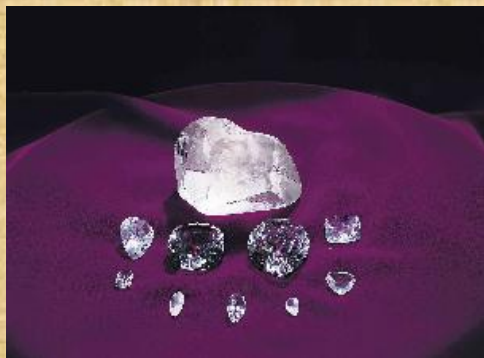
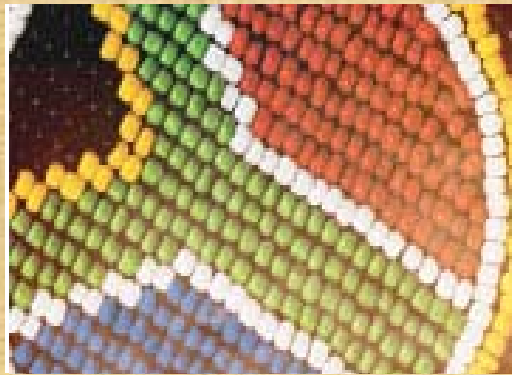


Final Draft

Tourism Strategy for the Frances Baard District Municipality



September
2009

Disclaimer

The data in this strategy was obtained from empirical and desktop research conducted by Makho Communications on behalf of the Frances Baard District Municipality. With the large number of different sources used and analysed in this document, neither Makho Communications nor Frances Baard District Municipality can guarantee that all sources of information used in this strategy are error free.

(i) Table of Contents

No.	Topic	Page No.
(i)	Table of contents	3
(ii)	Acronyms and abbreviations	6
(iii)	Terminology	7
(iii)	Executive Summary	10
1.	About the Project	12
1.1.	Introduction	13
1.2.	Rationale for the project	14
1.3.	Project Goals and Objectives	15
1.4.	Project Scope	18
1.5.	Project Management Approach	18
2.	Profile of the Frances Baard District Municipality	19
2.1.	Location of the Frances Baard District Municipality	20
2.2.	Location of the Local Municipalities	21
2.3.	Statistical Profile	25
3.	Tourism Situational Analysis	32
3.1.	Tourism In South Africa	33
3.2.	Tourism in the Northern Cape	39
3.3.	Tourism in the Frances Baard District Municipality	43

No.	Topic	Page No.
4.	Tourism Strategic Framework	45
4.1.	Guiding Principles of the Tourism Strategy	46
4.2.	Strategic and Legislative Context	48
4.3.	The Vision for Tourism in the Frances Baard District	66
4.4.	Strategic Goal and Objectives	68
4.5.	Strategic Drivers impacting on Tourism	69
4.6.	Constraints that hinder growth	71
4.7.	Opportunities and Strengths	80
4.8.	Priorities for Tourism Sector in the Frances Baard District	120
5.	Implementation Plan	121
5.1.	Introduction	122
5.2.	Tourism Programmes and Projects – Implementation Framework	123
5.3.	Critical Success Factors	136
6.	Institutional Arrangements	137
6.1.	Institutional fragmentation	138
6.2.	Streamline the institutional structure	138
6.3.	Research and Data Management	138
7.	Marketing and Development Tools	139
7.1.	Marketing and Communication Development	140
7.2.	Industry Development	141

No.	Topic	Page No.
7.3.	Visitor Service	141
8.	Conclusion and Acknowledgements	143
8.1.	Conclusion	144
8.2.	Acknowledgements	144

(ii) *Acronyms and Abbreviations*

ASGISA	Accelerated and Shared Growth Initiative for South Africa
B&B	Bed and Breakfast
BEE	Black Economic Empowerment
DEAT	Department of Environmental Affairs and Tourism
DTI	Department of Trade and Industry
FBGDS	Frances Baard Growth and Development Strategy
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GDS	Growth and Development Strategy
GEAR	Growth, Employment and Redistribution
GVA	Gross Value Added
HDI	Historically Disadvantaged Individuals
IDP	Integrated Development Plan
LED	Local Economic Development
LM	Local Municipality
LTA	Local Tourism Association
NGOs	Non Governmental Organizations
PDI	Previously disadvantaged Individuals
PGDS	Provincial Growth and Development Strategy
SADEC	Southern Africa Developing Countries
SAT	South African Tourism
Seda	Small Enterprise Development Agency
SMMEs	Small Micro Medium Enterprises
TEP	Tourism Enterprise Programme

TGCSA	Tourism Grading Council of South Africa
THETA	Tourism, Hospitality Education and Training Authority
TIC	Tourism Information Centre
VFR	Visitor, Friends and Relatives

(iii) Terminology

Black Economic Empowerment (BEE)	An integrated and coherent socio-economic process that directly contributes to the economic transformation of South Africa and brings about significant increases in the number of black people that manage, own and control the country's economy, as well as significant decreases in income inequalities.
Cultural tourism	Cultural aspects that are of interest to the visitor and can be marketed as such, including the customs and traditions of people, their heritage, history and way of life.
Domestic tourist	A person normally resident in South Africa who spends at least one night away from home in another place in the country.
Ecotourism	environmentally and socially responsible travel to natural or near natural areas that promotes conservation, has low visitor impact and provides for beneficially active socio-economic involvement of local people

Environment	Includes natural, urban, human living and cultural environments.
Emerging SMME's	Small, micro and medium-sized enterprises owned and/or operated by the previously disadvantaged population groups that are entering the market.
Emerging markets	Population groups entering the market in increasing numbers as domestic tourists, especially those previously neglected.
Local Tourism Association	A duly constituted tourism structure, publicity association or community body involved in tourism and operating at community or local government level – also known as an LTA.
Nature-based tourism	Purposeful travel to natural areas to understand the culture and natural history of the environment taking care not to alter the integrity of the ecosystem, while producing economic opportunities that make the conservation of natural resources beneficial to local people.
Previously disadvantaged	Those members of society who, through discriminatory communities policies and practices of the past, have been deprived of equal access to a range of opportunities and services such as infrastructure, education, health, welfare, employment opportunities and political power. They include black people, women and the disabled.

Responsible tourism	Tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry, responsibility for the safety and security of visitors and responsible government, employees, employers, trade unions and local communities.
Sustainable tourism	Tourism development, management and any other tourism development activity that optimise the economic and other societal benefits available in the present without jeopardising the potential for similar benefits in the future.
Tourism industry	All recipients of direct spend incurred by tourists. This includes pre-trip expenditure on travel and booking, travel and en-route expenditure, and all spending at the destination.
Tourist	A person who travels away from home, staying away for at least one night. A tourist can be a domestic tourist (for example resident of Johannesburg staying one night in Kimberley), a regional tourist (a visitor from Namibia spending one or more nights in the Northern Cape) or an overseas tourist (a resident of Germany spending one or more nights in the Northern Cape). A tourist travels for different purposes including business, leisure, conference and incentive.
Tourism	All travel for whatever purpose, that results in one or more nights being spent away from home.

(iv) Executive Summary

The Frances Baard District Municipality's Local Economic Development Unit has identified tourism development as one of its strategic thrusts. The Frances Baard District Municipality (FBDM) has taken the initiative to develop this document – the Tourism Strategy as both strategic and tactical response to challenges faced by the District.

Statement of intent and direction is drawn from the mandate vested in the Northern Cape's Tourism Master Plan. The strategy is also informed and shaped by the Provincial Growth and Development Strategy (PGDS), the National Tourism Growth Strategy, as well as the strategic direction set by the FBDM. In this Strategy, FBDM has made choices that are intended to realise its mandate.

Alignment with national, provincial and local stakeholders consequently forms a key strategic thrust of the strategy. FBDM will actively pursue partnership and alignment drive greater co-operation with all role-players and eliminate duplication through greater synergy with the various sector stakeholders.

The Strategy also recognises the need to ensure responsible tourism practices and bring host communities into the mainstream of the tourism industry, thereby creating opportunities for job creation and the development of small and medium enterprises. This intervention promotes an environment that allows for bridging of the gap between the *First* and the *Second* Economies.

The Strategy acknowledges the challenges faced by the district in growing its tourism industry and thus emphasises the provision of a quality

tourism experience to visitors by focusing on training, skills development and quality assurance issues.

Corporate governance remains pivotal to the organisations operation, complemented by the creation of an environment conducive to people development and motivation. Creating an enabling institutional environment is thus critical for successful delivery. A strong senior management team and overall committed team of government officials underpin the delivery of the Strategy.





Section 1

About the Project

1.1. Introduction

South Africa's scenic beauty, magnificent outdoors, sunny climate, cultural diversity and reputation for delivering value for money have made it one of the world's fastest growing leisure - and business - travel destinations.

The Frances Baard District Municipality notes that tourism is increasingly becoming a major contributor to the global economy.

With almost one billion international visitors in 2008, the global market for travel and tourism continued to show resilience in the face of increasing downward pressures¹.

In South Africa, tourism currently contributes an estimated 10.1% to the global Gross Domestic Product (GDP). South African tourism's contribution to the country's GDP was recorded at about 7,3% in 2003, accounting for approximately 500 000 direct jobs and 700 000 indirect jobs.

The tourism sector is able to generate employment opportunities without significant capital investment. About R1 million of tourism spend generates and sustains 11 annual direct and indirect jobs. Tourism outstripped Gold as the leading generator of foreign exchange earnings in South Africa in 2003, generating R53 billion and driving foreign direct spend into the country.

The South African tourism industry is expected to rise sharply as the government and private sector invest in a marketing and promotion drive. The province of the Northern Cape is not excluded in this drive with its diverse range of South African culture and is a home for the diverse range

¹ 2008 Annual Tourism Report

of South African culture and history, making it an ideal location for tourism development potential.

Tourism is vital to the economy of South Africa and this document will provide a clear strategic direction for the development of tourism in the Frances Baard District Municipality (FBDM). The development of the Tourism strategy intends to make FBDM a better place to live, work, learn and grow. The tourism strategy spells out the tourism vision, priorities in the form of strategic thrusts and key programmes and projects for actioning by the FBDM and its four local municipalities

The project to develop the Tourism Strategy was implemented from May to September 2009.

1.2. Rationale for the Project

The Constitution recognizes local government as one of the three fundamental spheres of government (in Section 151 – 164), and provides for the allocation of powers and functions in sections and Parts B of Schedules 4 and 5. “Local tourism” is explicitly defined as a function of local authorities within the Constitution.

In the context of ‘developmental local government’, the ‘local tourism’ function of municipalities must be interpreted as ‘developmental tourism at a local level’. Developmental tourism is the process through which:

- ➔ partners from the public, business, labour and civic sectors work together to identify, utilise and harness location-specific resources;
- ➔ to grow and transform the economy in specific local areas; and

- ➡ to implement programmes and projects that build on and showcase opportunities and/or address economic empowerment constraints.

