

Unlimited excellence



Annual Report 2004/2005

Cape Town Routes
Unlimited



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Unlimited accountability and responsibility



Mission Statement

Our vision

To be regarded as *the* African visionary organisation and global role model responsible for securing Cape Town & Western Cape's position as the No.1 *experience* destination for business, events and leisure tourism, doubling tourism's contribution to the national Gross Domestic Product by 2014.

Our purpose and essence

Who we are

The official tourism destination marketing agency for Cape Town & Western Cape.

What we do

Deliver on the South African promise by promoting sustainable growth, transformation and pride while marketing Cape Town & Western Cape.

How we do it

Through unlocking unlimited opportunities, building relationships, inspiring standards and promoting welcoming and unique tourism experiences.

Goals

1. To establish and maintain a winning destination brand.
2. To promote an inclusive and equitable industry that provides tangible benefits for all in the Western Cape.
3. To maximise our marketing impact and resources.
4. To improve the business:leisure tourism ratio in order to create a year-round destination.

Values

Transparency – how we operate

Excellence – what we strive for

Professionalism – what we portray

Passion – what drives us

Integrity – what we bring as individuals

Accountability and Responsibility – how we are measured

Chairperson's Report

Our first year under review has been a challenging but extremely rewarding one.

Our most important task was to consolidate a previously fragmented Western Cape tourism industry into a single marketing body and create a new, internationally recognisable brand identity for Cape Town & Western Cape. At the same time, we had to concentrate considerable energy on building a new organisation that meets the needs of a wide cross-section of strategic tourism role players.

No less demanding has been our aim to ensure that we market our destination in a way that brings dignity, equity and prosperity for all those who choose to call Cape Town & Western Cape their home. In this respect in particular, I believe we have succeeded beyond expectations. Both the Board of Directors and our staff are fully representative of the province's demographics, and I am proud to have been part of this very pleasing transformation of the Western Cape's tourism marketing authority.

It is now common cause that tourism is a critical contributor to the Western Cape's economy. The Provincial Government has identified tourism as one of the 13 sectors that can propel the Western Cape economy to even higher growth margins. During 2004, tourism accounted for approximately 9,8% of the Gross Regional Product and employed 9,6% of the province's workforce.

In 2003 there were 1,53 million foreign arrivals compared to 1,48 million in 2002, which means that the province recorded growth of 3,38%. In 2004 there were 1 535 903 arrivals, a 0,47% increase from 2003.

Niche and sub-sector tourism is growing. Among these are eco golf tourism, incentive tourism, wine tourism, health tourism and business tourism.

It has been an honour to serve as the first chairperson of Cape Town Routes Unlimited. For their support and encouragement, I am enormously indebted to Minister Lynne Brown, the MEC for Finance, Economic Development and Tourism; Her Worship, Executive Mayor Nomaindia Mfeketo; and many other key role players in the public sector. They have assisted both my Board and me in our efforts to effect transformation of the tourism industry through a shared vision with civil society, labour, government and business.

I have had the privilege of seeing Cape Town Routes Unlimited through its inaugural year. I leave confident in the knowledge that we have built a dedicated and able team of tourism professionals who will develop policies and projects that will take the Western Cape forward to the status it deserves, as one of the most desirable tourism destinations in the world. I have no less confidence in our new chairperson, Anisha Archary. In her, the Board has secured a competent and committed professional.

To my colleagues on the Board and to our Chief Executive Officer, Nokhuthula Dube, and her team of professional staff, I extend my sincerest gratitude for their enthusiastic cooperation and loyal service. I wish the incoming Board and Chairperson every success.



Monwabisi Kalawe
Chairperson



Board of Directors



The Board of Directors is the governing body of Cape Town Routes Unlimited, appointed in terms of the Western Cape Tourism Act, 2004. Left to right: Anisha Archary, Teddy Ntsente (secretary), Joseph Mwase, Pietman Retief, Patrick Parring, Jenny Smith, Jeremy Wiley, Andy Lamont, Kim van Deventer, Derick van der Merwe, Nokhuthula Dube, Brendon Roberts, Neil Markovitz, Dr Nokuthula Mathe (not shown). Inset: Monwabisi Kalawe and Themba Mthombeni

Advisory Committees

The appointment of the interim Board of the Cape Town Tourism and Events Company (CTTEC), later referred to as the Destination Marketing Organisation (DMO) and then Cape Town Routes Unlimited, was a public process, which ran simultaneously with the appointment of CTTEC's five Advisory Committees.

The Advisory Committees were each made up of 10 individuals with expertise in their respective areas of work. Their role was to provide strategic and first-hand advice to the Board and Executive Team on specific industry-related matters.

The five Advisory Committees:

- Events: Chair - Andy Lamont; Vice Chair - Anisha Archary
- Leisure: Chair - Neil Markovitz; Vice Chair - Jenny Smithy
- Visitor Services: Chair - Jeremy Wiley; Vice Chair - Pietman Retief
- Product Development: Chair - Patrick Parring; Vice Chair - Joseph Mwase
- Conventions and Incentives: Chair - Themba Mthombeni; Vice Chair - Nokuthula Mathe

Each of the Advisory Committees was chaired by a Board member, as indicated in brackets. Cape Town Routes Unlimited extends its sincerest gratitude to the Advisory Committees for their strategic direction and advice.



Chief Executive Officer's Report

Our first year

What a difference a year can make! There can be no doubt that success has been achieved.

As with any tourism marketing organisation, our objectives are to build strong, long-term relationships with our stakeholders and get people to visit Cape Town & Western Cape. We are measured by global standards of productivity, merit and competitiveness – all prerequisites in a free market for creating wealth and alleviating poverty.

The challenges, corporate achievements and marketing successes over the past year are as much a show of our dedicated efforts to re-energise and reawaken the economic marketing potential of tourism in our province, as they are a demonstration that Cape Town Routes Unlimited can firmly position Cape Town & Western Cape in the global geo-economy as a participant worthy of respect.

Our brief was that our vision must include the provision of services to markets both domestic and international, underpinned by meaningful and sustainable growth with transformation. The challenge, therefore, was to transcend traditional roles and work towards

transforming the industry through a carefully cultivated and independent culture and corporate identity.

After only one year, we are confident that there has been a favourable and enthusiastic paradigm shift in support of Cape Town Routes Unlimited as the official destination marketing organisation for Cape Town & Western Cape.

Marketing Cape Town & Western Cape as a single brand

While the task of marketing Cape Town & Western Cape as a destination under a single brand is considered to be fairly new, the concept is not.

Discussions about a single marketing strategy for the province have been in process since the late 1990s. The local government elections in December 2000 resulted in the six local municipalities (Blaauberg, Tygerberg, Oostenberg, South Peninsula, Helderberg and Cape Town) and the Cape Metropolitan Council (CMC) being collapsed into a single local authority under the City of Cape Town. This triggered a process of amalgamating tourism bodies attached to former municipalities, but it was not until December 2002

that a joint marketing strategy was agreed on by the City of Cape Town and the Western Cape Provincial Government. It was decided to form and fund a single DMO for Cape Town & Western Cape.

The Western Cape Tourism Act passed in March 2004 provided a framework to bring provincial and local tourism marketing bodies together into the DMO. An interim taskforce, the CTTEC, was established with an initial budget of R50 million allocated by the City of Cape Town and the Provincial Government for the first year of operation. The DMO became operational on 1 April 2004.

Selecting an appropriate trading name for the organisation was part of the DMO's brief. The name 'Cape Town Routes Unlimited', which was selected through a consultative process, was announced on 19 October 2004.

Cape Town Routes Unlimited was created with the twin purposes of eliminating costly duplications in tourism marketing and creating a common brand identity that all sectors of the industry – particularly the private sector – could use in marketing the province. Adopting the destination brand, Cape Town & Western Cape, presented a united and connected destination offering to our key tourism markets.



In partnership with our tourism stakeholders within the Western Cape, we are committed to working towards invoking a sense of purpose and pride for the destination. It is our duty to ensure that the tenets of responsible tourism echo throughout all our activities and that the Western Cape has a sustainable and transformed tourism sector for all communities to enjoy and benefit from. To this end we have been strident.

Tourism performance

Globally, tourism has been on a growth path, as indicated by the 10,7% growth in global international arrivals, from 689 million in 2003 to 763 million in 2004. Global international receipts also grew by 10,3%, from US\$525 billion in 2003 to US\$622 billion in 2004.

While Europe still leads in terms of international arrivals, Africa is growing faster than Europe, as shown by Africa's 2004 growth rate of 8,2% compared to 4,9% growth for Europe (WTO, 2005). Africa also recorded a 6,4% growth in international receipts in 2004 from 2003, and comes fourth in terms of growth in international arrivals and receipts after Asia, the Americas and the Middle East.

In 2004 South Africa received the highest number of tourism arrivals ever – 6 677 839 – with a growth rate of 2,66% in 2004 from 2003. However, while arrivals grew, South Africa experienced an overall 11,3% decline in international receipts, from R53,9 billion in 2003 to R47,8 billion in 2004 (SAT, 2004).

The 2004 South African Tourism (SAT) figures show that in 2004 the Western Cape received the second highest provincial market share of international arrivals after Gauteng, with a total of 1 535 903 international arrivals, representing a 0,47% growth from 2003. The growth was mainly from the UK (3,10%), Italy (3,54%),

China (13,5%) and Brazil (31,5%) in the overseas markets.

Our major African markets are Namibia and Lesotho. However, the Western Cape is experiencing growth from other African markets, such as Malawi, Angola and Mozambique.

Airports Company South Africa (ACSA) figures for Cape Town International Airport show a growth of 14,5% in international arrivals in 2004 from 2003.

SAT figures show the Western Cape also recorded a 15,6% growth in receipts from international visitors, from R7,7 billion in 2003 to R8,9 billion in 2004, again coming second only to Gauteng. With regard to bed nights, the Western Cape share also increased, by 2%, from 26% in 2003 to 28% in 2004.

According to the latest available domestic tourism figures from SAT, the Western Cape had 5,1 million domestic trips in 2003, representing a 21% growth from 2001 and placing the province fourth in terms of overall domestic arrivals. However, the Western Cape records the longest length of stay (6,6 days) from domestic tourists among all provinces, higher than the national average of 4,6 days. Domestic tourism spend for the Western Cape totalled R8,3 billion, in second place after KwaZulu-Natal.

Our key focus areas

The core responsibility of Cape Town Routes Unlimited is to ensure that Cape Town & Western Cape is the destination of choice for leisure, business and events tourism.

At the inception of Cape Town Routes Unlimited, we identified four strategic goals to position us nationally and globally:

1. To establish and maintain a winning destination brand;
2. To promote an inclusive and equitable industry that provides tangible benefits for all in the Western Cape;
3. To maximise our marketing impact and resources through partnerships; and
4. To improve the business:leisure tourism ratio in order to create a year-round destination.

