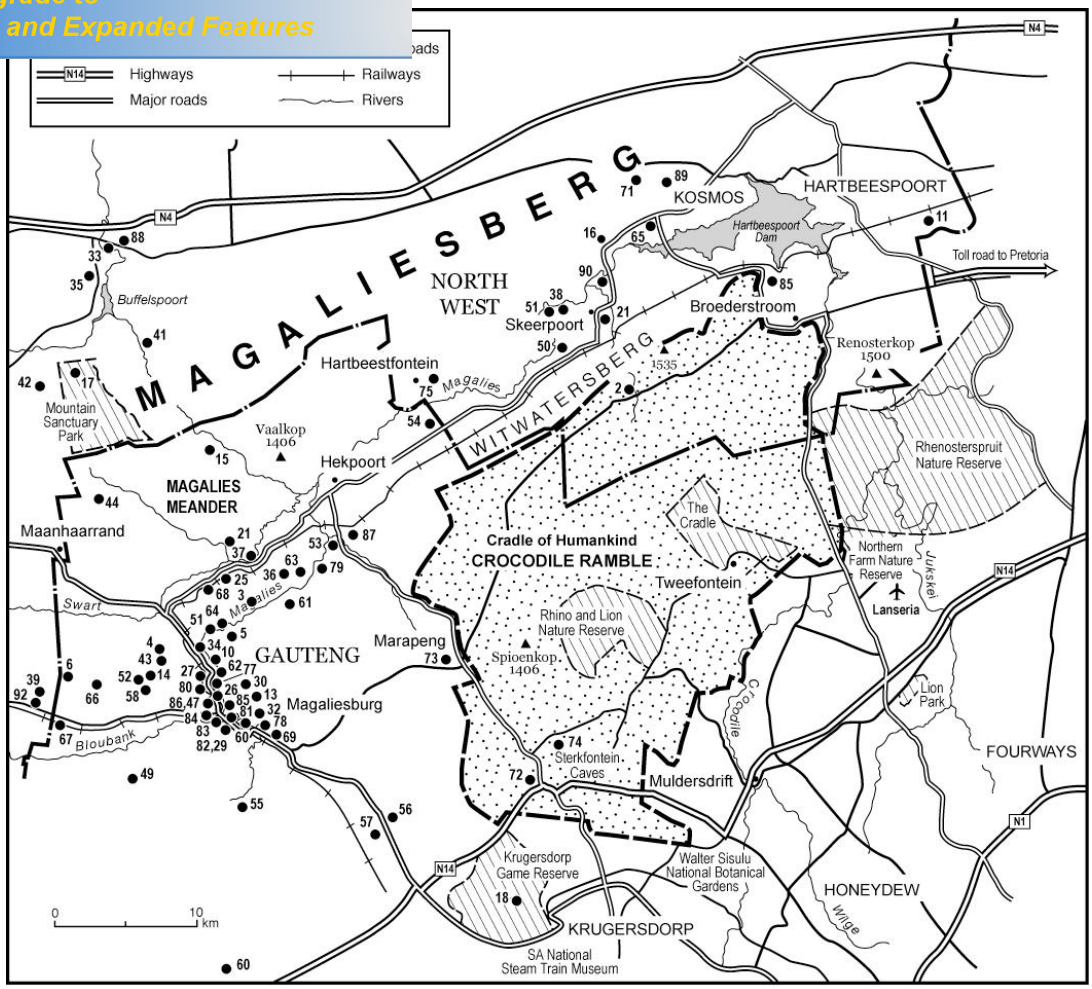


Figure 7.1: The area of the Magalies Meander

(The numbers refer to businesses as listed on the route map of the Magalies Meander Association)

Figure 7.1 shows the location of the Meander and of the product owners that constitute the association. There are 22 categories of business in the route association by 2007 (Magalies, 2004). In terms of the actual listings on the map, Table 7.1 provides a breakdown by different categories of tourism product.

The pricing structure for membership requires an annual subscription of R1260 to be paid, and an enrolment fee, which differs per size of establishment (Rogerson, 2007). Hospitality and accommodation venues of 1 to 5 units pay R1700, while 6 to 10 units pay R2300 and more than 11 units costs R2800 (Rogerson, 2007). For all other businesses the enrolment fee is R1200 (Rogerson, 2007).

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er Association 2007, by category

Product or Category	Number of businesses
Accommodation	47 includes country and game lodges, guest house, hotels, resorts, self catering
Camping and Caravanning	6
Information and Reservations	2
Recreation, Adventure and Extreme Sports activities	22 ï includes a Gold Mine, Ballooning, Horse Trails, Quad Trails, 4by4 trails, Mountain Biking, Paintball, Gliding, Canopy tours, Flyfishing, Hiking, Elephant Sanctuary, Bird watching, Microlighting, Carnivorous plants and Koi, Maropeng, Sterkfontein Caves, Yoghurt/Cheese manufacture and Tarlton Racetrack
Arts and craft	3 ï 2 art galleries and a leather work company.
Community Services	2 includes a community centre and the WRDM
Conferencing, Corporate Events and Team Building	11
Health, Wellness and Spas	3
Restaurants and Tea Gardens	8
Shopping	11 includes Liquor, general store, Pharmacy, Crystals, Estate Agent, Superstore and hardware, wine cellar, leather company, cheese farm, Waterfall Mall and Western Cane Trading
Wedding Venues	3
Transportation	1 (based at OR Tambo Airport)

The Meander Association has achieved a number of successes in its first decade of operation. The association asserts that they were the first area in South Africa that was demarcated by new signage (Magalies, 2004). A map has been produced, giving details of all product owners, and distributed to over 500 000 people mostly in Gauteng (Magalies, 2004). The marketing and promotion of the route expanded also to include TV, print and travel media, and the establishment of a website www.magaliesmeander.co.za (Magalies, 2004). Overall, there has been growth and synergy by tourism venues in the area and representation at local and national government forums for tourism ventures (Magalies, 2004). Nevertheless, an analysis conducted in 2004 suggested that the association was experiencing certain difficulties. In 2004 there was a sense that the route association had been let down by the Mogale City municipality as the association was given no assistance, apart from the mention of the Meander on the MCLM website (Stoddart, 2005).

In 2004, the presence of the Crocodile Ramble, ostensibly driven by arts and crafts venues but in fact offering a very similar mix of accommodation, adventure, conferencing, shopping and restaurants to the Magalies Meander, complicated the

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he meander. A duplication of membership occurs
ns. As is evident from Fig 7.2 the Crocodile Ramble is closer to Johannesburg and focuses its promotion and marketing on the day visitor market (Rogerson, 2007). The current (2007) overlap is 13 product owners as members of both the Ramble and the Meander.

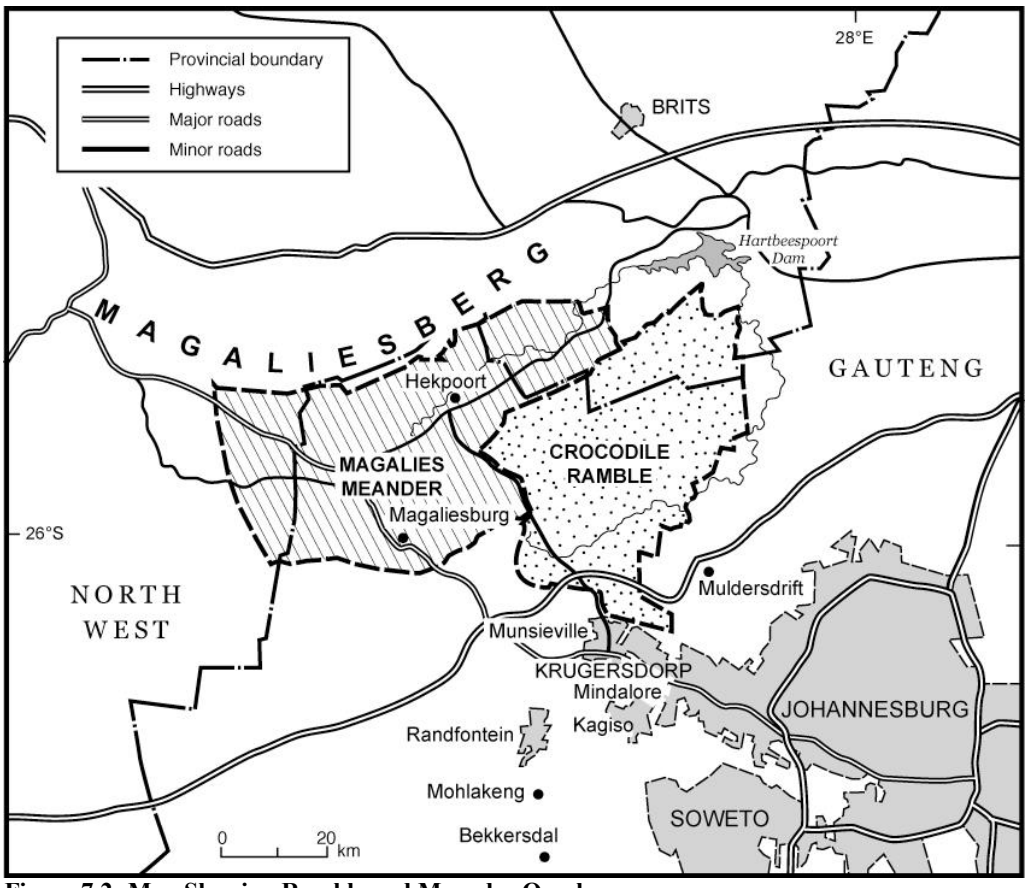


Figure 7.2: Map Showing Ramble and Meander Overlaps

Marketing efforts in 2004 were limited in their impact with no impact at OR Tambo Airport on a regular basis, or through other tourism association and tour operators in Johannesburg or Pretoria (Stoddart, 2005). In the early days of the association the marketing strategy was to target shopping centres for the Pretoria and Johannesburg clientele and not to focus on international visitors. The focus was to provide a ósput of the momentô destination for domestic visitors. By 2007, however, brochures advertising the Meander were available in travel agents and hotels in Johannesburg. In addition, some brochures are available at the international airport albeit the volume of supply was difficult to maintain due to costs of large print runs.