The aim of developmental tourism is to increase local incomes and to create job opportunities through enhancing the community's ability to create enterprises. The Frances Baard District Municipality has a comprehensive and strategic role as the public sector organisation for delivering developmental tourism in the District so that its communities get maximum economic benefits – hence improving their quality of life.

1.3. Project Goal and Objectives

The goal of this project was to develop an overarching Tourism Strategy for the FBDM to be used as a cohesive planning framework for the optimum co-ordination, management and development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits for the people of FBDM.

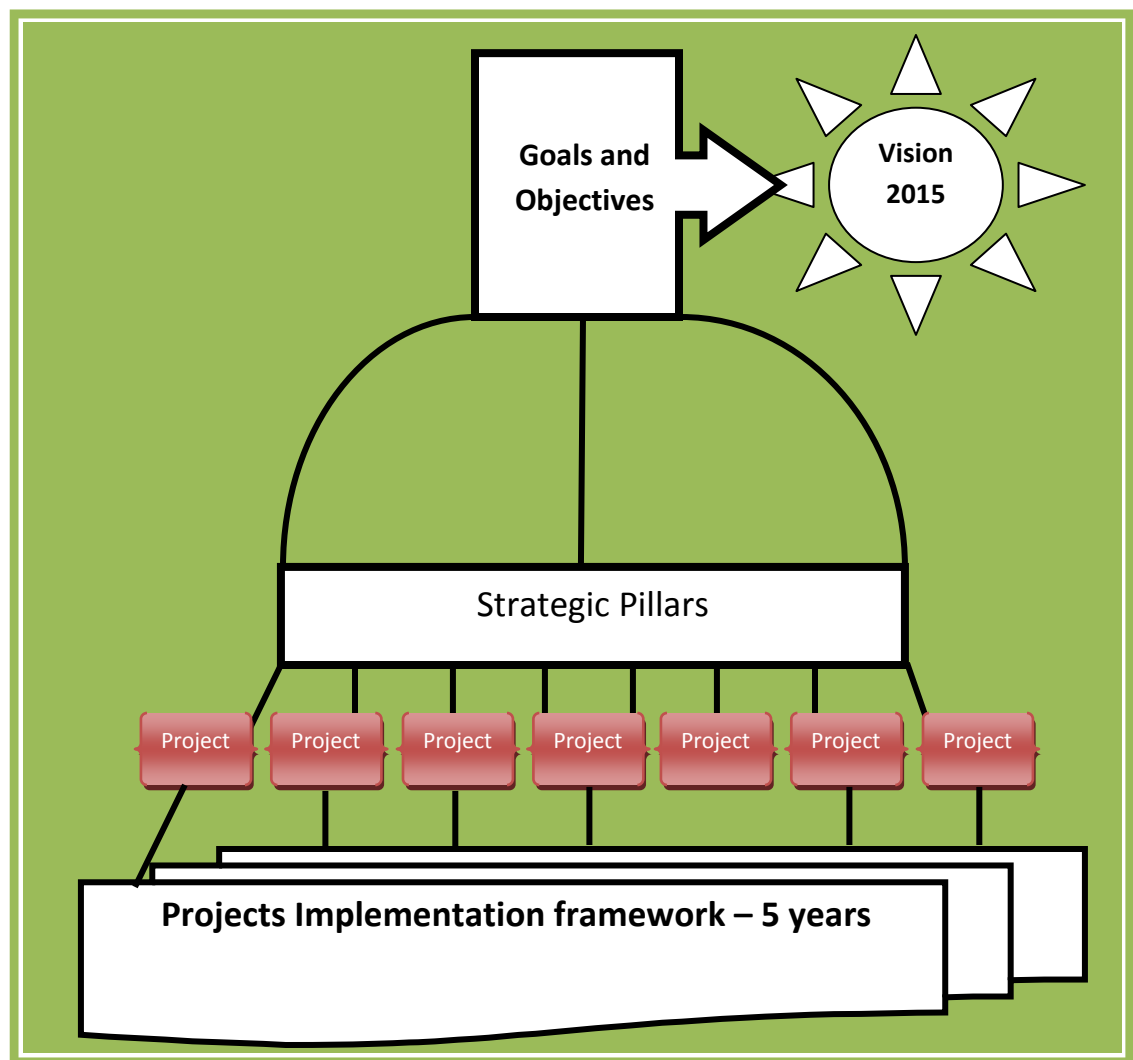
The objectives of the project can be summarized as follows:

- ➡ To establish and expand a vibrant and sought-after destination brand;
- ➡ To promote the District as a premier South African tourism destination to increase the market share, increase visitor numbers, length of stay, spending, increase the geographical spread and reduce seasonality;
- ➡ To package and develop tourism products and experiences in accordance with the brand so as to promote the development of tourism, fast track transformation of the tourism industry to benefit all communities, promoting training of tourism product owners, and start ups, diversify products and attractions through packaging of products

and to ensure that the services rendered comply with the prescribed standards and

- ✚ To establish active marketing partnerships and ensure the buy-in and participation of all role players in tourism including political leaders at local, district and provincial level, local tourism associations, private sector and local community.

The following diagram represents the strategic response to the above goal and objectives.



1.4. Project Scope

The Frances Baard District Municipality appointed Makho Communications to develop this Tourism Strategy. According to the scope of the project, the service provider was expected to provide the following services:

- ➔ Conduct a review of existing and future initiatives in the tourism sector within the district;
- ➔ Look at all the current and past initiatives and identify reasons for failure or success;
- ➔ Identify all the stakeholders that need to be part of the development of the tourism strategy within the district;
- ➔ Submit a tourism strategy and action plan with emphasis on sustainable tourism for region with timelines and budget which cover the following:
 - Overview of key drivers in the tourism sector;
 - Constraints that need to be addressed to grow tourism;
 - Priorities for the tourism sector, targets and their objectives;
 - Critical success factors that will achieve objectives;
 - Key strategies to move tourism forward;
 - Implementation plan with roles responsibilities, timeframes, resources and methods and
- ➔ Work with all relevant stakeholders to have the final Tourism strategy and Action Plan approved.

1.5. Project Management Approach

The approach used sought to ensure the delivery of the results expected by the Frances Baard District Municipality. The team with diverse expertise has been working in this project.

The approach used in this project combines both quantitative and qualitative evidence. Data was obtained through desktop research backed by qualitative information that came directly from the different stakeholders interviewed. The following describes the various activities that took place in the execution of the scope of work:

PHASE 1: Desktop Research - Literature and Document Review;

PHASE 2: Interviews and Site visits – Tourism institutions and LED personnel;

PHASE 3: Strategy Development and

PHASE 4: Reporting and Project Closeout.



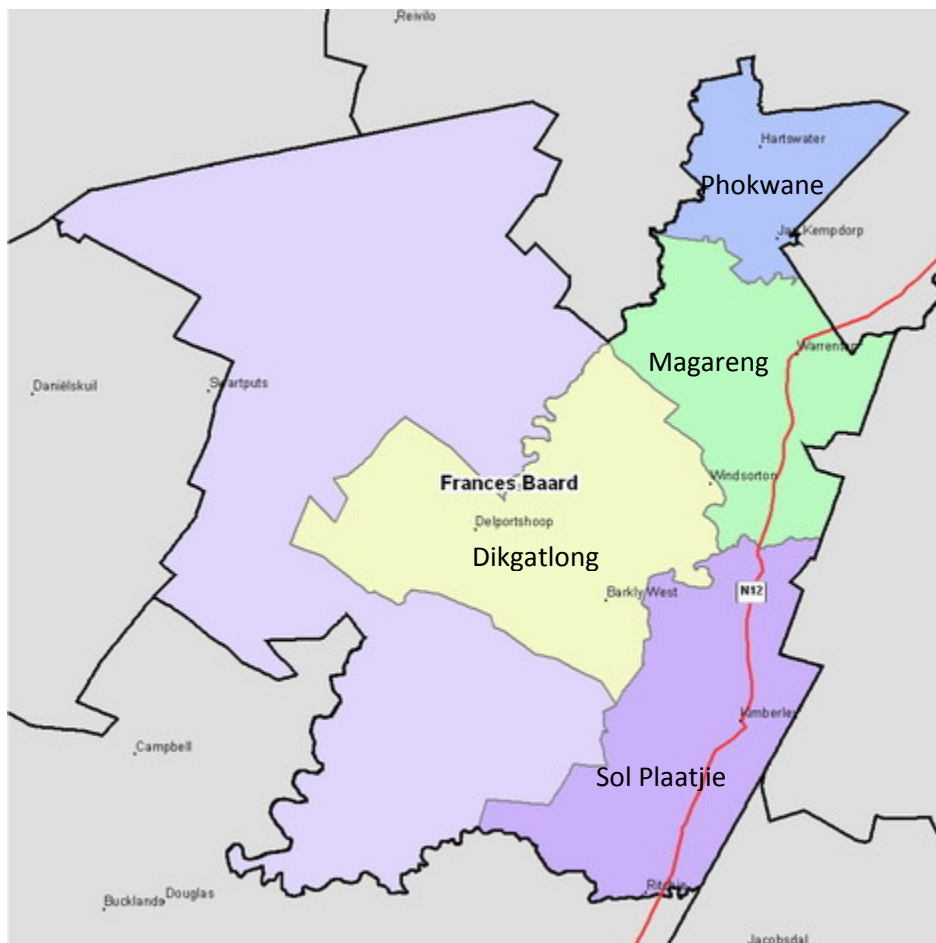
Section 2

Profile of the Frances Baard District Municipality

2.1. Location of the Frances Baard District Municipality

Frances Baard District Municipality is one of the five districts of Northern Cape Province of South Africa. The majority of its more than 300 000 people speak Afrikaans².