It is our vision that Cape Town Routes Unlimited's marketing efforts will enable the private sector, Regional Tourism Organisations (RTOs), Local Tourism Authorities (LTAs), industry associations and local community initiatives of the entire Western Cape to be positioned firmly in the domestic and international marketplace. We continue to capitalise on the strong brand equity of Cape Town while exposing the broader experience offer of the Western Cape.



The organisation has key focus areas, namely: leisure tourism; events; business tourism (which includes meetings, incentives, conferences and exhibitions); visitor and membership services; and destination development. To give effect to these responsibilities, Cape Town Routes Unlimited is organised into Strategic Business Units (SBU's) that are focused on particular markets and sectors of the tourism

industry, while maximising cross-sell opportunities. These units are supported by the corporate units of PR and Communications, Finance, IT and Human Resources.

Our goal to promote an inclusive and equitable industry will be greatly assisted by the implementation of the Tourism Black Economic Empowerment (BEE) Scorecard and Charter to be launched in May 2005.

Our people

Transformation in our view is a process whereby greater wealth and more opportunity are better distributed, and this hinges on our ability to equip ourselves with the requisite analytical skills through investing in people. Accordingly, if it is argued that the pillars of an organisation are only as rich as its intellectual capital, then Cape Town Routes Unlimited is indeed fortunate.

The organisation inherited a skilled staff whose knowledge of local tourism marketing cannot be substituted. The team was further enhanced in September/October 2004 with the addition of seven executive managers who hail from diverse backgrounds and working environments, both locally and abroad. Our complement – selected for its experience, competence, energy and enthusiasm – is well equipped to address the critical task of tourism marketing and management in one of South Africa’s richest provincial tourism destinations.



The executive managers and their strategic business units are:

- Linda Chonco: **Public Relations and Corporate Communications**
- Mike Fabricius: **Chief Operations Officer**
- David Frandsen: **Destination Development**
- Calvyn Gilfellan: **Visitor and Membership Services**
- Peter Heeger: **Finance and Corporate Services**
- Bekithemba Langelibalele: **Client and Business Relations**
- Angeline Lue: **Convention and Events Bureau**
- Sue Piper: **Leisure Tourism and Marketing Services**

Partnerships and delivery

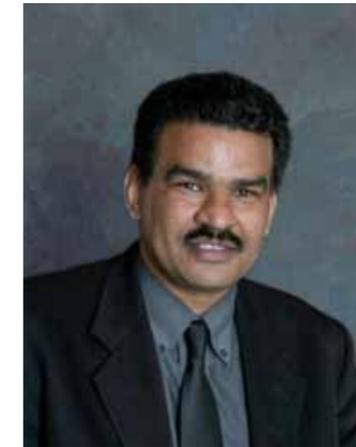
Cape Town Routes Unlimited derives its mandate, goals and priorities from the Western Cape Tourism Act 2004. Through this Act we are set up to execute the tourism promise of the City of Cape Town and the Western Cape Provincial Government, our primary stakeholders and funders.

Cape Town Routes Unlimited’s strategies are tightly aligned to both Provincial and Local government priorities. For example, through our activities – which are informed by the eight pillars of Ikapa Elihlumayo imperatives – we demonstrate that the province is a home for all.

A strong working relationship has been formed with the City of Cape Town Tourism Development Directorate and Cape Town Tourism. In addition, our destination development activities are consistent with the province’s Integrated Tourism Development Framework.



Linda Chonco
Public Relations and Corporate Communications



Calvyn Gilfellan
Visitor and Membership Services



Angeline Lue
Convention and Events Bureau



Mike Fabricius
Chief Operations Officer



Peter Heeger
Finance and Corporate Services



Sue Piper
Leisure Tourism and Marketing Services



David Frandsen
Destination Development



Bekithemba Langelibalele
Client and Business Relations

Our aim to grow direct employment in Tourism from 150 000 to 170 000, a net growth of 20 000 in the next three years (that is by 2008), contributes to our primary stakeholders' ambition of reducing unemployment and combating poverty. The development of the Gateways (regional visitor centres) and showcasing the regional experiences to encourage more visitors to explore the rural areas and the hinterland, are only two examples of ensuring tourism benefits are shared across the province.

Cape Town Routes Unlimited activities continue to support the City and the Province's quest to promote a growing tourism industry that creates jobs, reduces poverty and in the process, improves the quality of life of the citizens of the Cape Town & Western Cape.

Cape Town Routes Unlimited has its own corporate identity and markets Cape Town and the Western Cape through its new tourism brand identity (Cape Town & Western Cape), which aims to unify all regions of the province, namely Cape Town, West Coast, Overberg, Cape Winelands, Garden Route/Little Karoo and Central Karoo, while promoting local destination characteristics.



While the Western Cape Tourism Act required the establishment of a single local tourism association for Cape Town, Cape Town Routes Unlimited is

not a membership organisation. LTAs benefit from a reciprocal relationship with Cape Town Routes Unlimited as they partner in joint initiatives.

It is through this link that tourism operators – who have membership in LTAs across the province – are now part of a powerful marketing network and can reap the benefits of access and exposure to international and domestic marketing programmes offered through Cape Town Routes Unlimited. In essence, a synergistic relationship exists where Cape Town Routes Unlimited is responsible for marketing Cape Town & Western Cape in order to get tourists to visit the destination. Once the tourists arrive in the destination, it is the responsibility of the LTAs and RTOs to service their information requirements.

There are still a number of real challenges facing LTAs, particularly in the rural areas, where most tend to be understaffed, and lack adequate infrastructure and funding to ensure their sustainability. Small, Micro and Medium Enterprises (SMMEs) continue to face challenges related to access to markets, funding, training and access to tourism information. Cape Town Routes Unlimited considers this a key focus and therefore is involved in a number of initiatives aimed at mainstreaming the SMMEs.

Cape Town Routes Unlimited's delivery model is dependent on developing profitable and sustainable public- and private-sector partnerships for driving joint initiatives that will maximise marketing impact and contribute to transforming the industry.

Looking forward

Although the past year has centred largely on laying foundations – building management systems and fine-tuning a feasible marketing plan – the region can already capitalise on various opportunities, such as striking partnerships with public and private

sectors, transforming the industry towards greater representivity, and building broad-based community support for tourism. Toward this end, we are firmly on track.

A fully integrated above- and below-the-line brand-awareness marketing campaign, which kicked off in January 2005, underpins the future stages of our marketing strategy. The conversion phase of future campaigns will focus on marketing the region according to holistic experiences.

Cape Town Routes Unlimited will also benefit greatly from its marketing intelligence resources. This past year has been dedicated to identifying key market sectors and targeted areas for research.

Implementing our strategy for establishing a brand is a long-term process. Brand building to increase consumer understanding as well as encourage conversion – that is, getting people to visit the region year round – will continue for the foreseeable future term.

For Cape Town & Western Cape our strategies focus on servicing and growing our market share in primary overseas markets while mining and growing emerging markets such as Africa, Middle East, USA and Asia.

The domestic market has been identified as the primary focus to ensure sustainable growth of the sector and build a culture of travel at national, provincial and local levels. Increasing market share in this sector will propel our performance on the domestic front.

Our ability to achieve our goals is due largely to the partnerships we have fostered. I'd like to thank and pay tribute to my Board of Directors, its chairperson Mr Monwabisi Kalawe, my executive management team, the staff of Cape Town Routes Unlimited, the City of Cape Town, the Provincial Tourism Department, Dr Mike Fabricius – for his valuable

contribution as Chief Operations Officer of Cape Town Routes Unlimited during the transitional phase – and all stakeholders in the tourism industry for their dedication, energy and hard work over the past year. Without your support and commitment, we could not have achieved what we set out to do this past year.

Much work lies ahead, but we now have a solid foundation for delivery.



Nokhuthula Dube
Chief Executive Officer

Awards

Throughout the year, Cape Town & Western Cape garnered international tourism awards. Here are some of the highlights:

-  In October 2004 Cape Town was named the best foreign city in the UK's 2004 *Telegraph* Travel Awards, beating stiff competition from Sydney and Venice.
-  The British Airways 2004 *High Life* Travel Awards voted Cape Town the best city to eat out in, pipping New York, Sydney, London and Paris to the post. In the Best Overall Destination category, Cape Town came in second to Sydney, ahead of New York and Dubai.
-  Accolades were also received from *National Geographic* which voted Cape Town one of the Top 14 Great Things in the World.
-  The American 2004 *Condé Nast* Top 100 Readers' Choice Awards voted Cape Town the Best City Destination in Africa and the Middle East.
-  BBC rated Cape Town one of the top 50 global holiday destinations of all time.

Unlimited excellence



Destination marketing programmes and activities

Destination marketing: a model for excellence

Enable the market, engage the market, service the market, mine the market, grow the market, know the market.

Cape Town Routes Unlimited favours an integrated destination marketing strategy for Cape Town & Western Cape. Our focus on marketing and identifying unlimited experiences of the destination, unlocking opportunities in new and existing markets and positioning our region as year round and thus driving emerging and core role players to grow and build business and leisure tourism, underpins our integrated marketing strategy.

In addition to having our organisational model reflect seven SBUs working side-by-side – Client and Business Relations, Convention and Events Bureau, Destination Development, Leisure Tourism and Marketing Services, Public Relations and Corporate Communications, Visitor and Membership Services, and Finance and Corporate Services (Finance, IT, HR, Corporate Affairs) – intrinsic marketing mechanisms allow us to operate as ‘tag teams’ for the purpose of cross-selling, leveraging off market programmes and initiatives, avoiding duplication and maximising resources and returns.

that ensure reciprocal benefits and maximise economies of scale (whether for establishing a year-round destination, improving ease of access to Cape Town & Western Cape, or building partnerships with stakeholders). This enables us to monitor the impact of our marketing actions with a common brand focus. Furthermore, Cape Town Routes Unlimited markets new and differentiated experiences in order to ensure the destination retains a global competitive advantage.

The success of this strategy is already evident in broad-based achievements within our focused marketing plan, such as an integrated tourism membership system, visitor information network and e-business system.

Cape Town Routes Unlimited is persistent in its intention to grow and transform the tourism industry with the purpose of positioning Cape Town & Western Cape as the African destination of innovation excellence.



Programmes and achievements

Programmes over the past year were purposefully targeted and executed to align with our company objectives. All activities were initiated by and cut across our SBUs for the purpose of supporting our four goals. Below are some of the highlights.