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Train was no longer running on a regular basis from Johannesburg to Pretoria (Stoddart, 2005). In addition, the heritage and history of the locality had not been fully explored and marketing with many hidden gems remaining unknown to the general public (Stoddart, 2005). For example, the first major gold strike was made in the Blaauwbank area in the 1870s on the northern tip of the Witwatersrand gold reef just a few kilometres from the current village of Magaliesburg. The first mining company near Johannesburg was formed here, named the Nil Desperandum Co-operative Quartz Company. This mine attracted miners to the Johannesburg area and the discovery of further veins of gold created the largest settlement in sub-Saharan Africa. The Blaauwbank Gold Mine is still ñoperationalò and this and the Museum can be seen nearby Magaliesburg village. By 2007 as a result of planning for the Cradle of Humankind, led by Gauteng province, there is new life in the area, and a new spirit of cooperation between members of the associations and certain personnel in government departments.

While the Magalies Meander, in the words of Lourens, (2006), had ñthe potential to become the leading private sector association in the areaò, since 2006 there has been intense conflicts within the association. During the study period many product owners were rumoured to be leaving the organisation and 16 members left in protest on one day in July 2007. The majority of members were, however, positive and felt overall that the MMA had benefited their businesses. Conflicts surrounded the Chair and his handling of association matters with criticism directed at the lack of team work and consultation with decisions being made in an autocratic fashion, during the two years of his leadership.

Notwithstanding the initiatives of the Meander, there are some highly successful venues because the individuals in charge have exceptional business skills, Bill Harropôs Original Balloon Safaris and the Sparkling Waters businesses are good examples. Success on the Magalies Meander is considered to be óa matter of having your business in the right areaô and of óknowing the right people in associated businesses, such as tour companiesô.

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ere has been no strong partnership with the WRDM f township tourism. The Meander remains a private sector led and privately funded initiative in route tourism. The next section closely follows the structure of Chapter Six and analyses the findings of the interview survey material concerning the characteristics of enterprises, entrepreneurs and development issues relating to this particular example of route tourism.

7.3 Characteristics of Enterprises and Entrepreneurs

In terms of the sample of entrepreneurs who were interviewed, the majority were male and most interviewees were aged 40 years or more. Respondents were overwhelmingly white with the exception of one Indian product owner. Most interviewees (34 of 38) were South African, with the others from Zimbabwe (1), Holland (1) and the United Kingdom (2). Nearly all interviewees were married or living together and with an average family size of 2-6 persons. In contrast to the CRA where most participants had a tertiary qualification, in the case of the Meander, less than half of the interviewees had a University degree. All 38 product owners were members of the association when interviewed. Eleven members had been on for between 6-10 years, 10 since the inception of the route and another five for 3-5 years. Eight had only joined the association during the last two years.

Most of the sample enterprises (31 of 38) were owned by individuals; 5 were company owned (two hotels, a backpackers, a game park, and a gold mine), one was a community-owned venture (Camp David owned by the Jewish community and set up to allow Jewish people to take holidays in places that are operated in accordance with their beliefs) and the final interview was with Sterkfontein Caves which is owned by University of Witwtaersrand but managed by Maropeng (Pty) Ltd, which also runs Maropeng, part of the Cradle of Humankind. The types of enterprises that were interviewed on the Meander are shown on Fig 7.3

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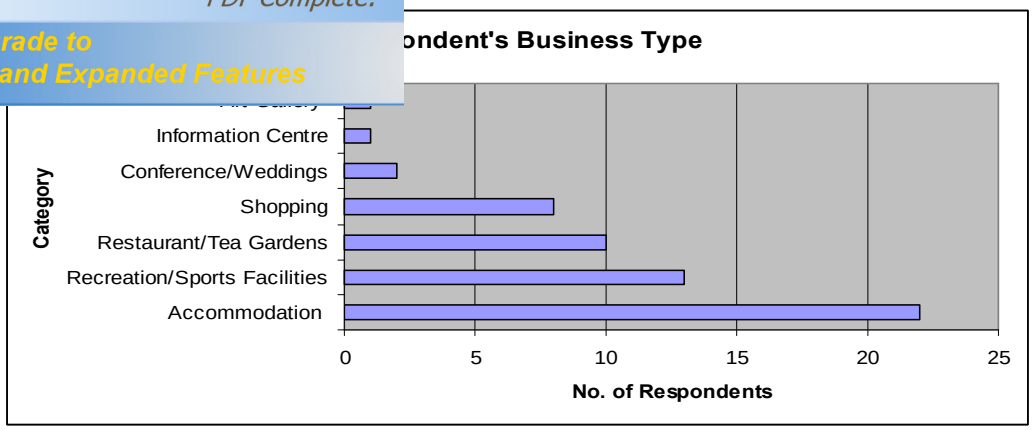


Figure 7.3: Magaliesberg Meander: Structure of Sample by Product Type.

It is evident from Fig. 7.4 that most entrepreneurs were operating their businesses without any specific form of formal business training. Several entrepreneurs had entered a family business and were ólearning as they went alongô.

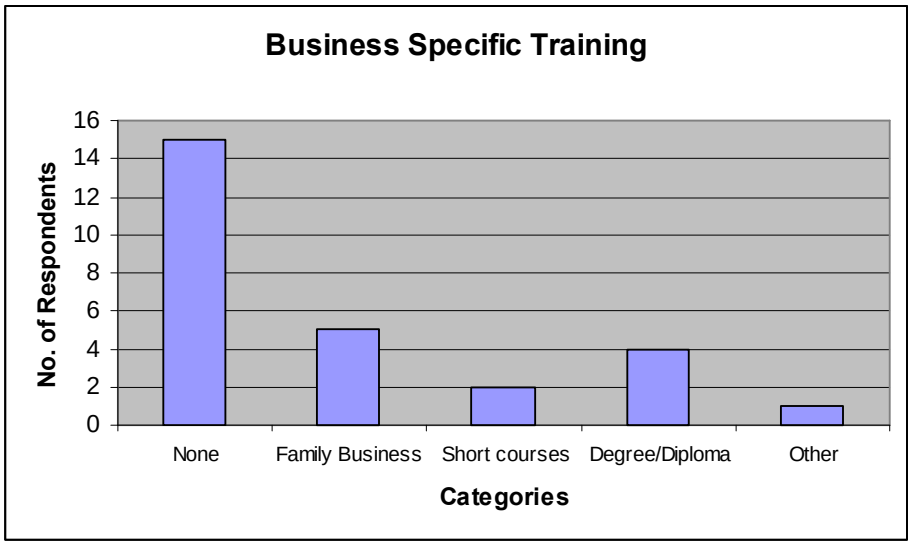


Figure 7.4: Business Specific Training by Meander Entrepreneurs

As shown on Fig 7.5 before beginning their businesses on the Meander, members were engaged in a wide variety of careers and occupations, with only a small group originating from within travel and tourism.