The District is located on the eastern edge of the Province, bordering the North West and Free State Provinces. The FBDM comprises of a total of four local municipalities, namely Sol Plaatjie, Magareng and Dikgatlong, Phokwane

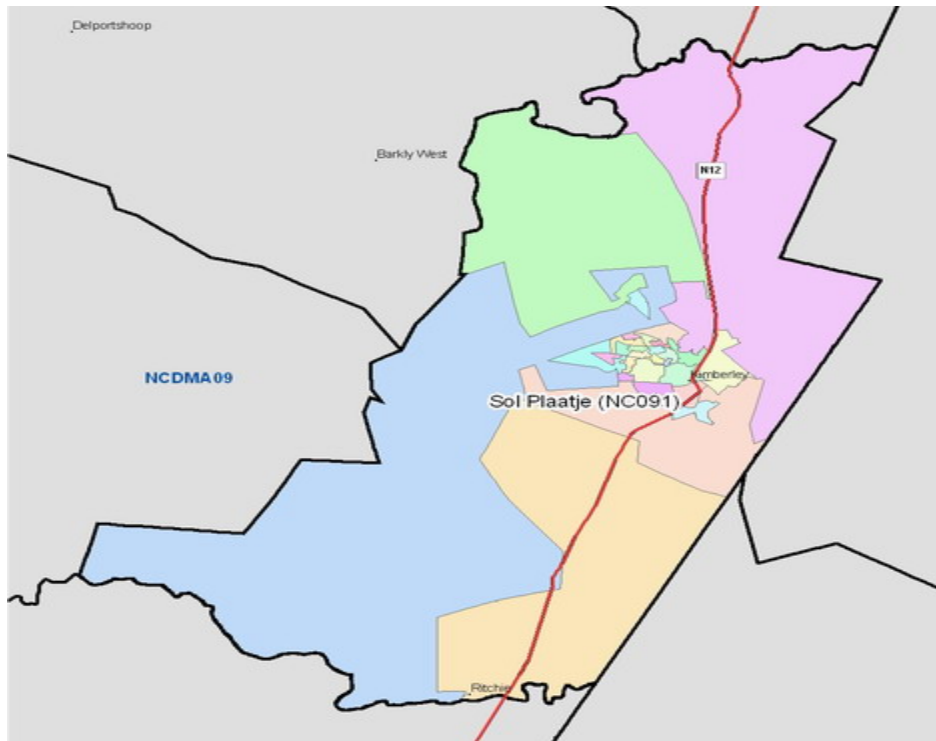


Source: www.demarcationsboard.org.za

² Quantec Research, 2007; Global Insight, 2008 & Census, 2001

2.2. Location of the Local Municipalities

2.2.1. Sol Plaatje Local Municipality



Source: www.demarcationsboard.org.za

This “Diamond Capital of the World” is the seat of the Northern Cape Provincial Administration and the seat for the offices of the Frances Baard District Municipality³. Sol Plaatje Municipality is found in the City of Kimberley on the N12 Highway from Gauteng to the Western Cape Province. The Sol Plaatje Municipality is named after the famous writer and first Secretary General of the African National Congress, Solomon “Sol” Thekiso Plaatje. Sol Plaatje is the largest municipality in the Frances Baard District Municipality with 245606 inhabitants. The economy of Sol Plaatje is

³ www.francesbaard.gov.za

based on the following sectors: Agriculture, Community Development, Construction, Financial, Manufacturing, Mining, Private Households, Communicative Services, Retail and Informal Sectors. The aforementioned sectors account for 45,992 jobs created amongst the economically active population.

2.2.2. Mogareng Local Municipality

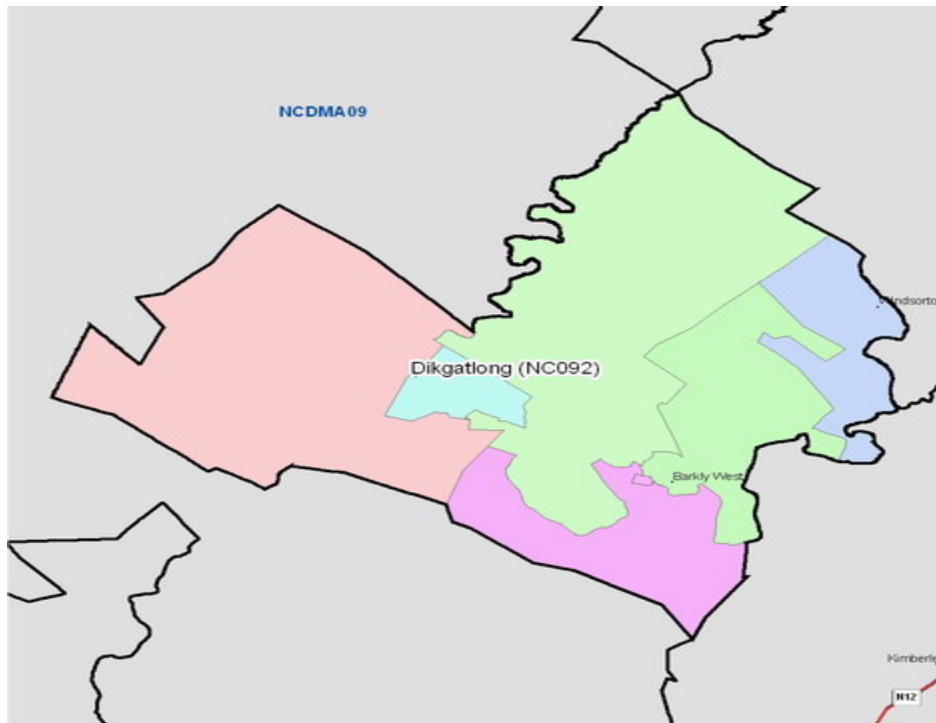


Source: www.demarcationsboard.org.za

Magareng Municipality is situated in the Northern Cape Province and lies within the boundaries of the Frances Baard District Municipality. Warrenton, the administrative centre of Magareng Municipality, is situated approximately 75 km north of Kimberley on the banks of the Vaal River. The N12 national road between Cape Town and Johannesburg forms a strategic T-junction with the N18 route to Mafikeng. The Railway line, that connects Gauteng with the Northern and Western Cape Provinces, runs through Magareng Municipality with a railway station at Warrenton.

Fourteen Streams and Windsorton station. The latter two stations are currently not in operation. The railway line also connects the Northern Cape and North West Province⁴.

2.2.3. Dikgatlong Local Municipality



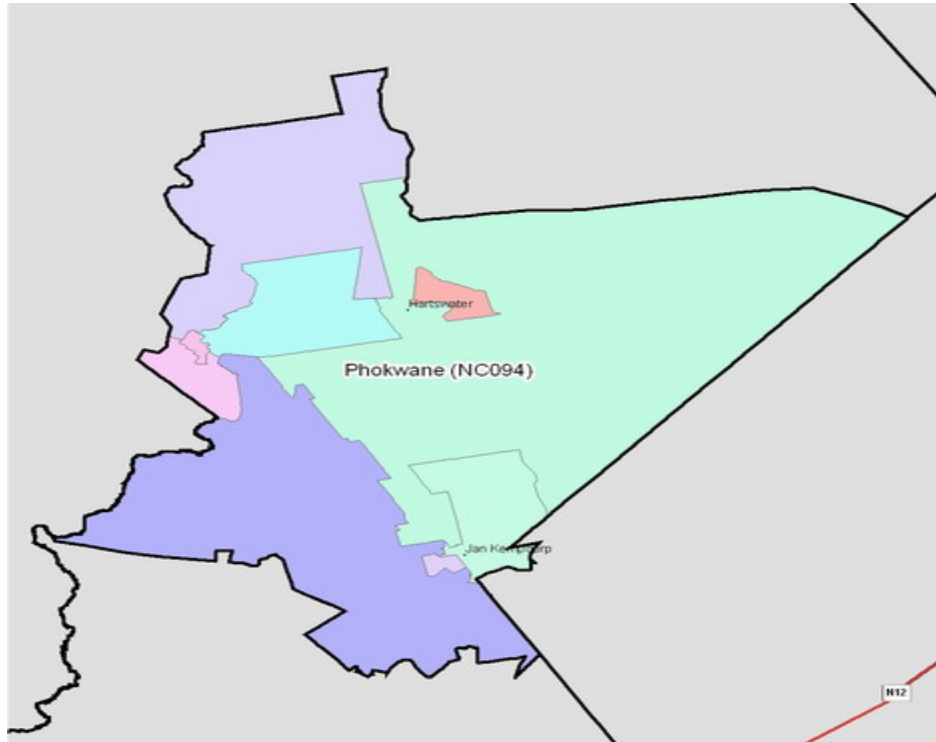
Source: www.demarcationsboard.org.za

The Dikgatlong Local Municipality is made up of former disestablished municipalities of Barkley West, Windsorton and Delportshoop. The municipality derived its name from Setswana word meaning "confluence", and refers to the place where the Harts and Vaal rivers flow into each other in Delportshoop. It is situated 30 km west of Kimberley. The geographic area of the municipality is 2377.6 square kilometer.⁵

⁴ 2006-2011 Magareng Municipality IDP

⁵ 2006/2007 to 2010/2011 Dikgatlong Municipality IDP

2.2.4. Phokwane Local Municipality

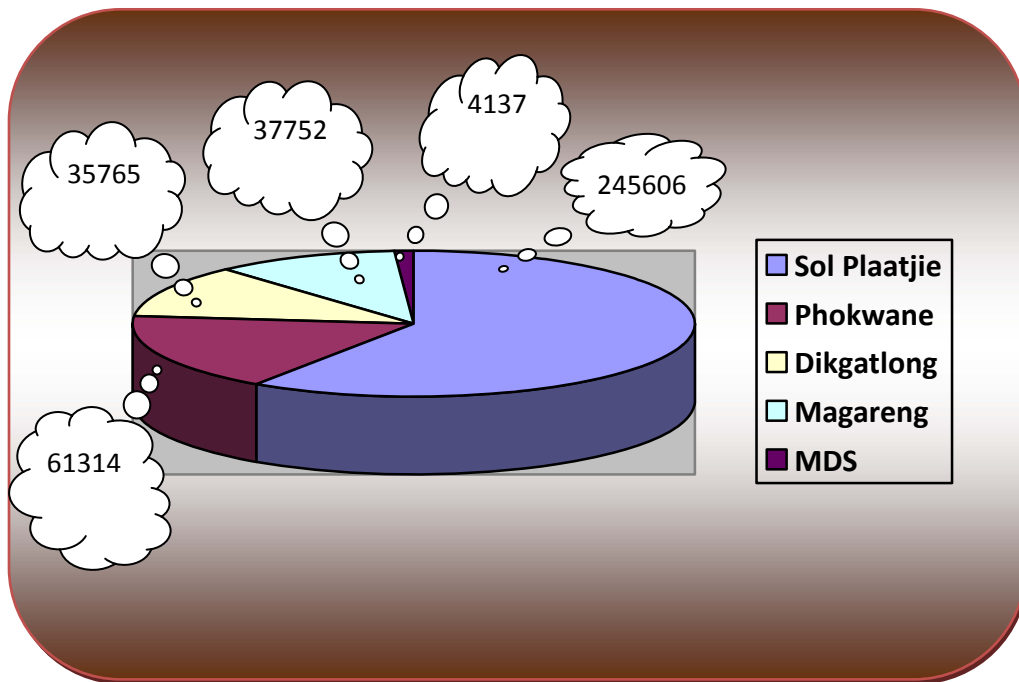


Source: www.demarcationsboard.org.za

Phokwane Local Municipality is made up of the following areas: Pampierstad, Hartswater, Jan Kempdorp, Ganspan Settlement and the Farming areas. It is peri-urban area with serious socio-economic challenges such as road, sewer network, housing and water services. The municipality is bordered by two neighboring municipalities namely the Greater Taung Municipality with very big population of about 204 000, mainly dependent on Phokwane commercial centre for shopping and Mogareng local municipality with a population of about 22 000.

2.3. Statistical Profile

2.3.1. Population size per local municipality: Figure 1



Sources: IDPs

The Frances Baard District Municipality has a population that accounts for 33.2% of the Northern Cape's population. It is not evenly spread in terms of its population size.