Goal 1. To establish and maintain a winning destination brand

- Implementing a destination brand activation and innovation programme to visitors and stakeholders, domestically and internationally, which drives core messages of: world-class; year-round destination; value for money; experiences rather than products to realise brand promise; and experience delivery.
- Implementing a corporate brand identity programme to promote awareness and understanding of Cape Town Routes Unlimited’s role and corporate culture.

PROGRAMME	INPUT	OUTPUT/OUTCOME
Create a destination brand Create new destination brand awareness	<ul style="list-style-type: none"> • Launched the brand • Rolled out brand awareness campaign domestically across radio, television, cinema, and event promotion <p>Promote the destination through marketing collateral</p>	<ul style="list-style-type: none"> • Launched 29 October 2004 at Lookout Hill, Khayelitsha • Western Cape Regional Roadshow survey results showed that 70% of respondents agreed with the single-brand approach • Maximised outreach through target media platforms • New visitors to website increased from 7 000 to 50 000 per month during campaign period
Position Cape Town & Western Cape as a premier leisure, business, tourism and events destination	<ul style="list-style-type: none"> • Revised, produced and distributed new, uniform collateral to support the destination brand at international trade fairs 	<ul style="list-style-type: none"> • Trade Guides – 35 000 produced • Events Guides – 30 000 produced • Incentive Guides – 1 000 produced • Meeting Planners Guide – 2 500 produced
Create a domestic marketing platform to promote the destination brand through festivals and events	<p>Provide marketing support and sponsorship to a series of events across the province. Events include:</p> <ul style="list-style-type: none"> • Cape Epic • Klein Karoo Nasionale Kunstefees (KKNK) • Hermanus Whale Festival • Cape Town Fashion Week • Cape Town Jazz Festival 	<ul style="list-style-type: none"> • Brand exposure in over 10 major events reaching 250 000 attendees • Hermanus Whale Festival was nominated as a finalist for the Proudly South Africa Home Grown Award for Innovative Marketing • Cape Epic generated 800 hours of international media coverage • Cape Town Fashion Week generated R21 million-worth of national and international exposure

Promote the destination through the travel trade, channel and consumer exhibitions/shows	<p>Participate in a programme of business and consumer international trade exhibitions</p> <p>Participation programmes include:</p> <ul style="list-style-type: none"> • WTM, London • ITB, Berlin • Indaba, Durban • EIBTM • AIME 	<ul style="list-style-type: none"> • 235 leads generated from WTM, ITB, Indaba • Western Cape SMMEs were sponsored by Cape Town Routes Unlimited • 80 leads generated from EIBTM and AIME • Of the leads generated at EIBTM and AIME, a 50% conversion ratio was achieved on bids proposals and corporate meetings and incentives • Won 'Best Small Stand' Award at MARKEK, Johannesburg
	<p>Increase understanding of the destination offer through domestic and international trade educationals and workshops in UK, India and Germany</p> <p>Creation of ambassadors through a programme for showcasing the destination</p> <p>Undertook a programme of visits of media, film crews and VIPs</p>	<ul style="list-style-type: none"> • Educated and promoted destination to more than 1 200 travel agents • New destination experiences and products exposed to reflect the diversity and richness of all regions of the Western Cape • Influenced destination and product packaging • Hosted 194 media, 17 film crew, 22 VIPs
Enhance visitor experience	<ul style="list-style-type: none"> • Upgrading of information technology in support of e-business platform across RTOs and LTAs • Develop, upgrade and maintain town and member websites • Establish Tourism Gateway Information Centres 	<ul style="list-style-type: none"> • Computer software upgrades for 36 rural tourism bureaus • 68 town websites developed • 7 000 website-related queries from members processed • V&A Waterfront Visitor Information Centre established (the first of a targeted four)



Goal 2. To promote an inclusive and equitable industry that provides tangible benefits for all in the Western Cape

- Promoting a structured approach to equitable transformation and inclusivity; incorporating people growth through opportunity and skills development; business growth through procurement, partnerships and product development; and market growth through market intelligence, spread and access of opportunity.

PROGRAMME	INPUT	OUTPUT/OUTCOME
Joint support programmes for Small and Medium Enterprise (SME) development	<ul style="list-style-type: none"> • Memorandum of Agreement with Development Bank of Southern Africa (DBSA) and the Department of Economic Development and Tourism 	<ul style="list-style-type: none"> • Received funding of R1,85 million from DBSA • Establishment and launch of the ITESP programme • Currently supporting 25 SMEs to promote their status to the mainstream market
Create marketing access for new and emerging tourism operators	<ul style="list-style-type: none"> • SMMEs participated at major trade exhibitions, trade shows, campaigns and awards programmes, eg, Outdoor Adventure Expo, Eteya Award Programme, WTM, ITB, Escape to the Cape campaign 	<ul style="list-style-type: none"> • 150 SMMEs provided access to marketing channel via travel trade shows • SMME exposure to over 150 000 attendees to travel trade shows • SMME products made available to consumers in association with Sho't Left programme and Escape to the Cape (more than 10 000 packages sold) • 1 200 emerging domestic tourism market consumers afforded opportunity to participate in local tourism activities
Membership development programme	<ul style="list-style-type: none"> • Management of Integrated Support Programme for SMME development by the Tourism Business Forum 	<ul style="list-style-type: none"> • Two assessors trained and guided by the SA Grading Council • 1 215 members' premises inspected
Membership and accreditation programme for tourism information offices	<ul style="list-style-type: none"> • Established a customised accreditation programme for emerging tourism products 	<ul style="list-style-type: none"> • Two assessors trained and guided by the SA Grading Council • 1 215 members' premises inspected



Goal 3. To maximise our marketing impact and resources

- Identifying and engaging with strategic partners and alliances to maximise marketing impact and reach, with a specific focus on developing joint ventures.
- Driving growth through destination brand positioning and activation, lobbying, networking and funding.

PROGRAMME	INPUT	OUTPUT/OUTCOME
Cooperative marketing	<ul style="list-style-type: none"> • Engagement and joint marketing initiatives with industry and stakeholders • Stakeholder liaison programme • Public-private partnership programme • Marketing intelligence programme 	<ul style="list-style-type: none"> • Successful engagement and joint marketing initiatives with industry stakeholders • Hosted BestCities Alliance Buyers Sales Mission; IACVB Global Forum; ICCA Congress; ADW; FEDHASA; SATSA; SAACI; EXSA • Tourism Business Forum established • Strategic sessions with 10 key municipalities to address local tourism matters • Meetings and workshops with LTAs and RTOs • Participation in tourist safety forums • Public-sector engagements with companies in primary economic sectors, namely, oil, telecommunications, airlines and financial services • Economic and social impact studies, such as Cape Women of the World Festival (WOW) 2004 Conference Delegate Tracking Study
	<p>Undertake joint promotional activities to showcase the region, inter alia</p> <ul style="list-style-type: none"> • Joint marketing programme with SAA promoting Frankfurt/Cape Town direct flight • SWR3 Promotion (joint radio promotion with Frankfurt) • Chelsea Flower Show 	<ul style="list-style-type: none"> • Destination exposure reached in excess of 90 000 consumers • Marketing campaign contributed to SAA/Frankfurt direct flights, achieving over 80% load factor • 3,4 million consumers reached through four-week joint radio promotional campaigns • Supported the South African exhibit; generated 2 000 consumer leads and exposed the destination to 160 000 attendees

Goal 4. To improve the business:leisure tourism ratio in order to create a year-round destination

- Capitalising on the scope of business opportunities for business tourism in order to maximise direct growth and knock-on effects across product, people, profile, growth, revenue and markets.
- Conversion of business tourists to repeat holiday visitors.

PROGRAMME	INPUT	OUTPUT/OUTCOME
Lead generation and conversion	<ul style="list-style-type: none"> • Supported 15 bids to host international conferences • Supported 34 corporate meetings and incentive destination sourcing • ICCA 2004 conference • ICCA Dome Report • BestCities Alliance hosted Buyers Sales Mission • IACVB Global Forum Meeting • Hosted 10 groups for site inspections 	<ul style="list-style-type: none"> • Cape Town & Western Cape's global ranking (conducted by ICCA) moved from 42 in 2003 to 30 in 2004 as a favourable global meeting destination • A total of 10 conference bids was won with an estimated economic impact of R850 million • Awareness and leads followed up with an estimated conversion rate of 50% • The organising committee reported a profit margin from the conference; the resources accrued will be used for training and development and destination promotion at future ICCA conferences • The ICCA conference ran simultaneously with the IACVB and BestCities Alliance Forum; combined, these three conferences are estimated to have added R24 million to the Western Cape economy • Hosted International Diabetes Foundation (IDF) World Congress 2006 delegation for site inspection • To date, the IDF scheduled for December 2006 is Cape Town's largest conference, with 10 000 delegates and an estimated impact of R72 million



Unlimited professionalism



Corporate Programmes

Public Relations and Corporate Communications

Credibility... Visibility... Cooperation

The scope and depth of our corporate programmes have steadily been transformed over the past year. Our all-encompassing communications strategy focuses on the parallel goals of building credibility (ensuring Cape Town Routes Unlimited is trusted as an authoritative tourism voice for Cape Town & Western Cape), visibility (ensuring precision and transparency in our delivery) and cooperation (ensuring we cultivate sustainable partnerships). Corporate programmes are distinctly developed to promote the Cape Town & Western Cape destination brand as well as to promote Cape Town Routes Unlimited's corporate brand.

Corporate positioning

The first year of Cape Town Routes Unlimited's communications strategy focused on implementing high-level media interface through press releases, interviews, media conferences, quotes, media briefings, speeches, etc, to position Cape Town Routes Unlimited as a credible authority for marketing the destination. According to Monitoring South Africa's Delahaye report, Cape



Town Routes Unlimited has overtaken media exposure for the Western Cape and Cape Town's general tourism-related news, possibly due to the media realising the importance of Cape Town Routes Unlimited as the tourism authority in the Western Cape.

Destination positioning

The communications strategy pro-actively promotes Cape Town & Western Cape as a globally competitive destination through media coverage – using press releases, interviews, media conferences, media briefings and speeches. A more balanced distribution of coverage was seen between corporate and product news (such as campaigns and promotions).

Stakeholder engagement

Cape Town Routes Unlimited established platforms for stakeholder engagement.