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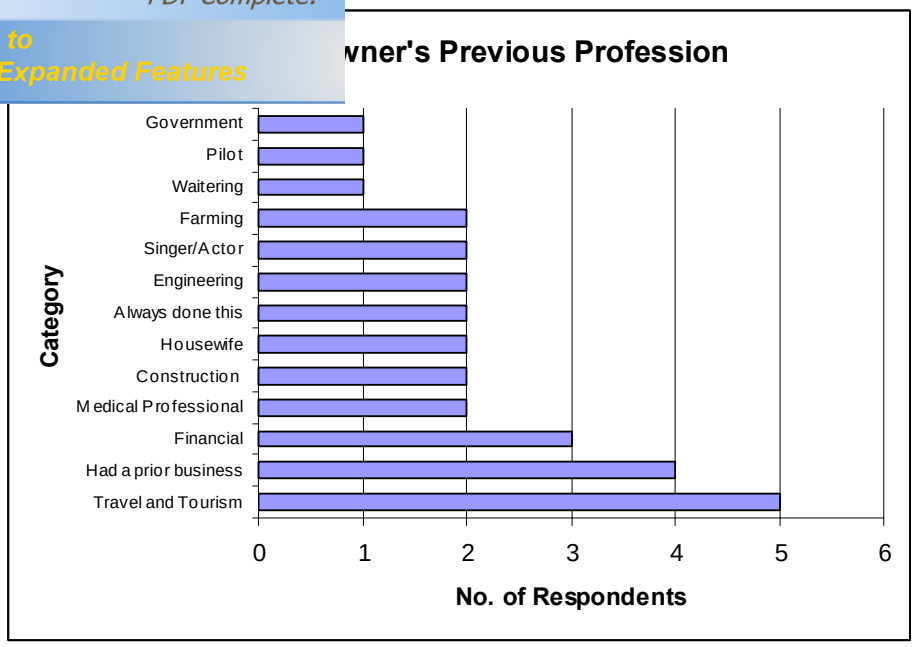


Figure 7.5: Prior Occupation to Business Start up on Meander

One country hotel had been started to due to the respondentôs desire ófor freedom and autonomyô. The Wimpy and associated hotel business were described as óan investment in the futureô and óa challengeô. The ranch was viewed as óa nice hobbyô which the interviewee had inherited from his father who had owned the property for ten years before him. One respondent had ósimply fallen in love with a propertyô and wanted to develop the guest house to hand on to their children. The respondent involved in a game park had developed óa passion for elephantsô. One of the private companies running a hotel, had been started by one of its directors as óhe had enjoyed caravanning with his family in the Rustenberg Kloof areaô and thus decided to try running one himself. All this group of respondents highlight lifestyle considerations as important for business start-up.

Family businesses were the dominant form of Meander enterprise. One product owner/family has four businesses, having begun with a restaurant and rapidly expanding into a guest house, wedding venue and wellness spa. One family had one partner running another business while the other learned to fly balloons as a hobby initially before eventually developing into a business. Another family had started their lodge for their own use on weekends and developed it from there. Farming had proven to be too insecure for another venue which had diversified into a range of tourism products. In the words of one respondent, this business was started for their

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he findings on the Ramble, family savings were the capital. As shown on Figure 7.6., other important sources were inherited funds or sale of a previous business. Bank loans were a factor in business start-up for only a small segment of the sampled enterprises.

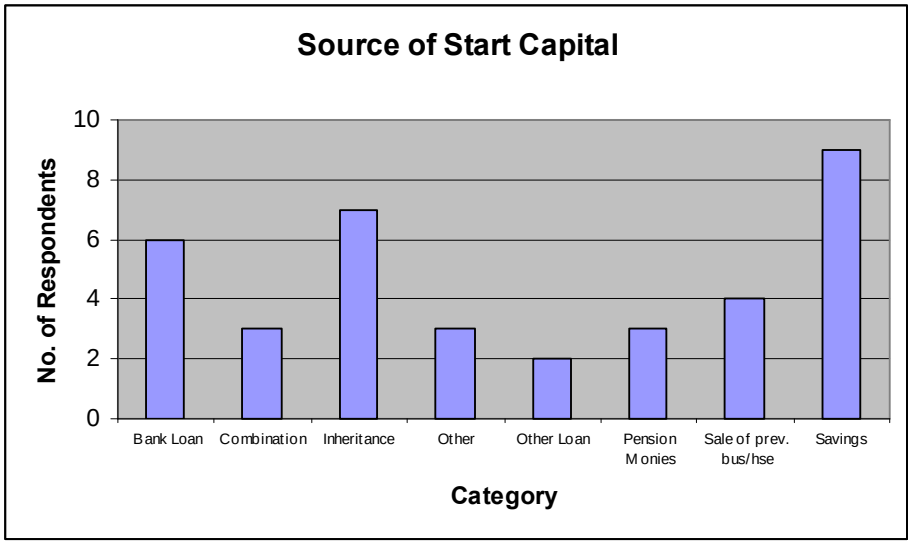


Figure 7.6: Source of Start-Up Capital for Meander Enterprises

As shown on Fig 7.7 most products were sourced, as with the Ramble (Chapter Six) from local (21) and/or regional (20) suppliers. Several interviewees (24) reported not being able to source a product at the quality and price necessary locally. A major problem in terms of local sourcing is that there are no bulk suppliers in the immediate area. Services that were difficult to obtain were good trained staff and prepared to live in a rural area. Good security was an issue. Communication services were a problem with landline telephones often having been jettisoned in favour of cell phones. For many interviewees electricity supplies also were problematic due to the destruction of overhead cables by large trucks.

In common with the Ramble, the vast majority of sample enterprises would be classed as small enterprises having less than 50 employees. Only 3 of the 38 sampled enterprises employed more than 50 workers. The largest Meander employees included a lodge, a hotel and the special case of Sterkfontein which had over 120 employees. Family employment in enterprises was a widespread phenomenon. In terms of direct employees, most workers would be categorised as low skilled workers, the majority of whom were male and sourced from the local area. Skilled work was represented by

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odges and hotels, office staff and specific needs of

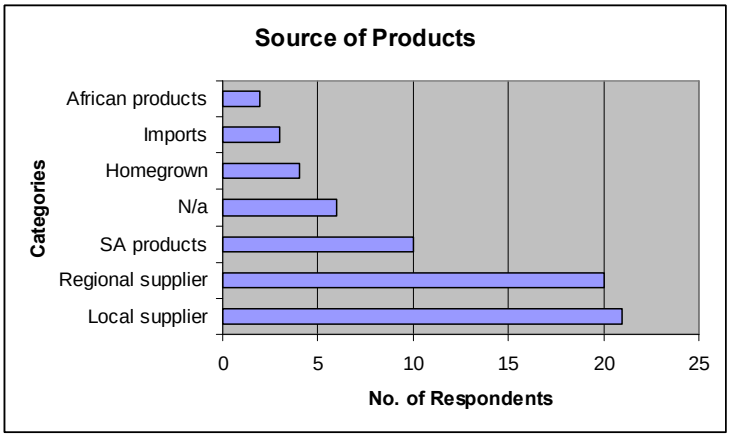


Figure 7.7: Source of Product Inputs for Meander Enterprises

Since business start-up, a mixed picture emerges of half of respondents reporting growth of employment in their businesses whereas the other half reported limited growth of the enterprise. Some organisations such as the information centre have had to scale down. One lodge reported ñtrying to keep things as mechanised as possible in order to keep staff at a minimumò. Another reported maintaining her size due to an unwillingness to deal with the issues brought into a business by staff, and subcontracted gardening work to a local garden service in order to avoid employing staff. Smaller venues tended to be happy with a steady amount of business and staffing that could cope and did not want to grow further as they were owner run. Often, small one man businesses were consciously run as such to avoid the problems and expenses associated with growth and staff problems. Most enterprises who had experienced a growth in staff numbers were accommodation providers who had recorded a steady increase in business or had added extra rooms or cottages as they became more successful and had therefore employed more people.

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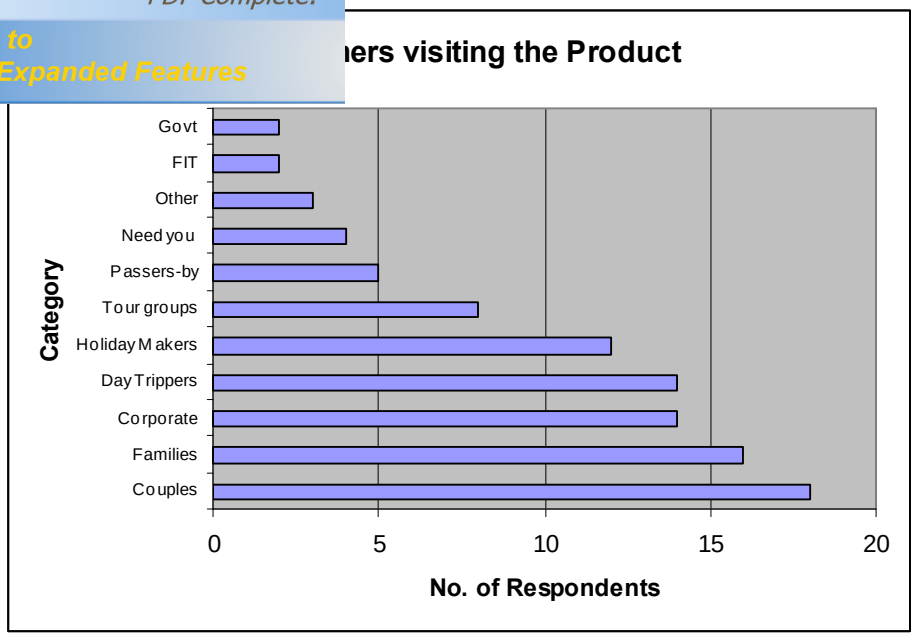


Figure 7.8: Market Segment Description of Customers

As shown on Figure 7.8 the largest segment of customers visiting venues on the Meander were described as couples or families, day trippers or corporate visitors. Government business was important to two venues for conferencing and team building events. The case of Sterkfontein was reported as attracting the different market of school trips. Not surprisingly, the vast majority of visitors were (white) domestic travellers rather than international tourists with the Johannesburg-Pretoria area the major source of visitors (see Figure 7.9). Black visitors were mainly government employees in the area on conference or team building visits.