Clearly, the Sol Plaatjie encompasses most of the population in the District. Sol Plaatjie Local Municipality accounts for 62% (245,606) of the population size. Over the last ten years, the population in Sol Plaatjie has grown slowly at an average pace of 0.92% per annum.

The Phokwane has a population of about 31,614. This municipality is experiencing 1.4% growth contrary to the provincial trend of 0.4% decline. The

The Dikgatlong Local Municipality has a population size of about 41683. This municipality is the second lowest municipality in the district in terms of its population size. This municipality accounts for 11,01% of the total population of the district and 4% of the Northern Cape Province. What is noted with the population pyramid of Dikgatlong is that it indicates a significant number of the economically active group (15 to 64 years) at the top of the pyramid and pensioners (over 65) at the bottom.

The population size for the Magareng Local Municipality is decreasing. This can be attributed to factors like the impact of HIV/AIDS and migration due to the lack of job opportunities within the municipal area itself⁶.

2.3.2. Gender Profile: Table 1

Gender	Population	%
Female	168 495	51.87%
Male	156 319	48.13%

Source: Wikipedia, 2009

2.3.3. Racial Profile: Table 2

Racial Group	Population	%
Africans	196 591	60.52%
Coloureds	88 054	27.11%
Whites	38 373	11.81%
Indians	1 796	0.55%

Source: Wikipedia, 2009

⁶ Magareng IDP, 2007

2.3.4. Age Distribution: Table 3

Age	Population	%
000-004	30 868	9.50%
005-009	32 338	9.96%
010-014	34 141	10.51%
015-019	34 969	10.77%
020-024	28 978	8.92%
025-029	26 996	8.31%
030-034	24 723	7.61%
035-039	23 003	7.08%
040-044	20 807	6.41%
045-049	17 347	5.34%
050-054	13 788	4.24%
055-059	10 779	3.32%
060-064	8 701	2.68%
065-069	6 556	2.02%
070-074	4 598	1.42%
075-079	3 027	0.93%
080-084	1 902	0.59%
085-089	847	0.26%
090-094	295	0.09%
095-099	106	0.03%
100 plus	45	0.01%

Source: Wikipedia, 2009

2.3.5. Language Profile

Language	Population	%
Setswana	142 171	43.77%
Afrikaans	137 936	42.47%
IsiXhosa	17 005	5.24%
English	16 088	4.95%
Sesotho	6 777	2.09%
IsiZulu	2 109	0.65%
Other	837	0.26%
Sepedi	606	0.19%
SiSwati	472	0.15%
IsiNdebele	355	0.11%
Xitsonga	266	0.08%
Tshivenda	169	0.05%

Source: Wikipedia, 2009

2.4. Economic Profile

Growth and development in the Northern Cape has been slow in comparison to other parts of South Africa in recent years. This can largely be attributed to its relative remoteness, low population density, decline in primary economic sectors (mining and agriculture) and high levels of unemployment and poverty. Conversely, the Province has been blessed with exceptional natural and cultural attributes offering potential for the development of tourism⁷.

⁷ Northern Cape: Tourism Master Plan

In terms of sectoral employment, In 2004, FBDM provided 21.9% of the primary sector employment opportunities in South Africa. It provided 12.8% of all agricultural related opportunities and 9.1% of the mining and quarrying opportunities. The Northern Cape province supplied 13.2% of the secondary sector employment opportunities. It provided 8.4% of the opportunities in the manufacturing sector, 0.8% of the energy sector and 4% of the construction sector's employment opportunities. The province's contribution to the tertiary sector accounted for 65%. This includes 13.7% of the trade sector, 2.7% of transport, communication and storage, 10.8% of the financial sector and 37.8% of the services sector's employment opportunities⁸.

The specific employment per sector needs to be highlighted in order to evaluate which of the existing sectors is the primary employment generator. The table below presents the proportional sectoral employment per municipal area.

Sector	Phokwane LM	Sol Plaatje LM	Dikgatlong LM	Magareng LM	The DMA	FBDM
Agriculture	4 261	958	1 014	791	1 096	8 147
Mining	134	2 410	2 605	219	422	5 790
Manufacturing	1 322	3 137	663	174	51	5 347
Electricity	197	208	77	27	0	508
Construction	307	1 990	173	77	2	2 549
Trade	1 839	6 011	523	396	16	8 784
Transport	163	1 271	202	70	9	1 716
Finance	815	5 509	415	156	16	6 911
Community services	3 659	17 501	1 598	1 024	362	24 144
Total	12 696	38 994	7 298	2 934	1 973	63 896

Source: FBDMGDS

⁸ FBDMGDS

The main employment sector is the services sector which provides approximately 37.8% of the employment opportunities within the local economies in 2004. This is followed by the trade sector (13.7%) and Agriculture sector (12.8%). The remaining sectors contribute less than 40% of the formal employment opportunities.

It must be considered that informal employment opportunities are not included in the above-mentioned figures.

Primary employment provision area within the FBDM is the Sol Plaatjie region. This is due to the fact that the Sol Plaatjie Municipality has the largest economy. It provides approximately 61% of the employment opportunities while the remaining municipal areas provide 39% of the employment opportunities collectively.

The secondary employment areas are Phokwane LM (19.9%) and Dikgatlong (11.4%). These three municipal areas provide 92.3% of the total employment in the FBDM. The residual (7.7%) is provided in the succeeding municipal areas, which are Magareng and the formerly DMA.

In terms of unemployment the FBDM has one of the highest unemployment rate (41%)⁹ in the province¹⁰. This adversely affects the economic development prospects of the region.

The Informal Sector is estimated that a relatively large percentage of the economically active population is engaged in informal economic activities. These activities do not contribute directly to the tax base of FBDM, but have access to geographical space, services and facilities. Frances Baard region is experiencing an out migration of its population. The continued loss of skilled labour force further diminishes the economic development prospects of the region.

⁹ STATS SA 2001

¹⁰ 2008-2009 FBDM IDP

In terms of business development, Frances Baard has not taken advantage of promoting small business development as an intervention strategy to stimulate the economic potential of the region.

The District has the potential for agricultural processing and mineral beneficiation which needs to be harnessed.

Generally the FBDM is described as a weak region. Although it has a total population of about 324 800 people, over 62% of the population living in Sol Plaatjie municipality.



Section 3

Tourism – Situational Analysis

3.1. Tourism in South Africa

South Africa is highly diverse in terms of its climate, culture, tourist activities and infrastructure, catering for every tourism niche, from business, eco- and cultural tourism through to adventure, sport and paleo-tourism.

3.1.1. *Global Tourism Growth*

South Africa continues to outperform global tourism growth. Global international arrivals grew by 1.3% in 2008 while arrivals to South Africa grew by 5.5%. In 2008 foreign arrivals reached an all-time high of 9.6 million, with 500 947 more arrivals to South Africa than in 2007. This 5.5% increase far exceeds the global growth rate of 1.3% and brings the compound average growth rate of arrivals to South Africa between 2002 and 2008 to 6.9%.

However, the impact of the global financial crisis did impact South Africa as overseas arrivals slowed to growth of 0.3% over 2007. The slow down in overseas arrivals started in June 2008 but it was only in August that significant decreases were recorded. The lag effect of the crisis is possibly due to the long booking times (anything between 3 to 18 months, depending on the market of long haul travelers).

Growth declined in Asia and Australasia (-3.2%) as a result of declines in China (-14.9%) and Japan (-13.3%). Europe also experienced losses (-0.5%) due to declines from Germany (-6.5%), Netherlands (-0.7%) and UK (-2.5%)¹¹. However, there were markets where growth was recorded. The USA grew by 3.8% and Canada by 7.6% resulting in the Americas region closing 5.2% above 2007. There was strong growth out of France which recorded an increase of 11.2% while Australia grew by 4.9%.

¹¹ STATS SA 2009

Against the total growth in volume there was also an increase in total foreign direct spend compared to 2007. The estimated increase of R14 billion in 2008 was driven by all regions. Increases in volume, average spend per day and average length of stay all contributed to the increase in Total Foreign Direct Spend (TFDS).

Overall length of stay has declined steadily since 2002, when it was 10.1 nights per visitor. The number of provinces visited showed a slight decline from 1.3 provinces in 2007 to 1.2 provinces in 2008 about six years ago tourists visited an average of 1.8 provinces. In 2008, Gauteng and the Western Cape were the most popular provinces visited (enjoying 32.3 percent and 26.9 percent of visitor nights respectively). They also accounted for the bulk of expenditure on accommodation.

Although air arrivals had shown a steady improvement in seasonality since 2003, there had been a slight worsening in total seasonal spread in 2008. Seasonality indices were down .46 points year on year, due to the worsening seasonality in land arrivals.

3.1.2. Where do South African tourists come from?

In the main, South Africa gets tourists from overseas and SADC.

Overseas

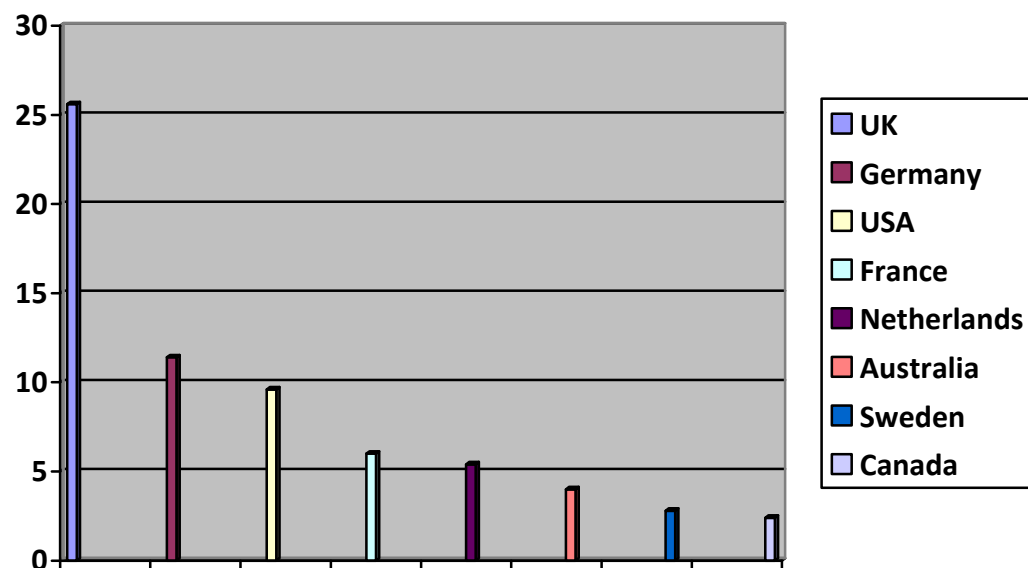
In January 2009, overseas tourists came mainly from Europe 107 785 (69,4%); followed by North America 18 654 (12,0%); Asia 14 784 (9,5%); Australasia 7 318 (4,7%); Central and South America 4 598 (3,0%); and Middle East 2 089 (1,3%)¹². Virtually all tourists from Africa came from the Southern Africa Developing Countries (SADC) countries 436 647 (97,3%).