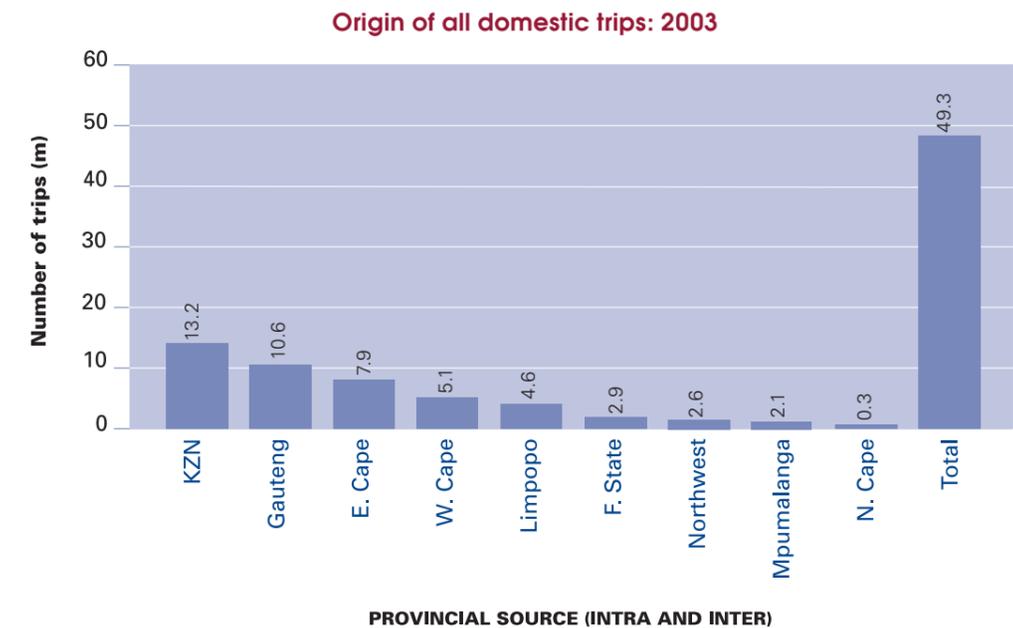
- Forums with key representatives from industry for the purpose of discussing specially selected topics, where intelligence was cross-examined, such as Roundtable Discussions and Business Partners Forums
- Newsflashes and communiqués were regularly disseminated
- Embarked on a course of regional Roadshows, targeting industry to share strategic plans used for marketing Cape Town & Western Cape as the destination of choice for travellers; and invited delegates to give feedback on destination marketing objectives

Information, Communication and Technologies

Information, Communication and Technologies (ICT) and Securities structures were developed, computer infrastructure upgraded and a high level of security on all network devices was installed.

Indicators of Tourism Performance

Domestic Tourism*



60% of domestic travel is within the province in which the people live (intra) and only 40% of trips taken are to other provinces (inter-province)

Domestic tourism provincial arrivals and spend 2003

Province	Arrivals (m)	Spend (Rb)
KZN	13.6	13.4
Gauteng	8.6	8.3
E.Cape	7.5	6.6
W.Cape	5.1	8.3
Limpopo	4.6	2.2
FreeState	3.4	3
Northwest	3.1	2.4
Mpumalanga	2.5	1.6
N.Cape	0.8	1.3
Total	49.3	47

While the Western Cape comes fourth in domestic arrivals, it comes second after KwaZulu-Natal in total direct spend from domestic tourism

*All domestic tourism figures are based on South African Tourism (SAT) 2001-2003 statistics

Distribution of domestic arrivals 2001-2003

Province	2001* (m)	2003* (m)	% Change
KZN	6.4	13.9	117.2
Gauteng	6.6	8.6	30.3
E.Cape	4.3	7.5	74.4
Limpopo	4.3	4.6	7.0
W.Cape	4.2	5.1	21.4
Northwest	2.7	3	11.1
F.State	2.2	3.3	50
Mpumalanga	1.9	2.5	31.6
N.Cape	0.9	0.8	-11.1
Total	33.5	49.3	47.1

*Data available for only 2001 and 2003

There was a 47.1% increase in domestic trips between 2001 and 2003, the Western Cape's growth rate of 21.4 % was below the national average

Domestic tourism: Length of stay (days) by purpose of visit 2003

Province/Purpose	Holiday	VFR**	Business	Medical	Religious	Average Length of Stay
W. Cape	6	7	7	10	3	6,6
E. Cape	6	6	5	4	2	4,6
Gauteng	5	8	6	6	2	5,4
Northern Cape	6	7	5	-	4	4,4
KwaZulu-Natal	6	5	3	3	4	4,2
Limpopo	4	6	4	3	2	3,8
Free State	5	5	3	5	2	4,0
Northwest	5	7	3	-	2	3,8
Mpumalanga	4	6	3	1	3	3,4
Average	5	6	4	5	3	4,6

The Western Cape has the highest average length of stay (6,6 days) among all provinces, greater than the national average (4,6 days)

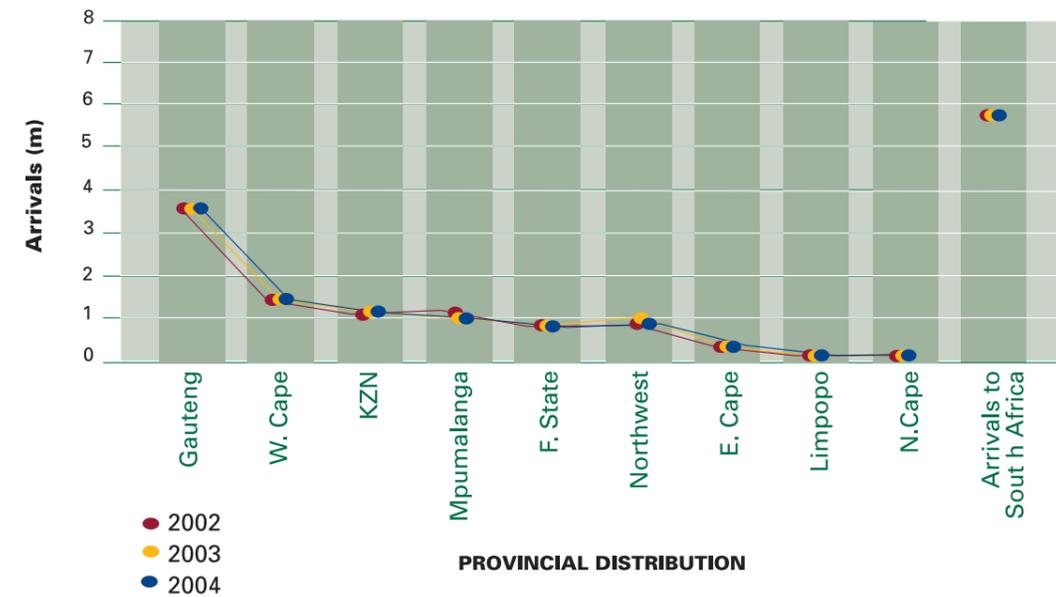
** Visits, friends and relatives

International Tourism*

International arrivals to the Western Cape 2002-2004

Year	Arrivals	% Change
2002	1 478 804	-
2003	1 528 649	3,37
2004	1 535 903	0,47

Provincial distribution of international arrivals 2002-2004

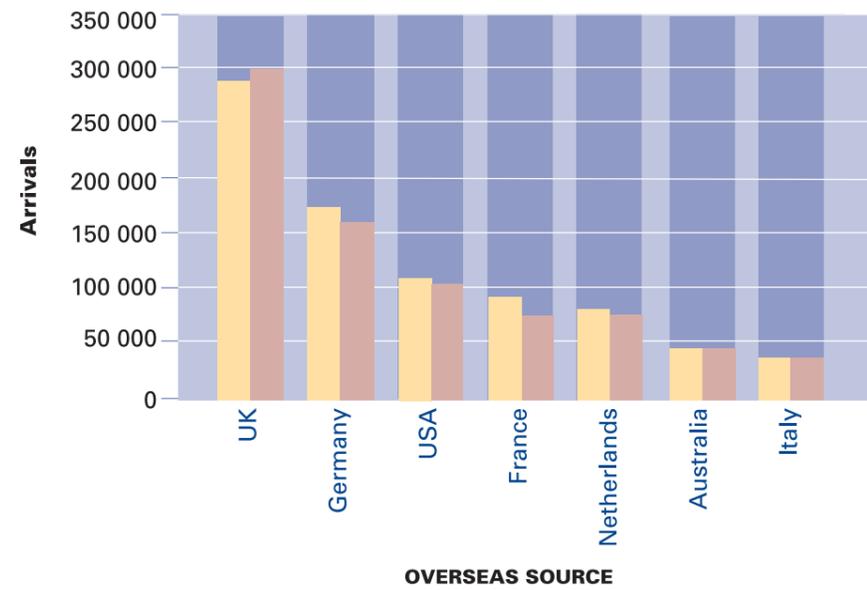


Provincial distribution of international arrivals 2002-2004

Province	2002	2003	2004	2003/04 % Change
Arrivals to South Africa	6 429 583	6 504 890	6 677 839	2,66
Gauteng	3 510 552	3 297 979	3 405 698	3,27
Western Cape	1 472 375	1 528 649	1 535 903	0,47
Kwazulu Natal	1 105 888	1 209 910	1 335 568	10,4
Eastern Cape	514 367	500 877	534 227	6,66
Limpopo	385 775	390 293	400 670	2,66
Northwest	642 958	748 062	601 006	-19,7
Free State	642 958	767 577	667 784	-13
Northern Cape	257 183	175 632	200 335	14,1
Mpumalanga	1 337 353	1 060 297	1 001 676	-5,53

*All figures are based on South African Tourism (SAT) 2002-2004 statistics. International tourists include all tourists from out of South Africa (those from both Africa and overseas).