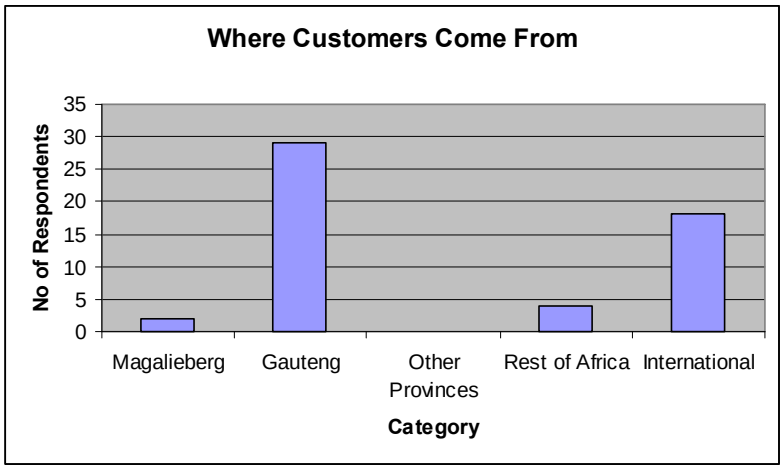


Figure 7.9: Source of Visitors for the Meander Enterprises.

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the Meander as compared to the Ramble is reflected a much higher proportion of visitors to the Meander than the Ramble are staying overnight, for weekends or longer periods. Long stays were often linked to school trips, training or conferences.

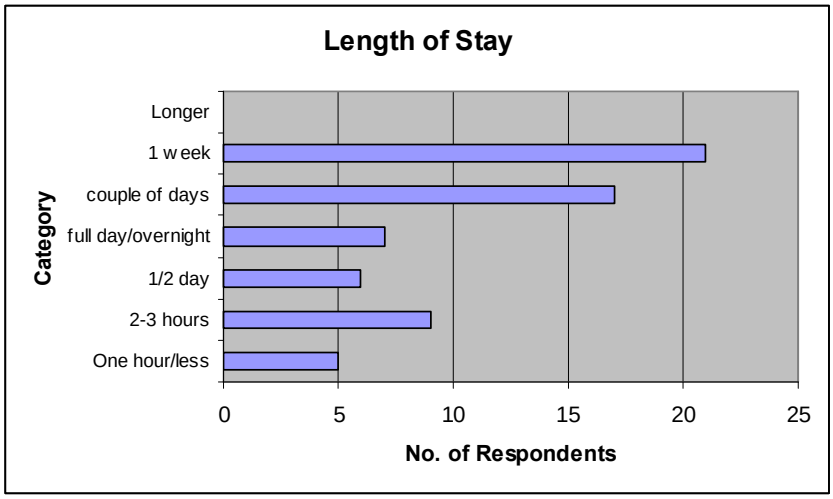


Figure 7.10: Length of Stay of Visitors to the Meander

As with the Ramble, the majority of Meander enterprises record seasonal variations in their businesses. Summer was the most frequently mentioned category for high season. For example, the Wimpy restaurant had up to 700 customers a day and the crystal shop up to 100 per day in summer as compared to 400 and 20 respectively in winter. The cheese farms main trade was on Sundays with 400 visitors per day. One recreational facility stated that it experienced poor weekend turnover if there were international or national events in rugby, cricket or soccer on the television. Many accommodation providers had a weekend high season including school holidays and special public holidays. The mine received up to 300 visitors a day during these times compared to a low of 10-12 visitors. Adventure, extreme sports and recreational activities reported the weather to be the determining factor for high and low season. The information centre received up to 300 phone calls a day in September, December, March and May and considered January, February, June and August to be the quietest months. The supermarket and Sterkfontein also regarded these periods as the peak seasons.

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ether turnover had increased in recent years, once highly representative of the area, stating: ñturnover has remained stable due to business tourism and conferences. The Magaliesberg has become more popular and the standard of accommodation has improved due to competitionò. Both small and large lodges felt that they were doing well with a steady increase in turnover. Some had experienced greater increases, up to 70% in the case of one lodge due to additions to the number of rooms to accommodate the increased demand, in this case 40% more room capacity. The same lodge attributed 54% of its turnover to increased repeat business as they offer ñvalue for money and (consistently aim to) exceeding visitor expectationsò. Two accommodation providers reported a doubling in turnover due to increased visitor numbers. In particular, considerable growth had been experienced for many venues, adventure activities, backpackers and lodges, since 2006. Sterkfontein reported a steady increase in turnover, as did the nature reserve. One ballooning company reported doing very well, with many repeat flyers and ósuper repeatersô. This enterprise was voted the best tour operator in 2006 and was not allowed to enter in 2007. Overall, there was only one negative response as to turnover from a venue that was off the beaten track of the main meander area between Magaliesberg and Rustenberg on the R24, and was engaged in an activity that was susceptible to weather and less popular than it had been in the past. That said, it must be said that another similar venue was observed to be doing well, in part because it had diversified its product offering to include quad bikes.

The majority of Meander businesses (23 interviewees), reported being open for business seven days a week. For others Monday or Tuesday (or sometimes) were the most common days for closure for enterprises in the restaurant industry. Daily operating hours were noted as 24 hours a day by only accommodation providers, including lodges, hotels, and the backpackers. Other businesses opened for business hours between 7h30 and 18h00 if they were shops or recreational facilities and until about 22h00 if they were restaurants. Businesses were in the main, staying open for as long as they wanted to or could. Staffing issues and potential crime problems were mentioned as two reasons for not staying open later.

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cing the successful operation of their businesses, he importance of locational factors in terms of proximity to the big cities of Johannesburg and Pretoria. In addition, location on the main route to Sun City was seen as an important factor for many Meander enterprises in terms of catching ópassing tradeô. Word-of mouth and advertising on the web were considered significant factors by the backpacker lodge, as was the ñfantastic person running itò. Success of the crystal shop was attributed to óa good reputationô and óword-of-mouthô, a theme stressed by many restaurants. The ballooning company also found the quality of his staff to be ógood for the businessô. It was stated that he employs ñgreat peopleò to start with and then encourages them to achieve their own goals placing them in a position in the business that suits them not vice versa. As a result his staff have great camaraderie, good company spirit and ignore office hours completely, coming in early, staying late and working on their off days. For extreme sport and adventure activities, the activities themselves were the attraction.

The greatest negative influence on a business was variable dependent on the type of business or activity being offered. Several ventures (11 responses) reported no negatives as their market was visiting for reasons to do with the product not the area or its associated variables. Crime and safety considerations were mentioned by lodges with a ñwave of petty crime infiltrating the property to steal from the guestsô roomsò. Nevertheless, one activity provider did not think that the area was any worse than much of the rest of the world, ñyou just have to deal with thingsò. Lack of sufficient attractions was seen as another negative facto by certain enterprises. The MMA and the lack of government support were mentioned by one product owner as a negative and the incompetence on the part of the municipality in dealing promptly with signage issues was mentioned by two others. Restaurants and lodges in and around Magaliesburg mentioned electricity supply as a negative. Poor infrastructure was a common issue with 14 respondents indicating that they had problems with roads in need of urgent repair, a traffic problem on the loop road, or roads that are too close to the property in the case of a lodge venue.

Significantly, only 6 of the 38 interviewees mentioned that crime was the most important factor affecting their business. One lodge reported: ñif one checks the police records crime in this area is negligible compared to other areas, While they

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had a number of migrant workers in the area and gone reported crime seems to have dropped. We also had a rather bad expose by Carte Blanche on the area which I feel was out of line and not well researched.ò Nevertheless, another lodge in the same area said that their biggest problem was ñcrime and the SAPS lack of will to fight crime in areaò and that crime is ñon the increase from under 100 cases per month a few years ago, (to) now close to 300 cases per month. The local SAPS are under resourced and under managed.ò

Lack of support from local government and ineffectiveness of government were seen as widespread concerns. One product owner who had been involved with the committee stated that ñthe government has no interest in the Magaliesberg areaò. In addition, it was reported that whilst local government even committed ñto support the MMA in writingò the promised financing never materialised. Another interviewee commented that the local council ñhave so much infighting that it is hard to get anything done - Mogales City in general is okay, but (the) Magaliesburg area is a problemò. In the words of an accommodation venue near Rustenburg: ñ(I) donôt think people realize the potential of tourism in the North West, (the individual) in charge of tourism is a very weird guy and very BEEò. Another Rustenburg business found the local tourism people ñdid not want to helpò Rustenburg tourism. Many shops, community venues had found the local government to be ñincompetentò and ñhard to get hold ofò. Many complained that they had received no response at all to messages left, emails and letters sent with comments and suggestions. Finally, one family business with multiple ventures indicates clearly what the MMA think of the local government planning in the area: ñthe council has not indicated in anything I have read, that suggests an interest in developing small businesses like oursò.

The MMA was perceived to have done little for individual members on certain issues such as discounted rates for grading, and insurance, although the constitution covers this area. Networking was often seen as ineffective and some product owners run their own meetings and have their own system of warnings for crime in the area. Cooperation between products and activities was not taking place with few product owners recommending venues in their immediate surrounds or working together with complimentary product owners on their own initiative rather than through the

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regarded as ócash strappedô as it was only funded by vas seen as necessary in order to support full-time administration staff and extended marketing. In 2007 the MMA had done no additional marketing apart from the product of the brochure, which had a print run of 120 000 and distributed by Brochure Management Services to various points in Gauteng.