¹² STATS SA 2009

The distribution of the remaining tourists from Africa is as follows: East and Central Africa 6 352 (1,4%); West Africa 4 848 (1,1%) and North Africa 864 (0,2%).

United Kingdom (UK), 39 675 (25,6%); Germany, 17 662 (11,4%); United States of America (USA), 14 978 (9,6%); France, 9 242 (6,0%); The Netherlands, 8 358 (5,4%); Australia, 6 168 (4,0%); Sweden, 4 272 (2,8%); and Canada, 3 671 (2,4%) were the eight leading overseas source countries.

Tourists from these eight countries constitute 67,8% of all tourists from overseas countries. The following graph depicts what has been reported above.



Source: STATS SA

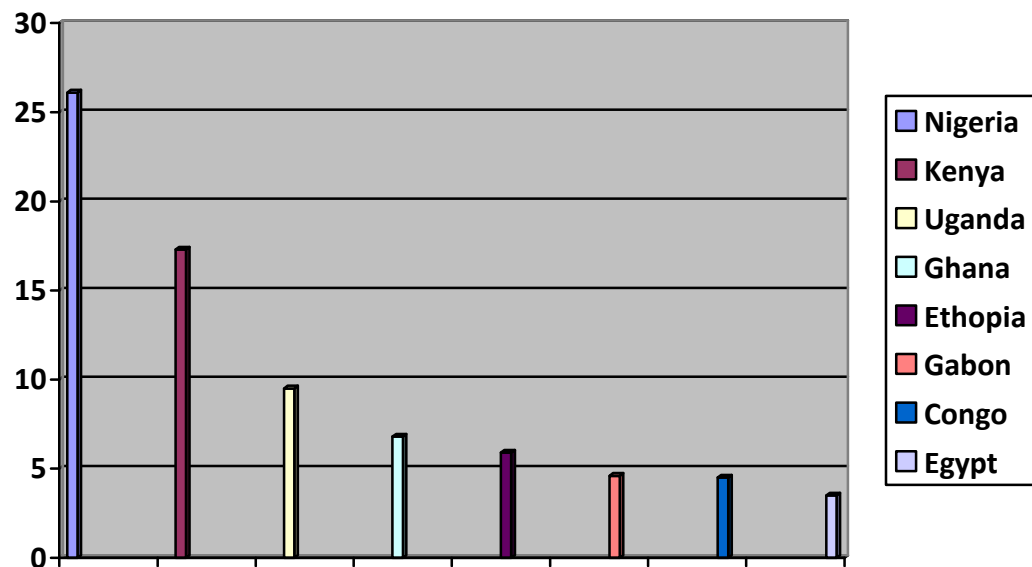
SADC

The eight leading source countries from SADC were Mozambique, 110 764 (24,7%); Lesotho, 108 336 (24,1%); Zimbabwe, 88 130 (19,6%); Swaziland, 51 274 (11,4%); Botswana, 30 246 (6,7%); Namibia, 13 454 (3,0%); Malawi, 12

985 (3,0%) and Zambia, 12 530 (2,8%) as shown in Figure 2. Tourists from these eight countries constitute 95,3% of all tourists from Africa countries.

The eight leading source countries from 'other' African countries, are Nigeria, 3 147 (26,1%); Kenya, 2 082 (17,3%); Uganda, 1 150 (9,5%); Ghana, 823 (6,8%); Ethiopia, 710 (5,9%); Gabon, 557 (4,6%); Congo 547 (4,5%); and Egypt 427 (3,5%). Tourists from these eight countries constitute 78,2% of all tourists from 'other' African countries.

The following graph depicts what has been reported above:



Source: STATS SA

3.1.3. Foreign Visitors¹³

The total number of foreign travelers who visited South Africa from Africa in 2008, overseas and unspecified countries, arriving through all ports of entry during 2008 was 9 728 860. During 2008, 4 418 487 arrivals were

¹³ STATS SA

recorded for South African residents while the total number of those departing was 4 429 399.

3.1.4. *Tourist Accommodation*

The total income for the accommodation industry for the first quarter of 2009 decreased by 12% compared to the first quarter of 2008. Total income for the accommodation industry in March 2009 decreased by 14.1% compared to March 2008.

3.1.5. *Number of stay Units*

The number of stay units available increased by 0.6% between the first quarter of 2008 and the first quarter of 2009. The number of stay units available increased by 0,8% in March 2009 compared to March 2008. The number of stay units nights sold for the first quarter of 2009 decreased by 9.5% compared to the first quarter in 2008. The number of stay units sold in March 2009 decreased by 7.3% compared to March 2008.

3.1.6. *Why do tourists visit South Africa? - Purpose of travel of tourists*

Tourism during 2008, households were less likely to take trips that lasted one or more nights away from home. Trips generally were also of shorter duration. Half of all South African households went on a trip in 2007, which was significantly up from the 35,0% reported in 2002. In 2008, the percentage of households who went on trips returned to below 2005 levels (44,7%). 'Visiting friends and family' remained the most popular reason for travelling (54,8% compared to 59,1% in 2007). This was followed by 'attending funerals' (22,5%) and 'leisure trips' (8,1%). The most popular destinations for trips were Eastern Cape (16,6%), KwaZulu-Natal (16,2%), Limpopo (15,8%) and Gauteng (15,2%).

In January 2009, an overwhelming majority (95,7%) of tourists was in South Africa for holiday. This is a large difference compared to those who have come to study (2,7%) and those on business (1,6%). A detailed analysis

reveals that all the overseas regions had more than 90,0% of their tourists coming to South Africa for holidays.

Tourists from Australasia (98,0%), Europe (96,8%), Central and South America (96,5%), North America (93,4%), Asia (90,6%) and the Middle East (90,2%) were in South Africa for holidays. Tourists from Middle East and Asia were more diverse in their purpose. Middle East and Asia had 6,2% and 5,3% respectively of their tourists in South Africa for business.

Strategic Implications for the FBDM

The information presented above reveals latest economic pointers which should inform choices made by the Municipality.

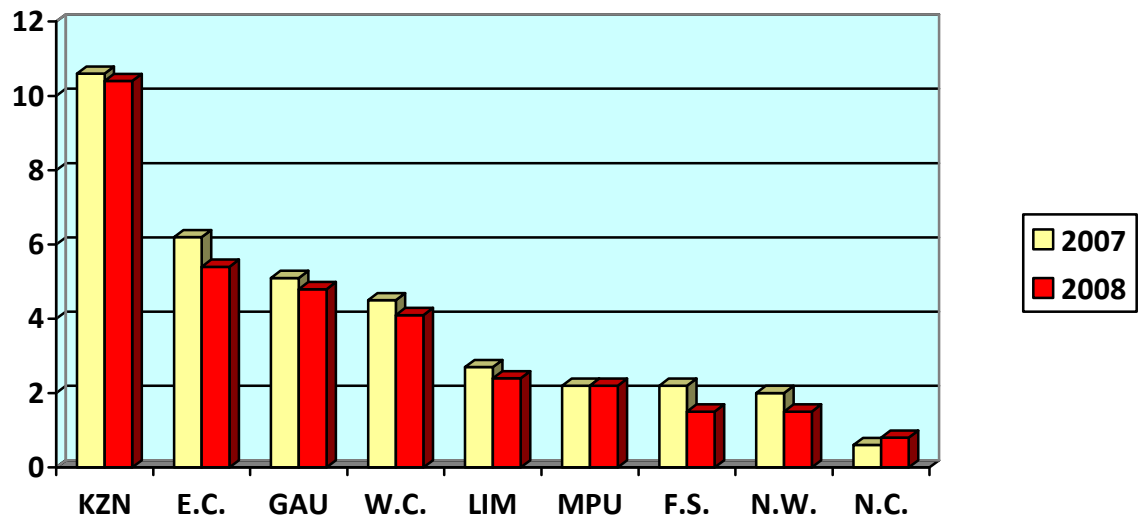
As much as the picture looks very good at the National level, the Northern Cape Province has not been benefiting very well. The following section will get into details.

3.2. Tourism in the Northern Cape

Tourism development in the Northern Cape has faced various challenges during the past decades, including a lack of tourism financial and human resources, limited private sector partnerships, inadequate involvement of local communities and lack of tourism infrastructure in certain areas.

As a result the province has not featured prominently on the national and international travel map and is the least visited of South Africa's provinces. In certain overseas markets such as Germany, France and the Benelux the province has an above-average market share while it has fared poorly in other markets such as the Far East, Africa (excluding Namibia where it has a large market share) and the Americas. The Northern Cape also has a very limited (less than 2%) share of the domestic market. This means that there is much scope for improvement and expansion in most markets and that there is every opportunity for achieving significant growth.

The following figure serves a comparative purpose of all nine provinces as preferred destinations in 2008.



Market share 07	29%	17%	14%	13%	8%	6%	6%	6%	2%
Market share 08	32%	17%	14%	12%	7%	7%	5%	4%	3%

Destination Provincial Distribution – Source: 2008 Tourism Annual Report

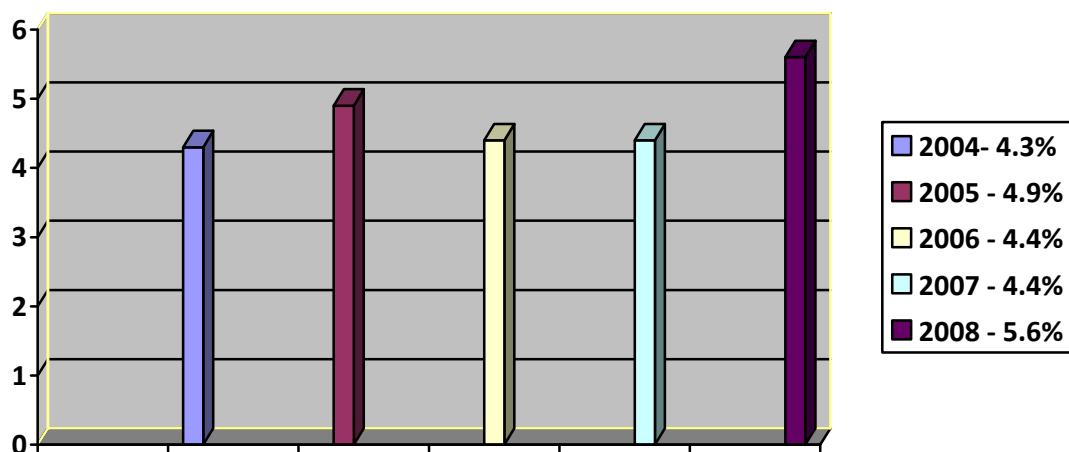
Various factors hamper industry growth in the Province and need to be addressed urgently. Some of these factors include the limited and expensive air and railway access to and within the province (particularly air access is very limited), the lack of a winning brand and promotions strategy, inadequate funding and resources for tourism development and promotion, institutional fragmentation, limited co-operation and partnerships between the private and public sectors, a seasonal demand pattern, imbalances in urban and rural tourism development, limited involvement of previously disadvantaged communities, tourism security concerns, lack of product and service quality and infrastructure constraints (particularly in traditionally neglected areas).