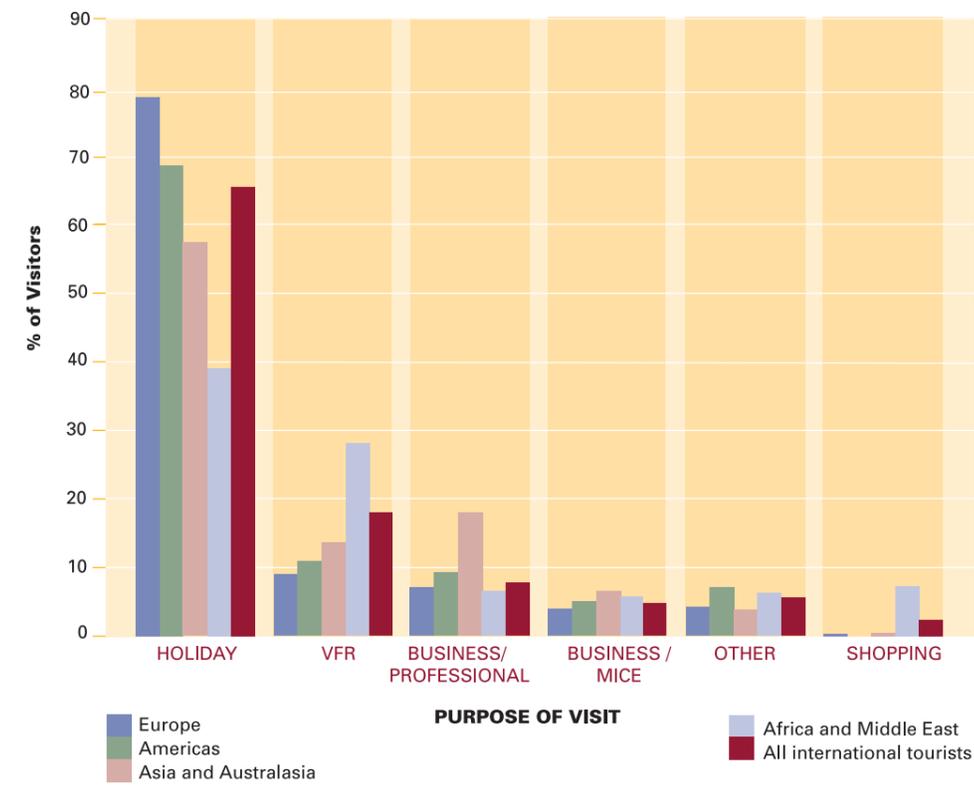
International arrivals to the Western Cape from major overseas sources 2003-2004



Country	2003	2004	% Growth
UK	292 140	301 203	3,10
Germany	179 913	169 362	-5,86
USA	114 343	112 406	-1,69
France	87 516	66 658	-23,8
Netherlands	76 430	71 294	-6,72
Australia	43 299	42 378	-2,13
Italy	32 631	33 787	3,54

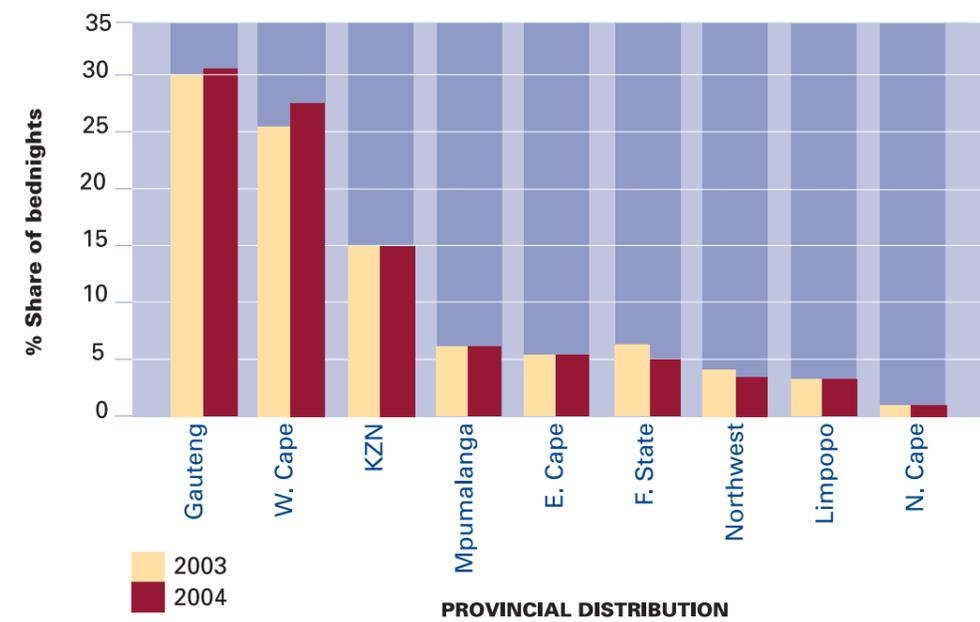


Purpose of visit to the Western Cape by region of origin 2004



• Holiday is the main purpose of visit for visitors from all regions • Europe leads in percentage of visitors visiting the province for holiday • Africa has the strongest shopping visitors • VFR is the second most common purpose among all regions

Provincial distribution of bednights from all international tourists 2004



Western Cape comes second after Gauteng in share of bednights
Western Cape had the largest increase (2%) in share, from 26% in 2003 to 28% in 2004

Unlimited integrity



Human Resources Management Report

Background to Human Resources Management in Cape Town Routes Unlimited for the 2004/2005 period

Cape Town Routes Unlimited was established on 1 April 2004 as the legal successor of the former Western Cape Tourism Board, the Cape of Great Events and Cape Town Convention Bureau. Since these entities were transferred to Cape Town Routes Unlimited as going concerns, the staff employed by these organisations were transferred to Cape Town Routes Unlimited with all their Conditions of Employment intact.

During the course of the 2004/2005 financial year, the Cape Town Routes Unlimited Board adopted an organisational structure, evaluated posts and remuneration scales, and developed Conditions of Employment and Human Resource Policies and Procedures. Through a process of consultation and negotiation with staff and their trade union, all existing staff were offered (and accepted) positions in the new organisational structure under the new Conditions of Employment, either through matching and placement or through a process of competitive advertising. In addition to completing the process of accommodating all existing staff, a number of external candidates were also appointed in positions not filled through the internal process.

1. Staff Complement

Staff Complement by occupational categories as at 31 March 2005

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Team	1	2	0	1	2	1	0	1	8
Managers	1	0	0	1	0	0	0	3	5
Coordinators	0	0	0	0	0	0	0	1	1
Officers	2	2	0	1	0	2	0	7	14
Administrators	0	2	0	0	2	5	0	0	9
Personal Assistants	0	0	0	0	0	0	0	1	1
Support Staff	0	1	0	0	2	1	0	0	4
Total	4	7	0	3	6	9	0	13	42



2. Expenditure

TABLE 2.1 – Personnel costs by Business Unit, 2004/2005

Business Units	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
1. Corporate Services*	21,083	3,221	6.03%	265
2. Visitor & Membership Services	12,677	1,894	3.55%	74
3. Convention & Events Bureau	6,450	617	1.16%	354
4. Leisure & Destination Marketing	12,164	1,617	3.03%	225
5. ITESP Project	1,009	273	20.51%	233
Total	53,383	7,622	14.28%	169

* Corporate Services includes CEO's office, Client & Business Relations and PR/Corporate Communication Business Units.

TABLE 2.2 – Personnel costs by salary bands, 2004/2005

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels A6- 2)	776	10.18%	43
Skilled (Levels A7- 5)	1,270	16.66%	143
Highly skilled production (Levels 6-8)	1,081	14.18%	334
Highly skilled supervision (Levels 11-12)	1,916	25.14%	347
Senior management (Levels 13-15)	2,579	33.84%	535
Total	7,622	100.00%	169

TABLE 2.3 – Salaries, Overtime, Provident Fund and Medical Assistance by salary bands, 2004/2005

Salary bands	Salaries		Overtime		Provident Fund		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	Provident as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Lower skilled	692	9.08%	8	0.10%	31	0.41%	45	0.59%
Skilled	1,167	15.31%	9	-	63	0.83%	31	0.41%
Highly skilled production	876	11.49%	-	-	126	1.65%	79	1.04%
Highly skilled supervision	1,757	23.05%	-	-	92	1.21%	67	0.88%
Senior management	2,475	32.47%	-	-	99	1.30%	5	0.07%
Total	6,967	91.41%	17	0.22%	411	5.39%	227	2.98%

3. Employment and Vacancies

TABLE 3.1 – Employment and Vacancies by Business Unit

Business Units	Number of posts	Number of posts filled	Number of vacant posts
Corporate Services	27	18	9
Visitor & Membership Services	9	8	1
Convention & Events Bureau	10	4	6
Leisure & Destination Marketing	21	9	12
ITESP Project	2	2	0
E-Business Project (Contract)	6	6	0
Total	75	47	28

4. Job Evaluation

All the jobs in the structure were evaluated using the Classified Job Sizing Methodology. No jobs were up- or down-graded.

5. Employment Changes

TABLE 5.1 – Appointments and Terminations by salary band for the period 1 April 2004 to 31 March 2005

Salary bands	Number of employees per band as on 1 April 2004	Appointments	Terminations
Lower skilled	3	4	0
Skilled	13	6	5
Highly skilled production	8	2	2
Highly skilled supervision	6	1	2
Senior Management	2	7	1
Total	32	20	10

TABLE 5.2 Major reasons why staff left the organisation

Termination Type	Number	% of total
Resignation	8	77.8%
Dismissal – misconduct	2	22.2%
Total	10	100%



6. Employment Equity

TABLE 6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2005

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Team	1	2	0	1	1	1	0	0	6
Managers	1	0	0	1	0	0	0	3	5
Coordinators	0	0	0	0	0	0	0	1	1
Officers	2	2	0	1	0	2	0	7	14
Administrators	0	2	0	0	2	5	0	0	9
Personal Assistants	0	0	0	0	0	0	0	1	1
Support Staff	0	1	0	0	2	1	0	0	4
Total	4	7	0	3	5	9	0	12	40
Employees with disabilities	0	0	0	1	0	0	0	0	1

TABLE 6.2 – Recruitment for the period 1 April 2004 to 31 March 2005

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Team	1	2	0	1	1	1	0	0	6
Managers	1	0	0	0	0	0	0	0	1
Coordinators	0	0	0	0	0	0	0	1	1
Officers	0	1	0	1	0	1	0	2	4
Administrators	0	0	0	0	2	1	0	0	3
Personal Assistants	0	0	0	0	0	0	0	1	1
Support Staff	0	1	0	0	1	0	0	0	3
Total	2	4	0	2	4	3	0	4	19
Employees with disabilities	0	0	0	1	0	0	0	0	1

TABLE 6.3 – Terminations for the period 1 April 2003 to 31 March 2005

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Team	0	0	0	0	0	0	0	1	1
Managers	0	0	0	0	0	0	0	2	2
Coordinators									0
Officers	0	0	0	0	0	0	0	2	2
Administrators	0	2	0	0	0	2	0	0	4
Personal Assistants	0	0	0	0	0	1	0	0	1
Support Staff	0	0	0	0	0	0	0	0	0
Total	0	2	0	0	0	3	0	5	10
Employees with disabilities	0	0	0	0	0	0	0	0	0

6.4 – Disciplinary action for the period 1 April 2004 to 31 March 2005

	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action	0	1	0	0	0	1	0	0	2

TABLE 6.5 – Skills development for the period 1 April 2004 to 31 March 2005

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Executive Team	0	0	0	0	0	0	0	0	0
Managers	0	0	0	0	0	0	0	0	0
Coordinators									0
Officers	1	0	0	0	0	0	0	1	2
Administrators	0	1	0	0	0	1	0	0	2
Personal Assistants	0	0	0	0	0	0	0	1	1
Support Staff	0	0	0	0	0	0	0	0	0
TOTAL	1	1	0	0	0	1	0	2	5

7. Performance Rewards

As a result of the changes that the organisation has been through, no formal performance management system was in place by the year end. As a result, the Board decided against awarding performance incentives for the financial year 2004/2005.