Suggestions for further improvements included obtaining government assistance for the association, and having a more responsive person in charge who would listen to all members and facilitate more marketing. Although the map was seen as an inexpensive marketing medium, there was a lack of consultation with members regarding what they actually need to promote their venues. Funding from government tourism bodies was considered essential for the establishment of an office with full-time employees. A chairman who was not involved in a business on the meander, and had an independent salary, was considered necessary to prevent accusations of preferential treatment in terms of marketing and advertising at Indabas for example.

Increasing membership as a means of raising its income, and then marketing the area more effectively through attending tourism shows and getting editorials and special articles written was another suggestion. Interaction with members and networking was essential as people who know one another and have actively interacted will be more likely to send each other business. Members themselves needed to become more active and positive about the great things on offer in the area. A new ómore modernô map and website were needed as the current ones were described as ómateurishô.

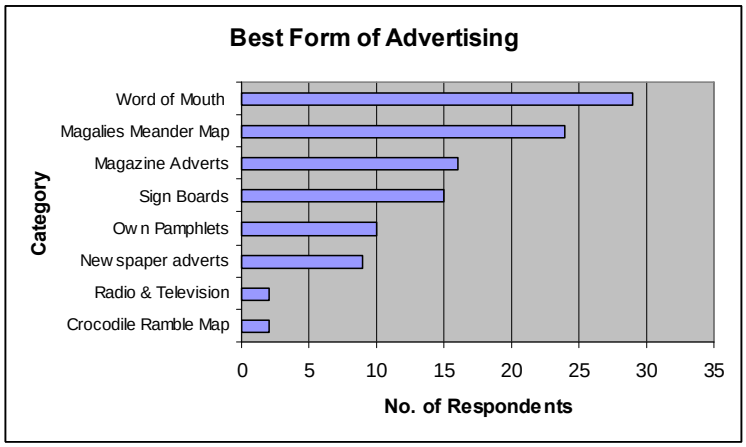


Figure 7.11: The Most Effective Form of Advertising for Meander Enterprises

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Figure 7.11 discloses that for Meander enterprises ï in common with findings from the Ramble (Chapter Six) - word-of-mouth is considered the most important form of advertising. The promotion from the MMA map is viewed as the second most significant form of advertising. Magazine advertising, signboard, own pamphlets, and newspaper advertising and articles were other popular forms of advertising. In terms of magazines, *Getaway* magazine, the Afrikaans equivalent *Wegbreek*, the *Cormorant*, and local papers, like *Op Jou Voerstoep* were mentioned in the category of magazine and newspaper advertising.

The relationship between product owners and their local black community was considered by the majority of businesses to be either ôexcellentô or ôgoodô. Employment was the major benefit to the local community from the Meander enterprises. In addition, local labour is used for temporary jobs like building and local black building companies are used by some for small to medium sized building projects. Good labour relations were reported by all venues employing local staff, with many staff members being intensely loyal to their venue due to good wages, good treatment and assistance with problems. Many venues had also provided all the training that their staff had. In terms of interactions with the local community there was recorded a number of other individualised, *ad hoc* forms of assistance. For example, the local information office provides a free secretarial and internet service to the local high school. In addition, free marketing and advertising space has been offered to a new historical society and a community organisation, Refilwe. Further, many enterprises were engaged in some form of charitable work, mostly through problems brought to their attention by their own staff, others through organisations that are active in Gauteng. Farmers with excess milk production were generally donating to local schools. Schools from the area were given discounted rates or admitted for free when visiting venues and activities. Leftover food was distributed to some schools in the area of Magaliesburg village and milk to local aids children and schools. Charities are given regular free use of properties for functions.

When asked whether the Magalies Meander contributed to local economic development in the area the response was limited with eleven members did not know

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The most common response centred on the jobs hments in the area and the number of establishments offering in-house training, which benefits the entire community. Suggestions for improving the relationship between the MMA and the local black community involved supporting and adopting initiatives to train more people, and encourage and support local art and craft talent. Clean-up programmes would improve the look of the area and provide employment. The initiatives of the Midlands Meander had been noted and ñthe Meander needs to take a leaf out of Midlands Meanderôs book and establish medium to large community projects that all may benefit from and must include the local schoolsò. Potential pro-poor tourism initiatives were suggested in terms of providing assistance ñwith entrepreneurial projects such as local restaurants, suppliers to the hotel trade, and arts and crafts centresò. Another suggestion was that all hotels in the area should contribute a fixed amount per bed night to a Magalies Meander Community Development Fund, which could be used variously to upgrade the childrenôs park, or introduce an ñaids orphanò home / project and others, which would all be facilitated by the MMAò. A further suggestion was for the creation of informal trade areas to allow easy access by tourists to the arts and crafts made by local black people in the area.

7.4 Summary of Findings

This chapter has provided an analysis of the development and activities of the Magaliesberg Meander Association, the second and most recently established route tourism association in the Magaliesberg area. In common with the Ramble this association is also a private sector funded initiative that is aimed at growing businesses of tourism linked enterprises. In parallel with the Ramble association there are common issues of conflict within the association and criticism of the limited initiatives that have been undertaken. Geographically, the Meander overlaps with that of the Ramble and there are a number of enterprises that are members of both initiatives. The Meander, however, is primarily comprised of accommodation and other hospitality linked businesses and attracts more overnight visitors than the Ramble. Nevertheless, at present the local development impacts of this route initiative are limited due to funding limitations on the association. Local job creation is the most significant impact of the growth of enterprises on the Meander.

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CHAPTER EIGHT
CONCLUSION

The aim in this concluding chapter is to provide a review of the key issues that confront the two associations in developing successful route initiatives in the Magaliesberg. Moreover, on the basis of the study findings this concluding discussion offers a number of policy recommendations for improving the functioning of the associations on both the Crocodile Ramble and Magaliesberg Meander and correspondingly of maximising local economic impacts in the Magaliesberg. Final policy conclusions emerge from a comparative examination of the route tourism initiatives in the Magaliesberg with other route tourism initiatives elsewhere in South Africa.

8.1 Crocodile Ramble

Members of the Crocodile Ramble Association reported in general, that they were doing well, with business and visitors increasing year-on- year at a steady rate. As was shown in Chapter Six, there was, however, a great deal of criticism concerning the organisation, administration and marketing of the association, and unhappiness with infrastructural concerns, local municipal services, and local authoritiesô attitudes to tourism product owners on the route. It can be argued that this route association for the Crocodile Ramble has reached a point of ólift-offô, meaning that it has been an *ad hoc* private sector organisation for over 10 years and the preparatory work for the Ramble has all been done. It is essential that the Crocodile Ramble Association (CRA) take itself more seriously as an organisation and undertake a set of necessary steps in order to change the association into a productive body that can promote and develop the local area and local tourism businesses.

Although a period of infighting and conflict recently has been resolved, a clear understanding is absent that development in the area must be have widespread benefits. The association does provide a good service for most tourism businesses, and dissatisfaction seems to be around long-standing problems which have not been resolved or projected growth for the future, more than pure survival concerns. Niche

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in reaching their target markets through their own ties and see the association as being an additional marketing and networking forum rather than their main focus. A process of developing greater partnerships is required with other key stakeholders in the area, such as those related to the Cradle of Humankind

This process of partnering needs to be broadened to include members who are interested in contributing. While government funding is being pursued more actively by the organiser of the CRA, volunteering and active involvement on the part of the members in administration and marketing tasks is required until such time as funding is received. At the time of this research (2005-07) the membership in general has been inactive and relying on one person with limited resources and funds to ówork miraclesô on behalf of the membership. The goal of the association should be to establish a permanent office in a central location, staffed by a manager and assistants in order to focus on marketing and promotion of the route, information dissemination to visitors and tourism stakeholders, as well as providing a booking service for venues and activities on the route. Providing full time office staff for the association through government or private sector funding would enable the CRA to pursue issues like poor roads, signage, grading, water problems, communication networks and alternate sources of power, for the whole area as opposed to individual product owners fighting time consuming battles on their own.

It can be argued that the findings in Chapter Six point to the need for developing a new focus for the Ramble, which perhaps might be around the heritage and culture of the area, as opposed to the former focus on arts and crafts. It is evident that if the arts focus is to be retained then it will have to be grown substantially as it is currently under-represented on the route. A focus on emerging artists and crafters as part of a comprehensive pro-poor craft development project in conjunction with the WRDM, the Route to Township Tourism, utilising government funding and a full-time art and craft facilitator/educator/mentor in the area might allow for a wide-ranging participation by the communities that currently are excluded from the routeôs development impacts. As discussed elsewhere, partnerships with accommodation and food providers, would allow for the craft to go where the tourist are as opposed to having to attract tourists to spread out across a number of small venues. It is a priority

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ferent, as reproducing the same goods as other areas al black communities interested in craft need to be facilitated through a process of creating original art as opposed to reproducing the ideas of others, something which requires the artist concerned to be confident enough to venture into new unchartered territory. One possible focus for the Route to Township Tourism is showcasing the history of apartheid, the local cultures and the ôNew South Africaô, attracting more attention, through guided tours and hop-on-hop-off taxi services for tourists. Local black domestic visitors should be targeted in marketing through sporting and social events and activities that they are interested in.