On the other side, the Northern Cape boasts a colourful history and a variety of cultural tourist attractions and is particularly well known for its incredible annual floral display that takes place in Namaqualand. An utterly beautiful coastline and a number of unique national parks offer the tourist a very different experience of South Africa.

Mining has always defined the history in this part of South Africa and, when diamonds were discovered in Kimberley, unprecedented growth took place in the province. The last remaining true San (Bushman) people live in the Kalahari area of the Northern Cape. The whole area, especially along the Orange and Vaal Rivers, is rich in San rock engravings. The province is also rich in fossils.

Average length of stay in the Northern Cape Province

As much as the province has not done well in other aspects of tourism, it did however manage to beat other provinces for two consecutive years (2007 – 4.4% and 2008 – 5.6%). This is a sign to the right direction. What this may mean is that there could be a continuous trend in the next two or three years. The following chart presents the trend from 2004 to 2008.



Source: STATS SA

Strategic Implications for the FBDM

The above information has strategic relevance in international and domestic marketing efforts. Consequently, it gives direction to FBDM and four local municipalities on areas of strengths that should be exploited. Also, the state of tourism in the province, especially the historic challenges are going to inform the implementation framework for this strategy.

3.3. Tourism in the Frances Baard District Municipality

Frances Baard District municipality is the smallest district in the Northern Cape. Its area accounts for 3, 4% of the total area of the province. However, the district accommodates the largest proportion of the population of the province, giving it the largest population density (26, 2 persons per square km) in the province.

As a destination this region is the most visited regional destination in the Northern Cape. The destination is known for its key attractions such as the Kimberley Big Hole, Wildebeest Kuil Rock Art Centre, Galeshewe Activity Route, Kimberley Ghost Trail, McGregor Museum, Hartswater irrigation system and wine cellar, Anglo-Boer War battlefields and many more.

Current visitation to the Northern Cape from holiday, VFR and business tourists is polarised between Kimberley and Upington with each capturing 40% and 36% of visitors respectively. This shows that that the FBDM in general and Sol Plaatjie Local Municipality in particular is the main beneficiary in tourism.

Other areas in the district that are visited includes the Orange River, the Kalahari Gemsbok National Park, Augrabies Falls and De Aar.

Encouraging visitation to other areas of the province remains a primary challenge for tourism authorities in the region. Investment in infrastructure as well as market related products will be critical to encouraging greater levels of geographic spread and as a result spreading the economic benefits of tourism.

Strategic Implications for the FBDM

All local municipalities have to ensure that Integrated Development Plans feature tourism activities that are going to address the issue of spreading tourism benefits to all areas. This should cascade to performance plans where accountable managers put prioritized tourism related projects for each financial year.

Kimberley, as it is currently concentrated by tourism activities, should be viewed as a draw card wherein tourist visit it and they are routed to other areas where they can explore different experiences from what is currently packaged for Kimberley. The strategy in this case is to use the existing infrastructure and tourist attractions to spread and benefit other local municipalities in the district.



Section 4

Tourism Strategy

Framework

4.1. Guiding Principles of the Tourism Strategy

4.1.1. *One government different spheres*

This is one fundamental principle that this strategy document is built upon. This is deliberately done so as to ensure that intergovernmental goals are achieved. The Tourism Strategy therefore draws and adapts a number of strategic interventions and directions from both national and provincial spheres.

4.1.2. *Data Driven and customer focused*

The strategic decisions that drive this Tourism Strategy are based on sound data and analysis, and not anecdote. It is about understanding consumers who are attractive for FBDM in terms of our objectives and the immediate focus is on people who are positive and interested in travelling to FBDM.

4.1.3. *Consultative to build sector 'co-opetition'*

The strategy development process has been consultative, incorporating inputs from as many stakeholders as possible. The principle is to build "co-opetition" in the sector so that we co-operate on building volume and compete on service and move away from the current competition situation.

4.1.4. *Goals are GDP, jobs and transformation*

Choices are made in relation to District's mandate and the provincial and national tourism goals in the Tourism Act: to promote GDP growth and job

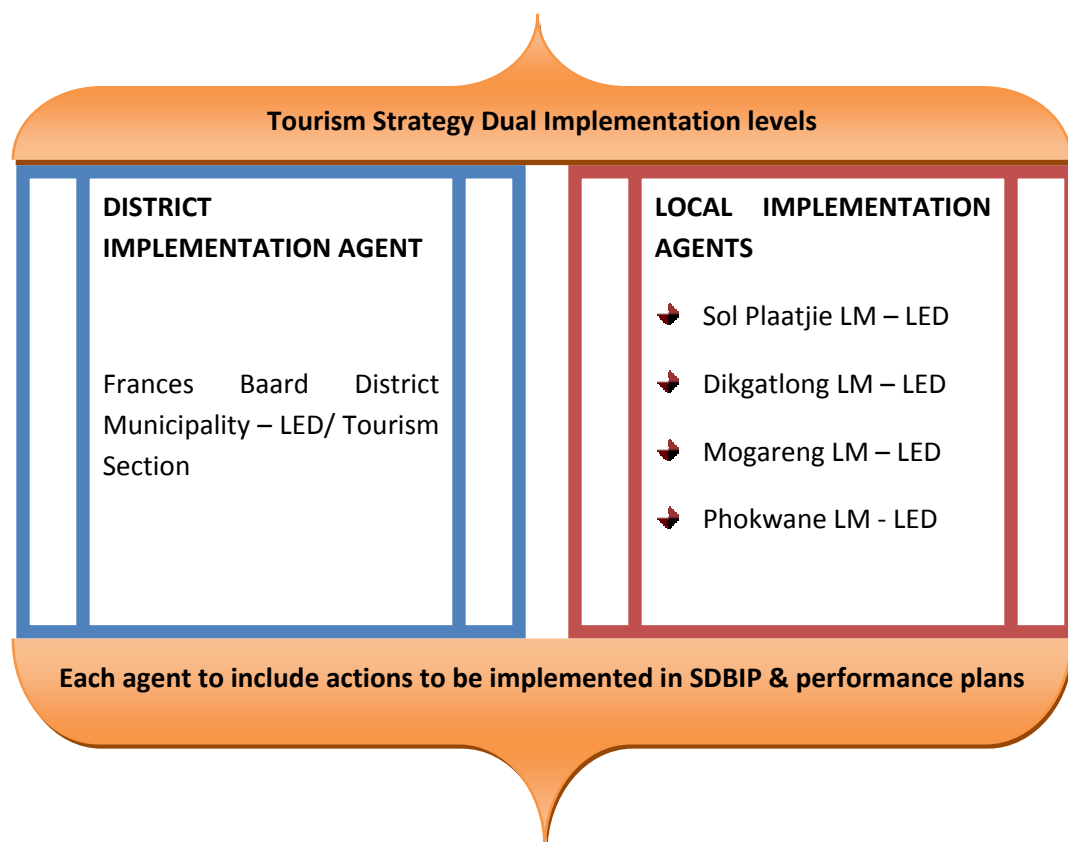
creation and the transformation of our economy through five key strategic objectives.

4.1.5. *Transparent*

The choice-making processes and source of data is transparent to build consensus on building tourism against the broader District's goals while informing business-level decision making within a broader context.

4.1.6. *Dual implementation levels*

Strategic actions contained in this document in the main are going to be implemented by all local municipalities. The district level will also be implementing high level strategic actions and playing oversight role on how each local municipality is implementing this strategy.



4.2. Strategic and Legislative Context

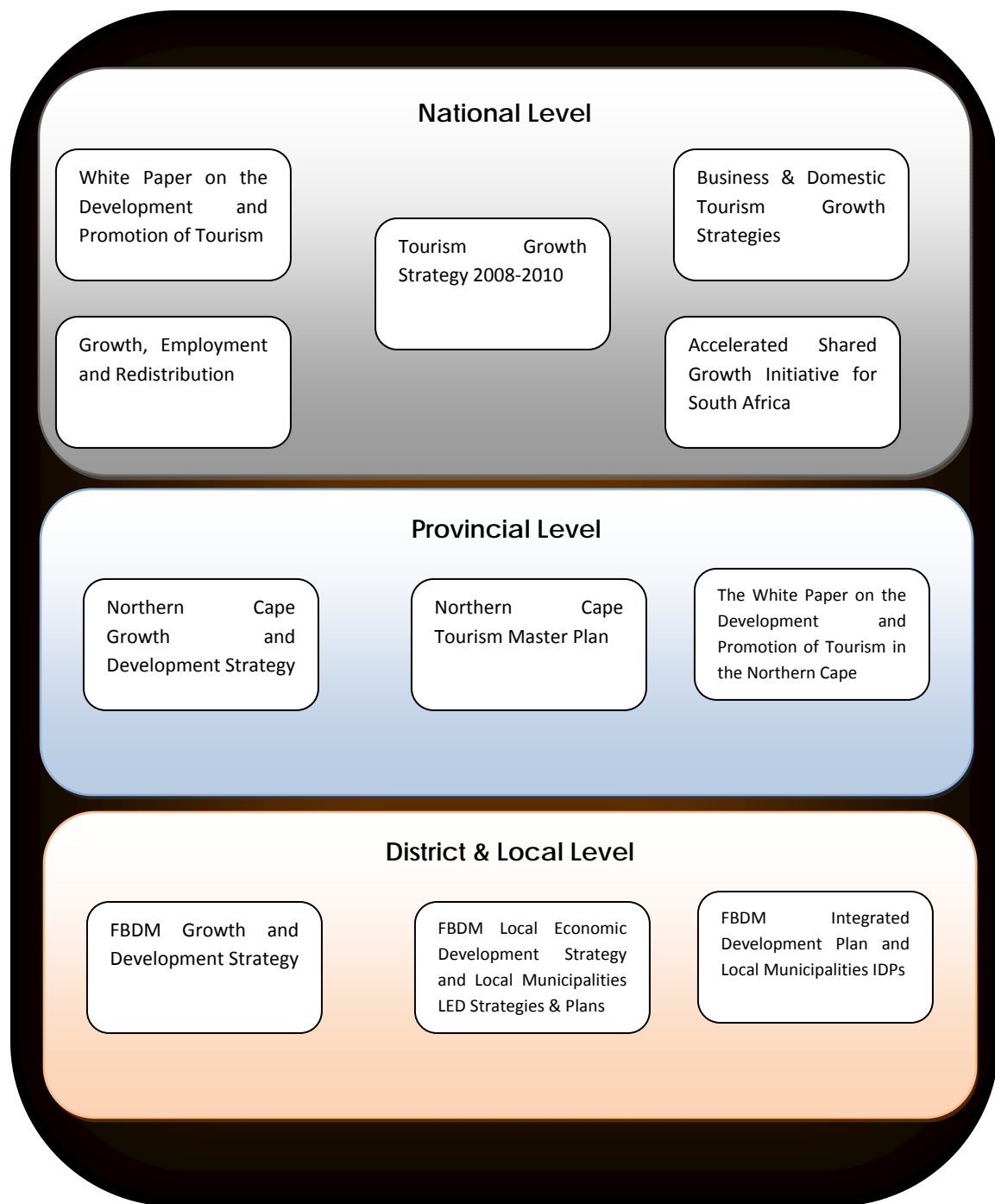
The Northern Cape Province has set a clear message through its White Paper on Tourism Development and Promotion that tourism has many benefits and advantages, but it should not be treated as a quick remedy for social and economic transformation and growth.