8. Foreign Workers

TABLE 8.1 – Foreign Workers, 1 April 2004 to 31 March 2005, by salary band

Top Management	1 April 2004		31 March 2005		Change
	Number	% of total	Number	% of total	
	1	2.38 %	2	4.76	1

9. Leave utilisation for the period 1 April 2004 to 31 March 2005

TABLE 9.1 – Sick leave, 1 April 2004 to 31 March 2005

Salary bands	Total days	Number of employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Lower skilled	30	6	13.3%	5	2
Skilled	20	4	8.9%	5	4
Highly skilled production	20	5	11.1%	4	7
Highly skilled supervision	2	1	2.2%	2	2
Senior management	6	1	2.2%	6	5
Total	78	17	37.7%	5	20

TABLE 9.2 – Annual Leave, 1 April 2004 to 31 March 2005

Salary bands	Total days taken	Average per employee
Lower skilled	74	15
Skilled	85	17
Highly skilled production	115	16
Highly skilled supervision	75	19
Senior management	38	6
Total	387	73

10. Labour Relations

TABLE 10.1 – Misconduct and disciplinary hearings finalised, 1 April 2004 to 31 March 2005

Outcomes of disciplinary hearings	Number
Verbal warning	2
Written warning	2
Final written warning	2
Dismissal	2

TABLE 10.2 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number
Theft	1
Fraud	1
Total	2



Unlimited passion



Corporate Governance Statement

The first year has been a challenging one because the amalgamated organisations operated with different mandates, governance policies and compliance requirements. Interim policies were put in place using a combination of City and Province guidelines.

Various measures were implemented to improve corporate governance and comply with the Public Finance Management Act (PFMA) and Treasury Regulations.

Workplace governance

According to the Western Cape Tourism Act, 2004, the Minister, after consultation with the Standing Committee of the Provincial Parliament responsible for tourism and with organised local government, must appoint the members of the Board. The Minister must give due consideration to the need for the Board to reflect broadly the demographic and geographic composition of the Province. The Board consists of no more than 15 members, namely:

- one member nominated by the Minister acting alone
- one member nominated by the Executive Mayor
- two members nominated by organised local government, one representing category B municipalities and one representing category C municipalities
- no more than eight members nominated by the public in accordance with the process set out in subsection (3)
- one ex officio senior official nominated by the Minister
- one ex officio senior official nominated by the executive Mayor
- the chief executive officer ex officio



The 15 members of the Board of Directors were appointed for and undertook the following: HR and Finance Committee appointment; strategy and policy oversight; and corporate governance workshops and business strategy sessions.

The appointment of the team of executive managers by October 2004 under the leadership of the CEO was critical to the continued enhancement of workplace governance.

Cape Town Routes Unlimited's Board adopted an organisational structure, evaluated posts and remuneration scales, and developed Conditions of Employment and Human Resource Policies and Procedures.

Supply Chain Management Policy

During the first year of trading Cape Town Routes Unlimited drafted and debated a Supply Chain Management (SCM) Policy. The Board of Directors is expected to approve the final policy in 2005. In the interim, Cape Town Routes Unlimited adopted the City of Cape Town's SCM Policy. An internal interim Tender Committee was put in place subject to the finalisation of the requirements of the SCM Policy. Added to this, the inaugural Board of Directors considered a number of material tenders during the course of the year.

Internal audit

Cape Town Routes Unlimited by public tender processes appointed an internal Audit Company and outsourced the internal audit function to Sizwe Ntsaluba for a three-year period in February 2005. After the financial year under review, the internal auditors and senior management conducted a preliminary risk assessment, which will inform a Risk Management Plan for the organisation.

Audit Committee

The Audit Committee, made up of independent professional auditors/individuals, was appointed in February 2005 and held its inaugural committee meeting in March 2005. The objective of the Audit Committee is to oversee all aspects of corporate governance and advise the Board and management regarding potential risk, identify areas where corporate governance could be improved and report on problems and conflicts.

Processes and systems

Cape Town Routes Unlimited is committed to establishing solid and transparent control processes and systems to ensure a well managed and controlled environment.

Transparency

Cape Town Routes Unlimited is committed to transparent reporting of corporate and financial performance.

As the organisation enters its second year of operations, Cape Town Routes Unlimited is committed to exercising good corporate governance and implementing and complying with all the requirements of the PFMA. The first half of the next fiscal year is focused on finalising outstanding policy, compliance in terms of setting controls in place, and continued training and monitoring of finance and governance.



Report of the Audit Committee

Introduction

As at 31 March 2005, the Audit Committee comprised of the following members:

J Grobler
N Nicholls
A Lamont (CTRU Board Member)

Report on the activities of the Audit Committee

The first meeting of the Audit Committee took place on 25 March 2005. The Audit Committee received the Auditor General's Report and findings as well as the Annual Financial Statements for 2004/2005 and noted the comments for correction in the new financial year.

Signed



J Grobler
Representing the Cape Town Routes Unlimited Audit Committee
31 May 2005

Report of the Auditor-General to the Provincial Parliament of the Western Cape on the Financial Statements of the Destination Marketing Organisation (trading as Cape Town Routes Unlimited) for the year ended 31 March 2005

1. Audit assignment

The financial statements as set out on pages 45 to 55, for the year ended 31 March 2005, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004) and section 17(5) of the Western Cape Tourism Act, 2004 (Act No. 1 of 2004). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting authority. My responsibility is to express an opinion on these financial statements, based on the audit.

2. Nature and scope

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements;
- assessing the accounting principles used and significant estimates made by management; and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

The audit was completed in accordance with Auditor-General Directive No. 1 of 2005.

I believe that the audit provides a reasonable basis for my opinion.

3. Audit opinion

In my opinion, the financial statements fairly present, in all material respects, the financial position of the Destination Marketing Organisation at 31 March 2005 and the results of its operations and cash flows for the year then ended in accordance with generally accepted accounting practice and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999).

4. Emphasis of matter

Without qualifying the audit opinion expressed above, attention is drawn to the following matters.

4.1 Non-compliance with the Public Finance Management Act (PFMA)

4.1.1 Supply Chain Management

Although the entity adopted and applied the Cape Town City procurement policy during the year under review and has also established its own Tender Committee, the prescribed Supply Chain Management system was in draft form and had not yet been approved and in place at year end.

4.1.2 Fraud prevention plan

A risk management strategy and fraud prevention plan had not yet been developed and implemented by the entity and policies to prevent and detect any occurrence of fruitless and wasteful expenditure or irregular expenditure had not yet been developed.

4.3.3 Internal audit

A system of internal audit under control and direction of an Audit Committee was not functional for the year under review.

4.2 Asset management

4.2.1 Asset management policy

Although the entity had and applied a draft asset management policy with regard to the additions and disposals of fixed assets during the year under review, this policy was not formally approved at year end.

4.2.2 Unique identification number of fixed assets

During the verification of fixed assets, it was found that the fixed asset register was incomplete in that not all items of fixed assets relating to property, plant and equipment are marked with unique identification codes.

4.3 No creditors' reconciliations

During the performance audit of accounts payable, it was found that the entity does not perform any creditors' reconciliations.

4.4 No authorisation and review of journal entries

The review of non-standard journal entries is inadequate and there is no evidence of proper authorisations for these journals. The majority of the non-standard entries related to income and expense reclassifications between accounts and reversal of double entries which could have been avoided.

4.5 Segregation of duties

4.5.1 During the audit it was found that there is insufficient segregation of duties in the finance section with an over-reliance on the Finance Officer regarding the initiation and processing of transactions. It was also found that there is insufficient succession planning as it appears as if there is no other person who understood the system in as much detail as did this member.

4.5.2 While performing the Cash & Bank system description, it was discovered that there is no segregation of duties between the collection and opening of mail. The messenger is thus unilaterally exposed to all cheques received by the organisation.

4.6 No limitation on cellphone claims by employees

The current cellphone policy does not set a limit on the amount that management can claim for cell phone expenses. Although the entity receives detailed billing from the service providers of the calls made, the employees generally do not indicate the costs incurred for business purposes and those incurred for personal use.

4.7 Service Level Agreement

During the year under review, the entity had and applied a draft Service Level Agreement between the entity, the City of Cape Town and the Cape Town Visitors Service regarding the expenses of the Visitors Services paid by the City of Cape Town on behalf of the entity, but at year end this draft agreement had not yet been formally approved.

4.8 Disclosure of directors interest in contracts

The financial statements for the year under review do not contain the required disclosure on the directors interest in contracts.

5. Appreciation

The assistance rendered by the staff of the Destination Marketing Organisation during the audit is sincerely appreciated.



WJ Swart for Auditor-General
Cape Town
5/8/2005

Destination Marketing Organisation trading as Cape Town Routes Unlimited

ANNUAL FINANCIAL STATEMENTS - 31 MARCH 2005

POSTAL ADDRESS
Private Bag X 9108
Cape Town
8000

BANKERS
ABSA Bank
P O Box 3264
Cape Town
8000

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We approve the financial statements set out on pages 3 to 12 for the year ended 31 March 2005 and confirm that we have made available all relevant records and information for the purposes of compiling these financial statements.



CHAIRMAN
31 May 2005.



CHIEF EXECUTIVE OFFICER

Destination Marketing Organisation trading as Cape Town Routes Unlimited

STATEMENT OF RESPONSIBILITY BY THE BOARD OF DIRECTORS FOR THE YEAR ENDED 31 MARCH 2005

The Directors are responsible for the maintenance of adequate accounting records and the preparation and integrity of the financial statements of the Destination Marketing Organisation (trading as Cape Town Routes Unlimited) and related information. The external auditors are responsible for independently auditing and reporting on the financial statements in conformity with South African Auditing Standards.

The Directors are responsible for the organisation's systems of internal control. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, verify and maintain accountability of assets, and to prevent and detect misstatement and loss.

The financial statements presented on pages 48 to 54 have been prepared in accordance with generally accepted accounting practice in South Africa, and include amounts based on judgements and estimates made by management. The Directors also prepared the other information included in the annual report and are responsible for both its accuracy and its consistency with the financial statements.

The financial statements have been prepared on the going-concern basis, since the Directors have every reason to believe that the organisation has adequate resources in place to continue in operation for the foreseeable future.

The financial statements have been audited by the Auditor-General, which was given unrestricted access to all financial records and related data, including minutes of all meetings of members, the Board of Directors and committees of the Board. The Directors believe that all representations made to the auditors during their audit are valid and appropriate.

The audit report of the Auditor-General is presented elsewhere.