The product owners on the association need to initiate ways of tracking where their clientele are coming from, partly to improve their own advertising and partly to pool the information with the association to guide the global marketing activities for the CRA. It is not adequate to know that the client saw the product on the map, one needs to know where they obtained the map in the first place. It is not possible without substantial funding to produce ôenoughô maps but it is possible to target very specifically where they are distributed. Limited resources and financing mean that the thinking behind the distribution of maps needs to be changed in particular through better access to the international tourists who pass through OR Tambo Airport.

Pro-poor tourism measures need to be understood at a more basic level. Training and educating unskilled staff to be gardeners, kitchen and domestic staff, should only be a first step. Individuals need to be targeted from among those trained and assisted to join government craft programmes, B&B training, marketing training, or SMME development training so as to augment the basic offerings of a venue, or to provide them with a further career goal to aim for. In general, making the work environment one of continual growth and development on a personal level for staff would result in more trained people remaining in the area, and in turn the transference of their skills to others.

Lastly, a greater degree of cooperation between restaurants and lodges on the one hand and some of the many cultural activity community groups and arts and crafts venues advertised in the Route to Township Tourism on the other hand would allow for venues to offer an evening entertainment on site, provided transport could be

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of the performers. This can be an opportunity to he visitor than the provision of rooms and pleasant vistas alone. There is much cultural and artistic talent in the WRDM area but it is constrained by lack of awareness about what is available and lack of transport to get to venues. The WRDM and CRA could disseminate information about the available opportunities for funding SMMEs and assist members with the process of accessing this funding on an individual basis if a formal office was created for the association with more staff members.

8.2 Magalies Meander

In terms of the Magalies Meander is the Magaliesberg village, it is evident from the survey findings reported in Chapter Seven that government cooperation with what has been declared a tourism area, is severely constrained by politics and lack of capacity in local government. At the heart of the Meander, the village of Magliesberg, needs beautifying and upgrading of infrastructure, in order that that tourism products in the area widen their appeal. The village should showcase what is on offer and provide a central focus for tourists in the same way that the Hartebeespoort Dam area has a cluster of activities, dining and retail establishments. The centre of the village should be closed to all traffic if possible and an alternate route around the village established particularly for large trucks. A complete ban on all trucks entering the village area should be pursued, with alternate facilities for rest and refreshment provided on the bypass of the village to draw drivers elsewhere. A paved, secure area surrounded by cafes, restaurants, shops and craft stalls would allow the Magaliesberg to become the welcoming weekend and holiday relaxation node that it should be. The principle of ócumulative attractionô would be more likely to operate in an environment that was pleasant and beautiful to be in.

It was argued in Chapter Seven that the Magaliesberg Meander Association (MMA) was largely seen as beneficial by the membership, which tended to be more actively involved than is the case of the Ramble. As with the CRA, the MMA appears to be ready for a further stage in route association development (Lourens, 2007b). Currently, the association needs a dedicated office with management and staff who are not involved in a product or venue on the route, and to be paid independently via

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of the association. The Magaliesberg Information s benefit to the members of the MMA and the relationship with the centre could be developed to a full office service for the MMA in addition to the reservation and information service that the MIC already provide for a fee to members.

The association evidences a number of successes in that it has grown substantially from its inception, has contributed to attracting tourists to venues and correspondingly that members are experiencing a steady growth in turnover and business. The MMA has represented its members at large tourism meetings and indabas. The website and map, albeit not being entirely functional are in existence and can be improved upon. In contrast to the CRA, many product owners on the MMA have interaction with local government through the association. Members are more active in the organisation, with more product owners attending meetings and establishing networking and partnering arrangements with each other. A number of product owners expressed satisfaction with their presence on the map regarding it as very positive to ôbelongô and be ópart ofô the Magaliesberg tourism community. There was also a strong feeling that the amount of response received was worth the fees that are paid and was óthe cheapest form of advertising availableô.

A number of the interactions with other stakeholders in the area were dependent on the personal relationships between individuals which could cause the association to lose functionality as people join or leave. A dedicated and permanent manager would be able to maintain these relationships on a more long term basis. While marketing had targeted shopping centres initially, showcasing the Magaliesberg as an ideal óspur of the momentô destination for weekenders from Gautengôs major cities, the midweek lull experienced by many accommodation providers has been addressed by targeting the business conference market which has been facilitated in part by the MIC.

It was argued that whilst there was enough accommodation venues in the Magaliesberg area, there were not enough activities, particularly of the sort that would attract the weekend market of families with children. This was in contrast to the Hartebeespoort portion of the Meander which had a plethora of activities and not enough accommodation providers. This situation represents an opportunity for new

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ld-on products by existing product owners in the modation providers need to be encouraged around Hartebeespoort. Roads, signage, communications, and water problems are issues that need to be dealt with by establishing good working relationships with WRDM, CoH and local municipalities. Overall, for further development of the association and of local impacts, funding is needed from government as both the MMA and CRA are at a point where lobbying media and tour companies can promote a great deal of cooperation.

8.3 Comparative Findings on Route Tourism

In Chapter Four a discussion was presented on the experience of other route tourism initiatives in South Africa. It was argued that on the basis of existing experience of route tourism in South Africa ï in particular of the Highlands Meander and Midlands Meander - a number of common factors can be identified for successful route initiatives. Local economic growth is dependent on the degree to which the linkages between tourism products and food production and supply were localised (Rogerson, 2007). It is vital that as many inputs into tourism enterprises are sourced from other local enterprises and that use of local labour is maximised (Goodwin, 2006; Lourens, 2007a; Rogerson, 2007). In the CRA and MMA, product owners were buying as much fresh produce and hospitality supplies as they could in the area, and shopping regionally in Johannesburg and Pretoria for other supplies. The more unique a product or niche activity however, the more likely that linkages were national or international for services and inputs. Nevertheless, there are opportunities for the development of local SMME suppliers of fresh produce and hospitality inputs in the area, especially around the Magaliesberg town, provided the relevant standards and qualities needed by the tourism industry are borne in mind.

As forms of marketing intervention, both the Highlands Meander and Midlands Meanders rely on conceptual and thematic links between products located on or near the route, thus allowing cumulative attraction to have a collective impact (Mathfield, 2000; Lourens, 2007a). While this concept is present in the MMA and CRA, in neither case are synergies and themes being actively promoted through packages and tours from venue to activities, nor are the linkages being fully exploited in marketing

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mparative perspective both the MMA and CRA need d build their marketing around this refocused theme. The possibilities for working together with the CoH and WRDM on merging their ideas for routes and trails in the area around various themes should be part of this process of refocusing themselves.

Private sector investors have been the impetus behind both the Highlands and Midlands Meanders, with the contribution of government being secondary following the lead of the private sector. For the CRA and MMA the private sector has again been the major instigators for economic and particularly tourism development in the area. Government involvement has been minimal. Infighting within these associations and lack of capacity have reduced their effectiveness and local impacts. The contribution to employment in the area, and the amount of tourism and hospitality training engaged in by the product owners needs to be acknowledged as being at least a small step in the direction of empowerment and LED for the Magaliesberg area.

As a direct consequence of apartheid both the Highlands and Midlands meanders have a membership of white local product owners whose predominant economic linkages are to other white business owners in the area (Mathfield, 2000; Rogerson, 2002d). The same situation was found in the MMA and CRA surveys, with predominantly white product owners buying from predominantly white service and product suppliers, and employing largely unskilled and semi-skilled black workers. Mathfield (2000) found that there had been very little attempt made to involve local black communities or to support black entrepreneurs in the route businesses on the Midlands Meander, although the Zulu cultural heritage of the area was so prevalent. When Lourens (2007b) re-examined the Midlands Meander Association, she discovered that there had been a number of measures put in place to counteract this trend. Management of the Midlands Meander have been active in identifying and realising opportunities for emerging artist or tourism products in their area (Lourens, 2007b). In the 2005/6 brochure, there are five emerging cultural and craft tourism products advertised (Lourens, 2007b). Twelve percent of their annual budget has been set aside for the community upliftment and support for entrepreneurs (Lourens, 2007b).

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M has taken the lead in involving the local black
shing the Route to Township Tourism made up of existing and new businesses in the Crocodile Ramble area. They have also facilitated training in various subjects by predominantly the Gauteng Enterprise Propeller and other government organisations. A connection with Southern Suns has been established to mentor and support some of the B&Bs on this route. Nevertheless few of the township venues have actually received visitors, due to poor marketing, lack of signage and a lack of understanding of the needs of the tourist market. CRA is working together with the WRDM to remedy some of these problems by advertising the Route to Township Tourism in their latest brochure.