It is indicated that the tourism environment is extremely competitive and while tourism growth could be fast-tracked care should be taken not to opt for ad-hoc solutions that provide short-term respite, but are not sustainable in the long run.

A long-term, visionary and strategic approach is essential for elevating the competitiveness of the province and achieving sustainable tourism growth. Such an approach requires the full commitment and support of all the organs of the provincial and local government and the private sector over a prolonged period.

Tourism development and marketing support programmes should be sustained over a number of years, allowing for a sustained impact and recognition in the marketplace.

The Tourism Strategy for the Frances Baard District Municipality therefore takes queue from the national and provincial strategic directions. The following diagram endeavors to show some of the documents that have shaped the strategic direction of this strategy framework.



4.2.1. South African White Paper on the Development and Promotion of Tourism

The White Paper on the Development and Promotion of Tourism is the overarching policy framework and guideline for tourism development in South Africa. The White paper sharply emphasizes that tourism had largely been a missed opportunity for South Africa, and notes that tourism planning had been inadequately resourced and funded, with inadequate environmental protection, infrastructure development, and little integration of either local communities or previously neglected groups.

The White Paper also outlines a range of constraints to the development of tourism, ranging from inadequate funding and resources, limited integration of local communities and previously neglected groups into tourism, inadequate protection of the environment to lack of infrastructure and growing levels of crime and violence on visitors are identified. White paper articulates the national vision for the tourism sector.

The National Tourism Vision is:

To develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it will contribute significantly to the improvement of the quality of life of every South African. As a lead sector within the national economic strategy, a globally competitive tourism industry will be a major force in the reconstruction and development efforts of the government

Strategic Implications for the FBDM

The White Paper on the Development and Promotion of Tourism sets out a range of roles and responsibilities of local government in fulfilling the function of “local tourism”. Some of the responsibilities for local government include the following:

Destination planning
& policy making

Destination
development &
management

Tourism product
development

Tourism training &
capacity building

Co-ordination in
respect of tourism
matters

Tourism research

Provision of tourist
infrastructure and
services

Regulation and
monitoring

Tourism information
provision

Tourism marketing
strategy, planning,
facilitation &
implementation

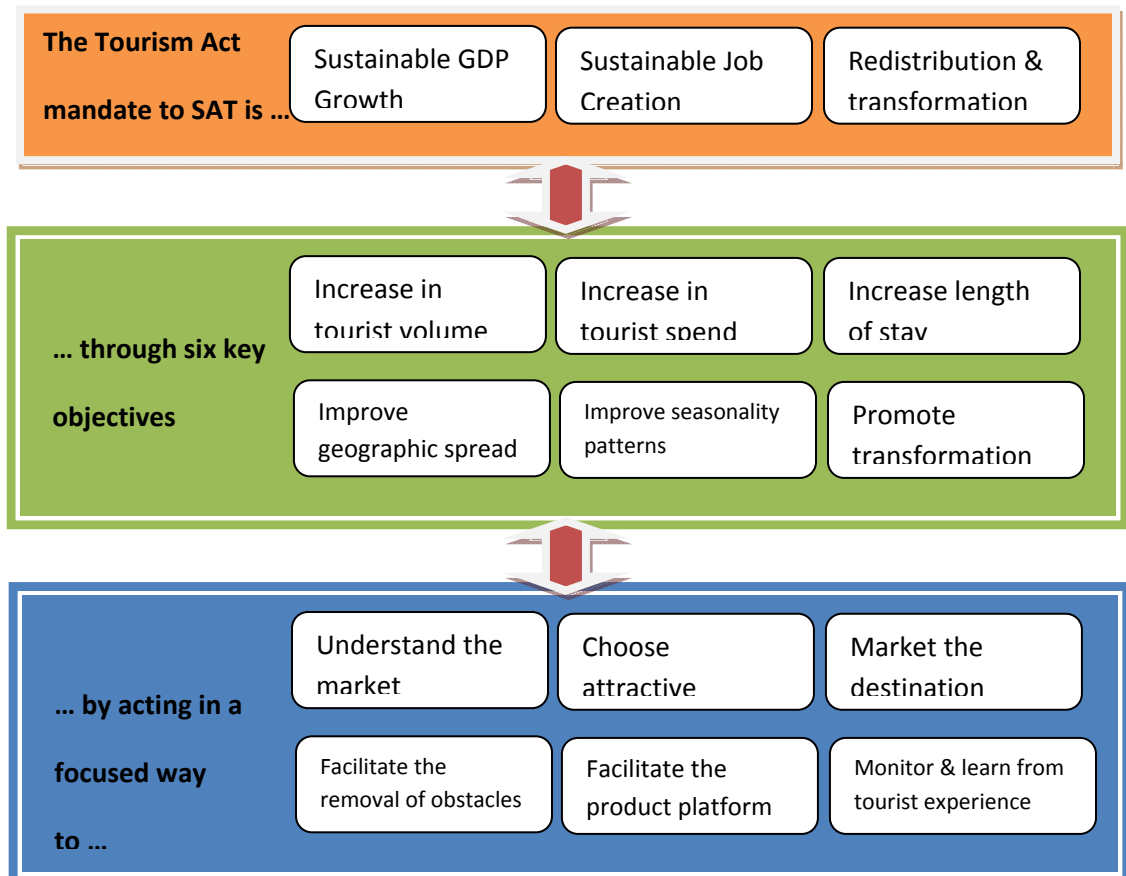
The FBDM and its Local Municipalities have been executing some of the above responsibilities. However, there have been challenges mainly caused by the lack of a strategic direction and strategic synergy in the tourism sector.

4.2.2. Tourism Growth Strategy

Tourism Growth Strategy was developed by the South African Tourism (SAT) which is the official tourism marketing organisation of South Africa. The Tourism Act of 1993 as amended in 2000 gave SAT the mandate to deal with three main tasks:

- Sustainable GDP Growth;
- Sustainable job creation and
- Redistribution and Transformation

The above tasks have been packaged with six objectives and six focus areas. The following diagrams depicts how these tasks are packaged.



The Tourism Growth Strategy outlines the scope in terms of travelers South Africa should focus on. SAT markets across the world focusing on three groups of travelers:



Strategic Implications for the FBDM

The above mandate and a strategic framework is in line with the rationale of having this strategy document in place. It will therefore be a good strategic choice to align the FBDM strategy with the National framework without deviating from Provincial strategic poster. Also the responsibilities outlined by the White Paper will be accommodated in the strategic framework similar to the this.

The choice of segments to focus on should be informed by the strengths of the district. Because of the existing infrastructure, Sol Plaatjie Local Municipality will be strategically used as the launching pad, then encourage travelers to explore other parts of the district. It is apparent that all municipalities within the FBDM stand a chance to benefit from any of the sectoral tourists outlined by the Tourism Growth Strategy.

4.2.3. Domestic Tourism Growth Strategy (2006)

The Domestic Tourism Growth Strategy sets out a plan for how SAT, and DEAT together with the 9 provincial tourism authorities, can grow the domestic tourism market in South Africa over the 3 years in terms of volume, value, and distribution.

The strategy asserts that domestic market has potential value for the South African economy. The domestic market is comparable with the international market in terms of size, however in terms of spend, current values are not being maximised as only a small proportion of the domestic population take trips for holiday purposes, the most valuable form of tourism. The strategy suggests that opportunity to increase such spend is prevalent by encouraging more people to undertake holiday trips.

Opportunity exists to grow the number of domestic trips undertaken, increase the value of the market and combat issues of seasonality, geographic spread and limited trip expenditure.

The other point addressed by the strategy is that domestic market provides the base load for the international market. Support of the local industry by residents can realise improved quality in product and services, maintenance of occupancy levels and ultimately the confidence of international visitors. It can also reduce the exposure of the industry to fluctuations in international demand, which is extremely sensitive to global, political and economic issues.

Strategic Implications for the FBDM

Domestic Tourism Growth Strategy challenges Frances Baard District and local municipalities to maximize the opportunities to tap into domestic tourism market. This will be well exploited by packaging tourism products and services aiming at augmenting domestic trips, increasing the value of the market and combating issues of seasonality, geographic spread and limited trip expenditure.

4.2.4. Business Tourism Growth Strategy 2008-2010

Business Tourism Growth Strategy is to help market South Africa as a business tourism destination. This strategy outlines four areas where we can make significant interventions in order to win. These areas are as follows:

- Consumer understanding;
- Competitor research;
- Targeting and lead generation and
- Providing the lead in taking advantage of special events like 2010.

Strategic Implications for the FBDM

It is of vital importance that the district and its constituent local municipalities continuously engage the business community including emerging business people from previously disadvantaged background on how can we collectively cease business opportunities for 2010 and beyond. This engagement is urgent. Should the district fail to address this promptly, opportunity might be lost.

4.2.5. Growth, Employment and Redistribution (GEAR)

The GEAR strategy was presented to Parliament by the Minister of Finance in 1996. The strategy of GEAR is aimed at a significant improvement in economic growth and development for all South Africans, and a meaningful decline in unemployment. One of the broad policy themes within GEAR is to increase international competitiveness by further reducing tariffs and encouraging foreign investment in South Africa. On the whole, the principles of GEAR are sound and create the potential for future growth and development – although not in the short term.

Strategic Implications for the FBDM

In order to increase international competitiveness by reducing tariffs and encouraging foreign investment, all municipalities must ensure that the newly formulated investment promotion strategy is implemented. In implementing the investment strategy, thorough marketing campaign should be executed targeting potential and strategic investors. Therefore each local municipality should identify countries where they are going to focus on and review tariffs so that FDIs can be attracted to the district.

4.2.6. Accelerated Shared Growth Initiative for South Africa

The two major objectives of the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), which was introduced in 2005, are to halve unemployment and poverty in the country by 2014, and increase economic growth to 6%.

AsgiSA has not comprehensively covered tourism, but the economic strategies and infrastructure investment acknowledge tourism sector as

the one which contributes significantly in employment and economic growth.

Strategic Implications for the FBDM

The National sphere of government has issued the target of halving poverty and unemployment and 6% economic growth by 2014. Tourism Strategy is just one initiative that can contribute towards the achievement of the stated targets. Strategic emphasis therefore should be in line with the FBDMGDS interventions as well as LED plans for all four local municipalities. The district has to take stock to establish where it is at right now? 2014 is not far. Is the district going to halve poverty and unemployment? This become the critical question as South Africa cannot achieve these targets if constituent provinces and municipalities do not achieve the same targets.