Destination Marketing Organisation trading as Cape Town Routes Unlimited

REPORT BY THE ACCOUNTING AUTHORITY FOR THE YEAR ENDED 31 MARCH 2005

The Destination Marketing Organisation started its operations on 1 April 2004. The directors have pleasure in presenting their report for the year ended 31 March 2005. The Board of Directors acts as the accounting authority in terms of the Public Finance and Management Act, 1999.

DIRECTORS

A Archary	N Mathe	App 2/8/04	P Retief	J F van der Merwe
M Kalawe (chairman)	J Mwase	App 2/8/04	B Roberts	K van Deventer
A Lamont	T Mthombeni		J Smith	J Wiley
N Markovitz	P Parring		K Lubelwana (resigned May 2004)	

All Directors started on 1 April 2004 except where indicated otherwise above

EXECUTIVE MANAGEMENT

The executive management of the organisation does not form part of the Board of Directors. They are responsible for the day-to-day management of the organisation and are the full-time employees of the organisation.

Chief executive officer	N Dube	App 01/04/04
Chief operations officer	M Fabricius	App 30/09/04
Chief financial officer	P J Heeger	App 16/08/04
Destination development executive manager	D J Frandsen	App 04/10/04
Client & business relationships executive manager	B A Langalibalele	App 23/08/04
Visitor & membership services executive manager	C T Gilfellan	App 13/09/04
Leisure marketing executive manager	S J Piper	App 15/10/04
Convention & events bureau	A Lue	App 01/10/04
Public relations & corporate communications	L N Chonco	App 16/11/04

NATURE OF BUSINESS

The main objective of the Destination Marketing Organisation is to advance, promote and market the Western Cape province as a tourist destination. The Western Cape Tourism Board dissolved on 31 March 2004 and became part of the Destination Marketing Organisation. All staff, assets and liabilities were transferred to the Destination Marketing Organisation on 1 April 2004.

REVIEW OF OPERATION

The Board operated from 1 April 2004 and incorporated the activities of the dissolved Western Cape Tourism Board. All staff, assets and liabilities were transferred to the Destination Marketing Organisation Board on that date. Total revenue for the year was R54 351 083.

OPERATING PERFORMANCE

The results for the financial year under review reflect a positive financial performance. The operating profit of the organisation is R968 191 and the profit is R966 685.

MATERIALITY AND SIGNIFICANT FRAMEWORK

The Board did not develop a framework of acceptable levels of materiality and significance for the subsequent year under review as is required by Treasury Instruction 28.1.5.

MATTERS NOT AFFECTING THE FINANCIAL STATEMENTS

The Audit Committee was appointed on 14 February 2005 and held its first meeting on 16 March 2005. The Audit Committee did not function during the year under review, as no internal audit was undertaken. A new committee is in the process of being established for the Destination Marketing Organisation.



11 Mar 2005

DATE: 31 May 2005

Destination Marketing Organisation trading as Cape Town Routes Unlimited

BALANCE SHEET 31 MARCH 2005

	Notes	2005 R
ASSETS		
Non-current assets		
Property, plant and equipment	2	1,240,808
Current assets		
Receivables and prepayments	3	10,035,403
Cash and cash equivalents	4	7,906,596
Total assets		<u>19,182,807</u>
EQUITY AND LIABILITIES		
Capital reserves		
Retained earnings		4,130,385
Current liabilities		
Trade and other payables	5	12,549,385
Provisions	6	2,503,037
Total equity and liabilities		<u>19,182,807</u>

Destination Marketing Organisation trading as Cape Town Routes Unlimited

INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2005

	Notes	2005 R
INCOME		
Grants		54,351,083
Project income	13	42,282,000
Other Income		11,116,929
Interest received		910,864
Sundry income		41,290
EXPENSES		<u>53,382,892</u>
INCOME FROM OPERATIONS		
		968,191
Finance cost		1,506
PROFIT FOR THE YEAR before extraordinary item		<u>966,685</u>
Extraordinary item		
Funds transferred from Western Cape Tourism Board		3,163,700
NET PROFIT FOR THE YEAR	11	<u>4,130,385</u>

Destination Marketing Organisation trading as Cape Town Routes Unlimited

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2005

	2005 R
Retained earnings	
At beginning of year	
Net profit for the year	4,130,385
	4,130,385
At end of year	4,130,385

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2005

Net cash flows from operating activities

Cash generated by operations	12	8,521,862
Interest received		910,864
Interest paid		(1,506)
		9,431,220

Net cash inflow from operating activities

Net cash flows from investing activities

Acquisition of plant and equipment	2	(1,524,624)
------------------------------------	---	-------------

Net increase in cash and cash equivalents

Cash and cash equivalents at the beginning of the year

Cash and cash equivalents at the end of the year	4	7,906,596
--	---	-----------

Destination Marketing Organisation trading as Cape Town Routes Unlimited

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2005

Accounting Policies

1 Basis of presentation

The annual financial statements are prepared on the historical cost basis in accordance with South African Statements of generally accepted accounting practice, which has been consistently applied in all material aspects.

The preparation of financial statements in conformity with South African Statements of generally accepted accounting practice requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period based on management's best knowledge of current events and actions. Actual results may ultimately differ from these estimates.

1.1 Financial instruments

Financial instruments to which the organisation is a party consist of receivables and prepayments, cash and cash equivalents and trade payables.

In assessing the fair value of financial instruments, the organisation uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date.

The face values of the above, less any estimated credit adjustments for financial assets and liabilities with a maturity of less than one year, are assumed to approximate their fair values.

1.2 Plant and equipment

All plant and equipment are included at cost less accumulated depreciation. Depreciation is computed on a straight-line basis so as to write off the cost of the assets over their expected useful lives. The expected useful lives are as follows:

Furniture	16.67%
Equipment	20.00%
Computer equipment	33.33%
Motor vehicles	20.00%

1.3 Receivables

Receivables are carried at anticipated realisable value. An estimate is made for doubtful receivables based on a view of all outstanding amounts at the year end. Bad debts are written off during the year in which they are identified.

1.4 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and deposits held at call with banks.

1.5 Provisions

Provisions are recognised when the organisation has a present legal or constructive obligation as a result of past events. It is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the obligation can be made.

1.6 Revenue recognition

Income is recognised on the accrual basis, net of value added tax.

Interest is recognised on a time proportion basis that takes into account the effective yield on the asset.

Government grants received are accounted for in the periods to which each grant applies.

Project income is accounted for as it accrues.

1.7 Leases

Leases of assets under which all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments under operating leases are charged to the income statement on a straight-line basis over the period of the lease.

1.8 Retirement benefits

The organisation's contributions to defined contribution plans are charged to the income statement in the year to which they relate.

2. Property, plant and equipment

	Vehicles	Furniture	Computer equipment	Equipment	Total
Year ended 31 March 2005					
Opening net book amount	-	-	-	-	-
Additions	1	95,024	345,064	1,084,535	1,524,624
Disposals	-	-	-	-	-
Depreciation charge	-	(15,912)	(50,271)	(217,633)	(283,816)
	1	79,112	294,793	866,902	1,240,808
Cost	-	-	-	-	-
Additions	1	95,024	345,064	1,084,535	1,524,624
Disposals	-	-	-	-	-
Accumulated depreciation	-	(15,912)	(50,271)	(217,633)	(283,816)
Net book value end of year	1	79,112	294,793	866,902	1,240,808

3. Receivables and prepayments

Grants receivable	8,207,702
VAT receivable	1,749,130
Interest receivable	76,971
Deposits	1,600
	10,035,403

4. Cash and cash equivalents

Short-term bank deposits	1,309,649
Cash at bank and on hand	6,596,947
	7,906,596

The effective rate on short-term bank deposits was 3%, and these deposits are available on call. For the purpose of the cash flow statement the year-end cash and cash equivalents comprise the following:

Short-term investments	1,309,649
Bank balances	6,594,018
Cash on hand	2,929
	7,906,596

5. Trade and other payables

Accounts payable	7,366,485
Income received in advance	5,182,900
	12,549,385

6. Provisions

Provision for accounting fees	50,000
Provision for annual report	230,000
Provision for audit fees	220,000
Provision for expenditure CTVSA	1,366,223
Provision for leave	436,814
Provision for rent	20,000
Provision for advisory committee	180,000
	2,503,037

7. Financial management

Financial risk management

The organisation has significant interest-bearing investments. Risk management is carried out by the chief finance officer under policies adopted by the Board of Directors.

Interest rate risk

The organisation's income and operating cash flows are substantially independent of changes in market interest rates.

Credit risk

Credit risk in respect of receivables is limited, as amounts are owing mainly by governmental bodies.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash funding. There are no significant liquidity risks.

	2005
	R
Current year provision	220,000
Underprovision prior year	8,498
	228,498

9. Directors' emoluments

	2004 Salary accrual	2005 Salary	Leave & Bonus	Expenses	Total
A Archary	5,833	10,000	-	-	15,833
M Kalawe (chairman)	8,750	15,000	-	-	23,750
A Lamont	5,833	10,000	-	-	15,833
K Lubelwana (resigned May 2004)	5,833	1,667	-	-	7,500
N Markovitz	5,833	10,000	-	1,873	17,706
N Mathe	-	7,083	-	-	7,083
J Mwase	-	7,083	-	-	7,083
T Mthombeni	5,833	10,000	-	-	15,833
P Parring	5,833	10,000	-	-	15,833
P Retief	5,833	10,000	-	-	15,833
B Roberts (Province)	-	-	-	-	-
J Smith	5,833	10,000	-	-	15,833
J F van der Merwe	5,833	10,000	-	-	15,833
K van Deventer (CCT)	-	-	-	-	-
J Wiley	5,833	10,000	-	-	15,833
	67,080	120,833	-	1,873	189,786

10. Salaries

Chief executive officer	750,000	-	-	1,320	751,320
Staff salaries					6,899,463
Sub-committee					66,500
Advisory committee					86,694
					7,803,977

11. Net profit for the year

The net profit for the year resulted from savings on salaries and other corporate expenses during the transition phase towards the Destination Marketing Organisation as well as residual income for 2005 projects that are continued in 2006.

12. Reconciliation of operating profit to cash utilised by operations

	2005 R
Operating profit	4,130,385
Adjusted for:	
Depreciation	283,816
Interest received	(910,864)
Interest paid	1,506
Movements in current assets and liabilities:	
(Increase)/Decrease in receivables and prepayments	(10,035,403)
Increase/(Decrease) in accounts payable and provisions	15,052,422
Cash generated by operations	<u>8,521,862</u>

13. Project income

Leisure marketing	1,390,472
CTRU Visitor services	311,365
DMO Establishment and setup	6,230,804
Joint projects DPT & DMO	1,129,550
E-business	1,932,607
Convention bureau - ICCA	122,131
	<u>11,116,929</u>

14. Project expenses

Expenses	
Leisure marketing and Marketing Intelligence & Services	12,517,648
CTRU Visitor services	913,152
DMO Establishment and setup	3,703,730
Joint projects DPT & DMO	1,009,158
Strategic projects	5,116,876
E-business	3,403,200
Convention bureau - ICCA	2,083,680
Cape Town Visitor Services	8,434,308
Major events	4,471,986
	<u>41,653,738</u>

15. Comparative figures

Comparative figures are not presented as this is the first period of operation.