Several factors limit the uptake of opportunities are experienced by both the local communities of the Midlands Meander and the Highlands Meander. These are a lack of information and awareness about what tourism and a tourist are, hence opportunities are frequently not even recognised when they do occur (Spenceley, 2003; Rogerson, 2007). A lack of general knowledge, specialised training and foreign (including English) language skills further obstruct the local communities (Spenceley, 2003). At present the pro-poor rhetoric and suggestions of the government are not being translated into action with appropriate pro-poor interventions, which could encourage local communities in the Magaliesberg to become beneficiaries from tourism. It is recommended that a community development fund run by the MMA and CRA for the area as a whole, would assist in the process of educating local community entrepreneurs, to engage in the provision of basic foodstuffs and services to accommodation providers; to augment the production and diversity of the arts and craft on offer, and to facilitate linkages with existing MSEs in the townships, such as galleries or tour guides and bus/taxi services.

Route tourism in South Africa, as Briedenhann and Wickens (2004) conclude, offers a promising *potential* vehicle for local economic development in many small towns and rural areas of the country. Currently, however, the experience of the Magaliesberg is that route tourism offers those opportunities to only the small group of the previously advantaged segment of the population. It is essential that route tourism developers include PPT initiatives into their tourism ventures so as to distribute more widely the benefits arising from synergies and co-operative partnerships as widely as possible

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the actual tourism products and activities in the
cting mostly a white domestic clientele, which is a short-sighted marketing strategy, given the rise of the black middle class and the changing nature of domestic tourism in South Africa. In common with the experience of other routes in South Africa, local government in the Magaliesberg lacks knowledge, capacity and financing for tourism LED. The WRDM must be credited, however, with undertaking important first steps in cataloguing the tourism products and opportunities are available in the area. These initiatives and other recommendations need to be built upon in future in order to further maximise the local economic impacts of route tourism in the Magaliesberg area.

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APPENDIX A:
ANDER/CROCODILE RAMBLE

QUESTIONNAIRE

1.	**DEMOGRAPHICS**				
1.1	Sex:	Male ☐	Female ☐		
1.2	Age: _____				
1.3	Race:				
	African ☐	Coloured ☐	Indian ☐	White ☐	Foreigner (specify) ☐
1.4	Marital status				
	Single ☐	Married/ Living Together ☐	Divorced/ Separated ☐	Widowed ☐	Same Sex couple ☐
1.5	Size of Family				
	In Total ☐		Living here with you ☐		
1.6	Place of Birth _____				
1.7	Highest Level of Education completed				
	Primary ☐	Matric ☐	College/Technikon ☐	University ☐	
2.	**Occupation and Income**				
To begin with I would like to ask you some questions about your business. I will also be looking at the way you and your family, earn your living.					
2.1	What kind of business do you run here:				
	Hotel ☐	Farmhouse ☐	Restaurant ☐		
	Bed & Breakfast ☐	Guesthouse/Lodge ☐	Art Gallery ☐		
	Self-catering guest house ☐	Holiday resort/Camping ☐	Arts and Crafts ☐		
	Other Shops (specify) _____	Recreation/Sport facilities ☐	Other (specify) _____		
2.2	Who owns this business?				
	Self ☐	Partner ☐	Employer ☐		
	Company ☐	Family ☐	Other ☐		
2.1	Do you own your property?				
	Rent ☐	Own (with loan) ☐	Own (without loan) ☐		
2.4	Do you or any other member of the family contribute to the family income by running another business?				
	Yes (specify) ☐	No ☐			
2.5	Do you or any other member of the family contribute to the family income by being employed in another occupation? Specify which occupation.				
2.6	Which is the most important source of income in terms of your family's safety and security?				
2.7	Can you explain why you say this?				

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	ess				
	ness?				
			Family Business	☐	
	Short Courses	☐	Degree/Diploma	☐	
	Other (specify)	☐			
3.2	What did you do before you began this business?				
3.3	Why did you begin this business?				
3.4	Where did you obtain your start-up capital?				
	Bank Loan	☐	Other Loan	☐	Sale of previous business ☐
	Pension monies	☐	Inheritance	☐	Retrenchment package ☐
	Savings	☐	Combination	☐	Other ☐
3.5	Where do you get the supplies for your business ï both to sell and to run the business?				
	Home Grown	☐	South African products	☐	
	Local Suppliers/Products	☐	African Products	☐	
	Regional Suppliers/Products	☐	Imported Supplies/Products	☐	
3.6	Are there any products or services, which you purchase from outside this area, which could actually be locally purchased or supplied. Why?				
3.7	What services or products do you find difficult to obtain?				
3.8	What do you produce or make on site? Who is employed to do this?				
3.9	What else do you manufacture or produce and where? And why do you produce in this way?				
4.	**Employment**				
4.1	How many employees do you have, including yourself?				
	Full time	☐	Part time	☐	Casual ☐
4.2	How many people areé ..?				
	Family	☐	Un/semi-skilled	☐	Skilled ☐
	Black	☐	White	☐	Indian ☐
	Coloured	☐	Male	☐	Female ☐
	Local	☐	Migrant	☐	Managerial ☐

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	ize? _____
	began? If yes, how and whyé ?
4.5	What percentage is your current wage bill of your turnover? _____
4.6	What do you pay on a yearly basis for unskilled/semi-skilled staff? _____
4.7	What are your main costs after you have paid wages?
5.	**Customers**
5.1	How would you describe your main clientele?

	Day trippers ☐	Holiday-makers ☐	Passers-by ☐
	Need you specifically ☐	Business people ☐	Families ☐
	Couples ☐	Tour groups ☐	Other ☐

5.2	Where do most of your customers come from?

	Magalies Area ☐	Gauteng ☐	Mpumalanga ☐
	Other Provinces in SA ☐	Rest of Africa ☐	International ☐

	If International, please list the main countries: _____
5.3	Please describe your customers in terms of age:

	Mostly Old ☐	Mostly Middle aged ☐	Mostly Young ☐	Mixture ☐

5.4	Please describe your customers in terms of racial grouping:

	Mainly White ☐	Mainly Black ☐	Mainly Indian ☐	Mainly Coloured ☐	Mixture ☐

5.5	What percentage of males to females who attend your business?

	All Female ☐	Mostly Female ☐	Equal ☐	Mostly Male ☐	All Male ☐

5.6	What is the income category of your clients?

	Low income ☐	Lower Middle ☐	Middle ☐	Upper Middle ☐	Upper income ☐

5.5	Why do **you** think that this group of people and not another, is attracted to your business?
6.	**Performance**
6.1	What is the customerõs average length of stay?

	1 hr or less ☐	2 or 3 hrs ☐	½ day ☐
	Full day ☐	Couple of nights ☐	1 week ☐
	Longer than a week ☐	Other, explain ☐ _____	

6.2	How many customers do you receive in one day?

	High season:	Low Season:

6.3	How do you define low and high seasons?
6.4	What was your average turnover for the last high season?
	And the last low season?
6.5	How does this compare to your turnover over the last few years? In your opinion are you doing well or not? Why?

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6.6	How many days a week do you open for business? Which day/s are you closed on?	
6.7	What are your daily operating hours?	
6.8	Would you like to open longer? What prevents you from doing so?	
6.9	What is the greatest positive influence on your business?	
	Location on Magalies Meander/Crocodile Ramble	Customer loyalty
	Accessibility to major transport routes (N1, etc)	Proximity of inputs/resources
	Relative proximity to cities (Jhb, Pretoria, Midrand)	Competition in the area
	Proximity to another business/activity/area. What?	The natural environment
	Quality and supply of local labour	Combination of above
	Other (please describe)	
6.10	What is the most negative influence on your business?	
6.11	How would you rate your business on a scale of 1-10?	
	Service _____	Final Product _____
6.12	Do you export any of your produce? What do you export and to where?	
7.	**Magalies Meander/Crocodile Ramble Association**	
7.1	Are you a member of the Magalies Meander/Crocodile Ramble?	
	Yes ☐	No ☐
7.2	How long have you been a member? _____	
7.3	What role do you play in the organization?	
	Member only ☐	Active member ☐	Issue specific ☐
7.4	Why did you join the organization?	
7.5	What are the three main benefits of joining the Magalies Meander / Crocodile Ramble Association?	
	i).	
	ii).	
	iii).	
7.6	What are the shortcomings of belonging to the organization?	

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	embers?
	Occasionally ☐ Hardly ever ☐ Never ☐
7.8	ken by the organization affected your business?
7.9	In terms of advertising which of the following would you rate as important? (Using 1-5 where 1 is not important and 5 very important)
	Magalies Meander Brochure ☐ Crocodile Ramble Brochure ☐
	Your own pamphlets ☐ Sign boards ☐
	Magazine adverts ☐ Newspaper adverts ☐
	Radio/Television adverts ☐ Word of mouth ☐
7.10	Have you had any interaction with local government and the local economic development plan for Mogale City?
	Through the Magalies Meander/Crocodile Ramble Association ☐
	Through another business organization ☐
	On your own initiative ☐
	If not, what are your thoughts on the subject?
7.11	Do you normally interact with the other businesses in the association :
	Through the Magalies Meander / Crocodile Ramble Association ☐
	Through another business organization ☐
	On your own initiative ☐
	No interaction.
	What are your thoughts on the subject?
7.12	In what way, if any, has the Magalies Meader /Crocodile Ramble improved?
7.13	In what way could the Magalies Meander/Crocodile Ramble be improved further?
7.14	How would you rate the relationship between your business and the local black community?
	Excellent Good Fair Poor Non-existent ☐
	Why do you say this?