16. Income tax

No provision has been made for SAN normal income tax as the organisation has applied for exemption from tax.

17. Retirement fund commitments

There is no retirement fund commitment in respect of the organisation's group-defined contribution retirement fund.

18. Capital commitments

Expenditure authorised by the Directors but not contracted for amount to R250 000.

19. Rental expenses

The organisation subleases the premises for five years free of rent in terms of a written undertaking with the lessee of the premises. The fair value of this rental is R860 870 per annum.

SUPPLEMENTARY FINANCIAL INFORMATION FOR THE YEAR ENDED 31 MARCH 2005

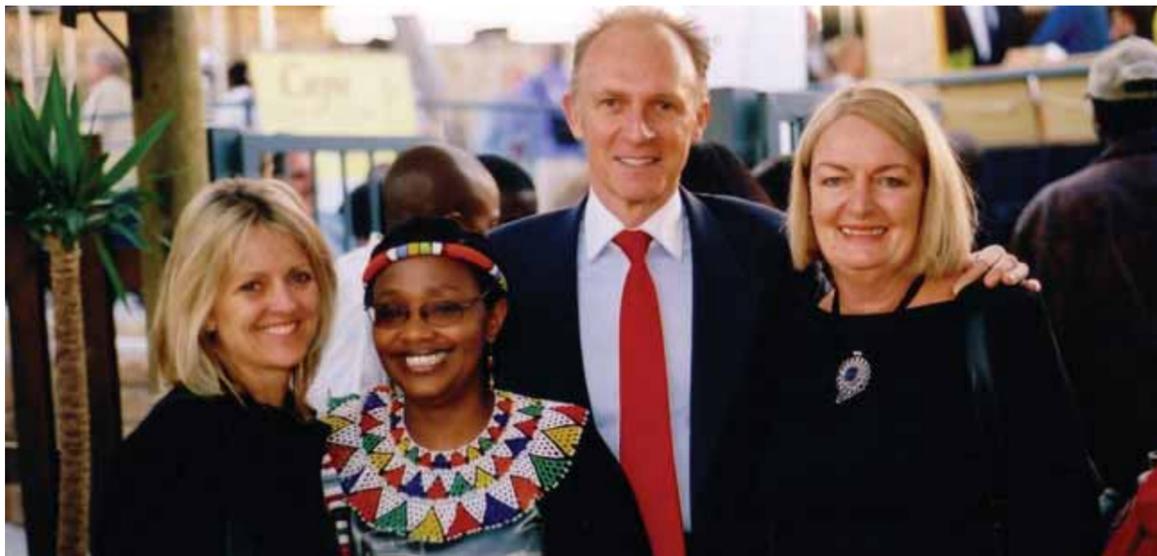
DETAILED INCOME STATEMENT FOR THE YEAR ENDED 31 MARCH 2005

The schedule has not been audited, does not form part of the annual financial statements and is presented solely for the information of the members

	2005 R
INCOME	42,282,000
Grants	
Government	20,032,000
City of Cape Town	21,750,000
ICT infrastructure	500,000
Project income	11,116,929
Other Income	
Interest received	910,864
Sundry income	41,290
TOTAL INCOME	<u>54,351,083</u>
EXPENSES	53,384,398
Advertising	180,433
Audit fees	228,498
Bank charges	17,438
Communication	880,245
Computer supplies	60,557
Consultants	223,118
Courier service	66,546
Depreciation	283,815
Directors emoluments	189,786
Functions & promotional items	173,899
Insurance	87,995
Interest paid	1,506
Loss on impairment, write-offs and theft	3,295
Office expenses	229,918
Official vehicles	22,393
Projects	41,653,738
Provision for bad debts	24,183
Rent	100,000
Rental office equipment	29,488
Repairs and maintenance	368,413
RSC levies	32,573
Salaries	7,803,977
Stationery and printing	113,131
Training	30,408
Travel and subsistence	579,045
PROFIT FOR THE YEAR before extraordinary item	<u>966,685</u>
Extraordinary item	
Funds transferred from Western Cape Tourism Board	3,163,700
NET PROFIT FOR THE YEAR	<u>4,130,385</u>

List of Terms and Abbreviations

ADW – Airline Destination Workshop
 AIME – AisaPacific Incentives and Meetings Expo
 BEE – Black Economic Empowerment
 CTTEC – Cape Town Tourism and Events Company
 CEO – Chief Executive Officer
 CMC – Cape Metropolitan Council
 DMO – Destination Marketing Organisation
 DBSA – Development Bank of Southern Africa
 DPSA – Department of Public Service and Administration
 EIBTM – Exhibition for the Incentive, Business Travel and Meetings industry
 EXSA – Exhibition Association of South Africa
 FEDHASA – Federated Hospitality Association of South Africa
 HDI – Historically Disadvantaged Individual
 IACVB – International Association of Convention and Visitor Bureaus
 ICCA – International Congress and Convention Association
 ICT – Information, Communication and Technologies
 IDF – International Diabetes Foundation
 IMEX – The Worldwide Exhibition for Incentive Travel, Meetings and Events, incorporating Meetings Made in Germany
 ITB – Internationale Tourismus Börse (world’s largest tourism exhibition, based in Germany)
 ITESP – Integrated Tourism Entrepreneurship Support Programme
 KKNK – Klein Karoo Nasionale Kunstefees
 KZN – KwaZulu-Natal
 LTA – Local Tourism Authority
 MARKEK – South Africa’s Premier Marketing & Promotions Exhibition
 MICE – Meetings, Incentive, Conferences and Exhibitions
 PDI – Previously Disadvantaged Individuals



PFMA – Public Finance Management Act
 PSA – Professional Secretaries Association
 PSCBC – Public Service Co-ordinating Bargaining Council
 RTO – Regional Tourism Organisation
 SAACI – Southern African Association for the Conference Industry
 SANParks – South African National Parks
 SAT – South African Tourism
 SATSA – Southern Africa Tourism Services Association
 SBU – Strategic Business Unit
 SCM – Supply Chain Management
 SDI – Service Delivery Improvement
 SME - Small and Medium Enterprises
 SMME – Small, Micro and Medium Enterprise
 SWR3 – Largest public radio station in Germany; with 3,4 million listeners per day
 TEP – Tourism Enterprise Programme
 UK – United Kingdom
 VFR – Visits, Friends and Relatives
 WOW – (Cape) Women of the World (Festival)
 WTM – World Travel Market
 WTO – World Tourism Barometer

Unlimited transparency



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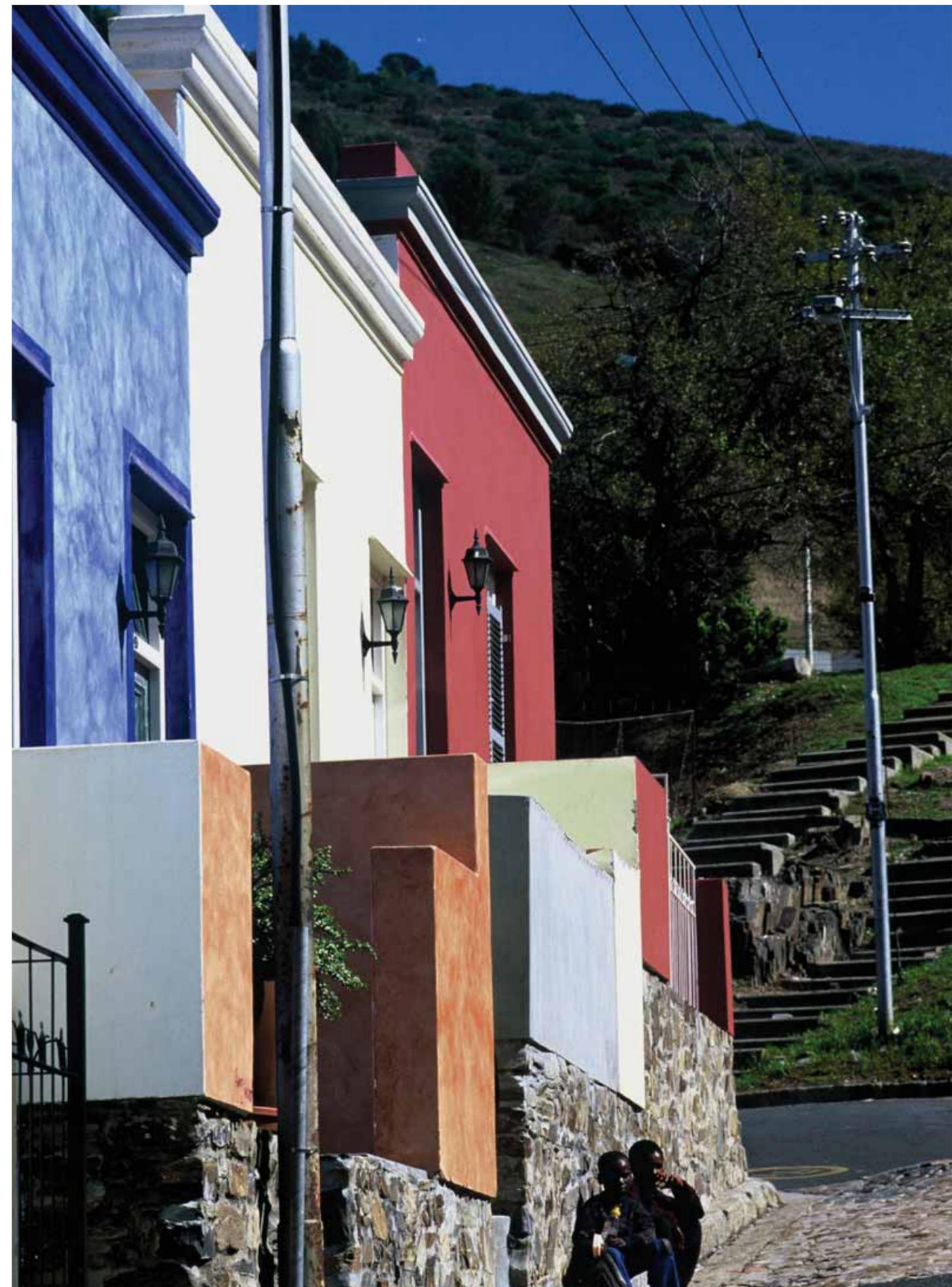
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