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7.15	er / Crocodile Ramble contribute to the local black community in the area?		
7.16	How could the relationship between the Magalies Meander/ Crocodile Ramble and the local black community be improved?		
7.17	Does your business offer any form of training to local employees?		
	Formal ☐	Informal (on the job) ☐	Combination ☐ None ☐
	Please describe the training:		
7.18	What, if any, local development initiatives or charitable organisations do your business support?		
8.	**Problems**		
8.1	Which of the following do you think are the disadvantages to your businessÕs performance in this area?		
	Time/distance from other markets	Yes ☐	No ☐
	Time/distance from suppliers	Yes ☐	No ☐
	Transport costs	Yes ☐	No ☐
	Communication costs	Yes ☐	No ☐
	Small size of local market	Yes ☐	No ☐
	Lack of local support	Yes ☐	No ☐
	Shortage of skilled labour	Yes ☐	No ☐
	Narrow range of local business services	Yes ☐	No ☐
	Poor service of local businesses	Yes ☐	No ☐
	Slow growth of local market	Yes ☐	No ☐
	Lack of suitable housing for employees	Yes ☐	No ☐
	Environmental degradation	Yes ☐	No ☐
	Labour costs	Yes ☐	No ☐
	Poor infrastructure (i.e. road in need of tarring)	Yes ☐	No ☐
	PeopleÕs perception of crime in the area	Yes ☐	No ☐
	Other factors, please specify	Yes ☐	No ☐

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8.2	Which factor has the most important negative impact on your business?
8.3	How would you describe crime in this area?
8.4	How has crime affected your business, and yourself and your employees?
9.	Last Question
9.1	What would you say is your purpose in terms of this business operation?
	Here permanently (here to stay) ☐
	Stay as long as is profitable ☐
	It is a short to medium term thing ☐
	It is a temporary thing ☐
	Other ☐
	Please explain:
	Would you like to be interviewed further in person to add any ideas, suggestions, criticisms or recommendations that you might have with regard to the Magalies Meander/Crocodile Ramble?
	Yes ☐ No ☐
	Would you like to receive a copy of the final report on the Magalies Meander/Crocodile Ramble?
	Yes ☐ No ☐
	Email address/postal address:
	Many thanks for your participation.

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APPENDIX B:
TO TOWNSHIP TOURISM

QUESTIONNAIRE

1.	**DEMOGRAPHICS**				
1.1	Sex:	Male ☐	Female ☐		
1.2	Age: _____				
1.3	Race:				
	African ☐	Coloured ☐	Indian ☐	White ☐	Foreigner (specify) ☐
1.4	Marital status				
	Single ☐	Married/ Living Together ☐	Divorced/ Separated ☐	Widowed ☐	Same Sex couple ☐
1.5	Size of Family				
	In Total ☐		Living here with you ☐		
1.6	Place of Birth _____				
1.7	Highest Level of Education completed				
	Primary ☐	Matric ☐	College/Technikon ☐	University ☐	
2.	**Occupation and Income**				
To begin with I would like to ask you some questions about your business. I will also be looking at the way you and your family, earn your living.					
2.1	What kind of business do you run here:				
	Bed & Breakfast	Shebeen/Restaurant ☐	Arts and Crafts ☐		
	Community project	Tour company ☐	☐		
2.2	Do you or any other member of the family contribute to the family income by running another business or through formal employment?				
	Yes (specify) ☐	No ☐			
3.	**Specific questions about this Business**				
3.1	What training do you have for this business?				
	None ☐	Short courses ☐	Other (specify) ☐		
3.2	What did you do before you began this business?				
3.3	Why did you begin this business?				
3.4	Where did you obtain your start-up capital?				
	Bank Loan ☐	Retrenchment Package ☐	Pension monies ☐		
	Other: Specify				
3.5	Where do you get the supplies for your business ï both to sell and to run the business?				
	Home Grown/made ☐	Local Suppliers/Products ☐	Regional Suppliers/Products ☐		
3.6	What services or products do you find difficult to obtain?				
4.	**Employment**				
4.1	How many employees do you have, including yourself?				

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			Skilled	☐	
4.3	ize? _____				
5.	**Customers**				
5.1	How would you describe your main clientele?				
5.2	Where do most of your customers come from?				
	Magalies Area	☐	Gauteng	☐	International ☐
	Other Provinces in SA	☐	Rest of Africa	☐	
6.	**Performance**				
6.1	What is the customerôs average length of stay?				
	1 hr or less	☐	2 or 3 hrs	☐	½ day ☐
	Full day	☐	Couple of nights	☐	1 week ☐
	Longer than a week	☐	Other, explain ☐ _____		
6.2	What is the greatest positive about your business?				
6.3	What is the most negative thing about your business?				
6.4	Does your business offer any form of training to local employees?				
	Many thanks for your participation.				

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APPENDIX C:
DER ASSOCIATION INTERVIEWEES

Magalies Meander Association Product Owners Interviewed in 2007

Interviewed in 2007

Magaliesburg members of MMA

1. Magaliesburg Information Centre
2. Camp David
3. Kumandine Restaurant
4. Rosewell Guesthouse
5. Rosewell Wellness Spa

Off Koster Road

6. Wind in the Willows
7. Whisphering Pines
8. Valley Hills Safari
9. Dream Lodge
10. Silver Moon Ranch
11. Western Cane Trading
12. Jamiesons Country Cottages

North of Witwatersberg

13. Magalies Sleepy River Camping Site
14. In the Gorge

Near CoH and Sterkfontein

15. Sterkfontein Caves
16. Living Jewels
17. Blaauwbank Historic Gold Mine and Resort (?)

Near Hartebeespoort, en route to Sun City

18. Die Ou Pastorie
19. Elephant Sanctuary
20. Bill Harrop Original Balloon Safaris
21. Karanis Multisave Hyperstore

Near Rustenburg

22. Hunters Rest Hotel
23. Hodge Podge Lodge
24. Roberts Farm Horse Trails

In Magaliesberg Mountains

25. Sugarbush Hill Country Cottages
26. Mountain Sanctuary
27. Sparkling Waters Hotel
28. Sparkling Waters Spa
29. Magaliesburg Canopy Tours
30. Hekpoort Estates

Product owners interviewed in 2005 who are still members

1. Budmarsh Private Lodge
2. Valley lodge
3. Magaliesburg Country Hotel
4. Magalies Wimpy ï
5. Van Gaalen Cheese Farm

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re or The Goods Shed

Product owners who were members in 2005 and are now no longer on the meander

a. The Spinneys
b. Chameleon Village
c. Andante Art Gallery
d. Railroad Lodges
e. Tops
f. De ou waenhuis
g. Petersfield Country Estate
h. Sugarbush Hill (new owner is a member)

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APPENDIX D:
LE RAMBLE ASSOCIATION
WNSHIP TOURISM INTERVIEWEES

Crocodile Ramble Association Product Owners Interviewed in 2007

Muldersdrift area

31. Shades of Ngwenya
32. Ali Jeans
33. Valverde Country Hotel
34. The Guest Suite @ Take Time

Lanseria area

35. Croc City,
36. Eshelbyôs Pianos
37. Bellgables Country Restaurant
38. Lethabo Estate
39. Lion Park
40. Kwa-Empangele Cottages
41. Lanseria airport

CoH and Sterkfonteinarea

42. Aloe Ridge Lodge
43. Country Lodge and Fishing Estate
44. Ngonyama Lion Lodge
45. Afribush Adventures
46. Wonder Cave
47. Rhino and Lion Nature Reserve
48. Old Kromdraai Gold Mine
49. Luciana Cheese and Deli
50. Segwati Ranch

Honeydew and Ruimsig surroundings

51. Maize Maze
52. Alice Art (also in Hartebeespoort and Muldersdrift)
53. Walter Sisulu Botanical Gardens

Hartebeespoort and environs

54. Adventure Academy
55. Monate Sitruskellar
56. African Swiss
57. Ennis Nursery
58. The Ring Oxwagon Lodge
59. Silver Orange Restaurant
60. T-Junction Farm Stall

No base on map

61. Airtrack Flying pictures and balloon company
62. Paleo Tours

Crocodile Ramble Association Product Owners Interviewed in 2005

1. Art Gallery ï Dietmar Weining ï no longer on the map in 2007

Interviewed but no longer a member or included as a free service to the business

1. Unplugged Shebeen Club
2. Art and Décor Studio
3. South African Lipizzaners

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oduct Owners interviewed in 2007

t operating anymore)

b. Phindiôs Design, Randfontein
c. Zamani Community Project, Bekkersdal
d. Shimiôs Inn, East Park, Kagiso
e. Mr Banda Wild Culture Tours and Transfers, Kagiso
f. Obis Pub and Dinner, Kagiso
g. Pepeôs Inn, Kagiso
h. Mathaboôs B&B, Munsieville
i. Khalanyonini B&B and Catering, Zuurbekom
j. Peacemakers Cultural Group , Munsieville
k. Emthonjeni B&B, Zuurbekom
l. Hulane Womens Clothing, Lusaka
m. Anville Chorus, Munsieville
n. Kebone African Tours, Mohlakeng
o. African Travel Arts and Crafts, Mogales city