4.2.7. Northern Cape Growth and Development Strategy

The Growth and Development Strategy notes that in many respects, tourism in the Northern Cape can be seen as an industry with tremendous growth potential. Since the advent of democratic government in 1994, the Northern Cape tourism industry has blossomed largely as a result of the opening up of South Africa as a long-haul tourist destination for the world's travellers but also because the province has gained exposure to growing numbers of domestic tourists too. The province caters ideally for nature-based eco-tourists looking for a new experience and at the same time offers traditional tourists a great deal owing to its history in the development of the mining industry in South Africa.

The Growth Strategy also alludes to a number of major new conservation and eco-tourism developments (the Kgalagadi, Ai-Ais Richtersveld and Orange River Mouth transfrontier developments amongst others) the

province had worked in conjunction with the governments of Botswana and Namibia.

The NCGDS acknowledges that tourism has a major role to play in economic growth of the Province. It has one tourism strategic intervention which has four sub-elements.

Strategic Intervention	
Promotion and development of tourism in the Northern Cape	
<i>Sub Element 1</i>	<i>Sub Element 3</i>
Tourism marketing	Tourism spatial development
<i>Sub Element 2</i>	<i>Sub Element 4</i>
Tourism product development	Transformation in Tourism

Strategic Implications for the FBDM

The Tourism Strategy for the FBDM therefore localizes and adapts what is contained in the NCGDS as a way of responding strategically to the provincial goals and aspirations. Also the manner in which programmes and projects are packaged in this document is in line with the four sub-elements outlines as strategic interventions for the province.

4.2.8. White Paper on the Development and Promotion of Tourism in Northern Cape

The White Paper on the Development and Promotion of Tourism in Northern Cape sets a context that admits that the Province faces a number of significant socio-economic challenges including a high

unemployment rate, inherent poverty, a limited skills pool and a poorly diversified and spatially dispersed economy.

However, the Province is richly endowed with a variety of unique natural, cultural and heritage features. These include the province's rich biodiversity (it is home to five out of the seven natural biomes in South Africa), the variety of provincial and national parks, a range of unique natural features (desert, wildflowers, the Orange River, etc.) and the many outdoor and adventure activities on offer.

On the cultural and heritage front, the province features a number of unique museums (e.g. related to the diamond industry, the Anglo Boer War and the political struggle), special archaeological and rock art sites, prominent historical personalities and legacies, unique and endangered cultures (e.g. San, Nama and Griqua), historical mission stations and unique community lifestyles.

The White paper also notes that despite its inherent potential the Northern Cape, tourism industry has not been managed in accordance with a clear collective policy and strategy. A policy and strategy is necessary to optimise and sustain the tourism potential of the province, since tourism is highly competitive and requires a public-private sector commitment and resources, it is susceptible to external influences, unbridled and poorly managed tourism can have negative environmental and social consequences and irresponsible tourism promotion could create undue expectations among communities.

The White Paper together with the Tourism Master Plan publish the Provincial Vision for the tourism sector.

The Provincial Vision is:

To be the preferred adventure and ecotourism destination in South Africa that is recognized for its cultural heritage and special interest tourism offering through the responsible development of natural and cultural resources.

4.2.9. Northern Cape Tourism Master Plan

The Northern Cape Tourism Master Plan is a high level document that acts as the “roadmap” for the Province to provide direction aimed at successfully surmounting challenges. It articulates what needs to be done in the Province to realise its tourism potential, and also provides strategic direction on how to do it. The Master Plan comprises a set of frameworks for marketing, product development, spatial development and institutional arrangements that combined, form an overall tourism development framework for the Province.

The Tourism Marketing Framework provides specific marketing objectives which identify key target markets and activities that should provide the basis for focus in the Tourism Product Development Framework. This framework matches the various tourism products with the needs of target markets and identifies priorities in terms of packaging experiences for consumption. The objectives in the Tourism Spatial Framework facilitate increased and improved tourism flows on the basis of future market requirements and relevant experiences and packages to be developed.

The above frameworks are assembled through the Tourism Institutional Framework to ensure that the marketing, product development and spatial development programmes are managed effectively and

efficiently, duplication of resources and efforts are minimised and key roles and responsibilities are clarified.

Strategic Implications for the FBDM

Both the Provincial White Paper and Tourism Master Plan provide a clear direction that could be followed by all municipalities regarding tourism agenda. It is also evident that the provincial strengths are the resources mainly located within the FBDM. It is therefore of paramount importance that as the district with potential and capacity, we take strategic action of aligning the provincial vision to our local one. Following the adoption of this strategy, it will be necessary for each local municipality to develop localized tourism policies that will address some undesirable effects – especially the effects caused by the poor management of tourism industry resulting in negative environmental and social consequences.

4.2.10. Frances Baard Growth and Development Strategy

The FBDMGDS is the high level strategic document in the district. This document notes some pressure points. Firstly, it is noted that the Frances Baard local economy does not have a strong competitive advantage. Current LED strategies do not suggest a clear and credible anchor economic sector upon which to build the number of jobs required to half unemployment and are almost exclusively based upon local sector support initiatives. None of the existing strategies focus upon the spatial economy of Frances Baard relative to the Northern Cape and Southern Africa in general.

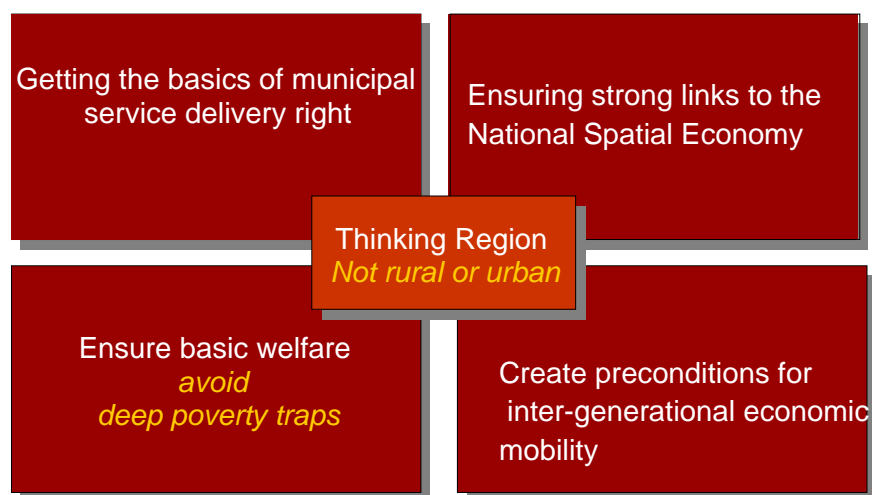
The other significant aspect of the FBDMGDS is that it gives strategic responses in relation to local economy. One of the strategic responses is

the investment in infrastructure. Experience has shown that places with weak economic competitive advantages benefit most from investment in transport linkages whereby better access to logistical networks and flows can unlock economic competitiveness.

The most important reason as to why Frances Baard increasingly became isolated from the national spatial economy is perhaps the deterioration of the N12 as a freight logistics corridor and the decline of heavy rail movement. There is no single more compelling state investment for the Northern Cape and Frances Baard than rebuilding the N12 in the North West Province, linking the region to Gauteng through Potchefstroom.

The other strategic response mentioned by the FBDMGDS is the issue of Investing in transport links, particularly the N12, that has played an important role in undermining economic potential in the past. It is thus necessary to invest resources in those sections of the N12 most requiring attention, even if these fall outside the Northern Cape, as the FBD economy depends on it.

The FBDMGDS presents a strategic guideline which is very useful in the context of the district to enable economic transition towards growth. The framework of five strategic focus areas is highlighted below.



4.2.11. Integrated Development Plan

The Integrated Development Plan remains the cornerstone strategic document of the District Municipality. All strategies, policies, by-laws, plans, programmes and projects developed with the District Municipality must be aligned with the IDP.

The strategic intent of the Municipality as outlined in the IDP as the vision is:

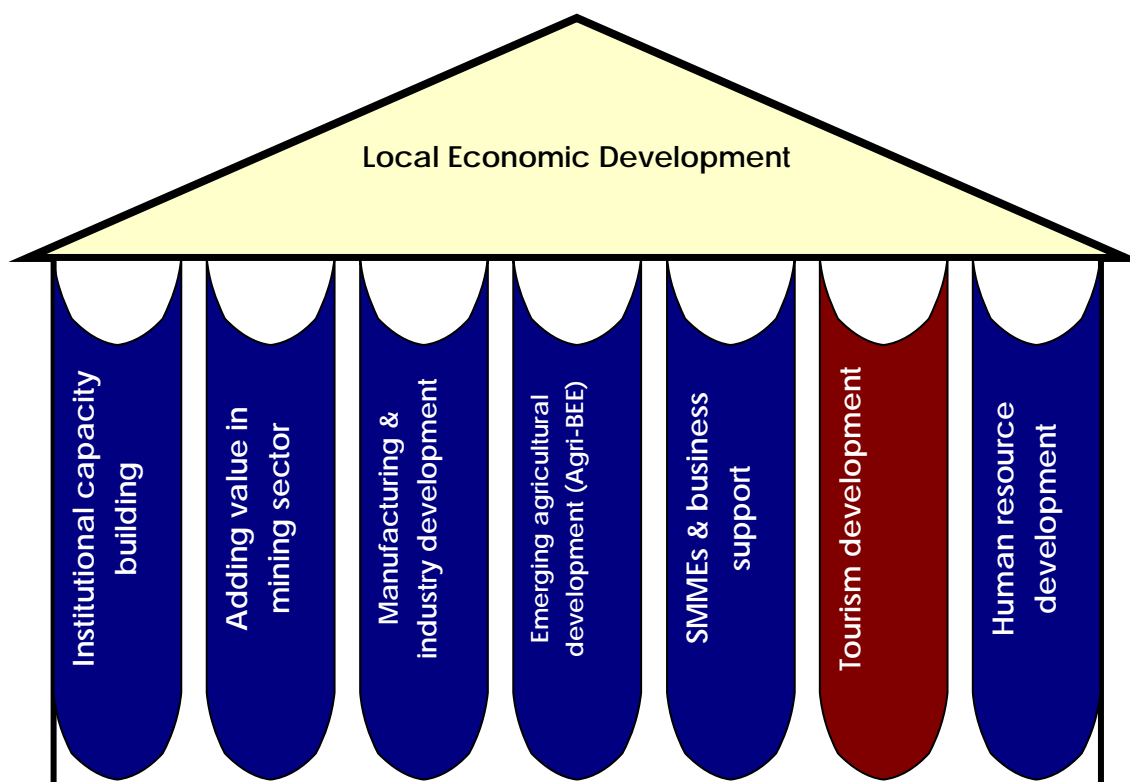
To be a municipality with a clear development focus to improve the quality of life of all the communities in the district

The vision without a mission can be regarded as an occurring dream which will never be realized. The mission therefore plays a very tactical role which supports the strategic intent. In this instance, the District Municipality's mission as outlined in the IDP is:

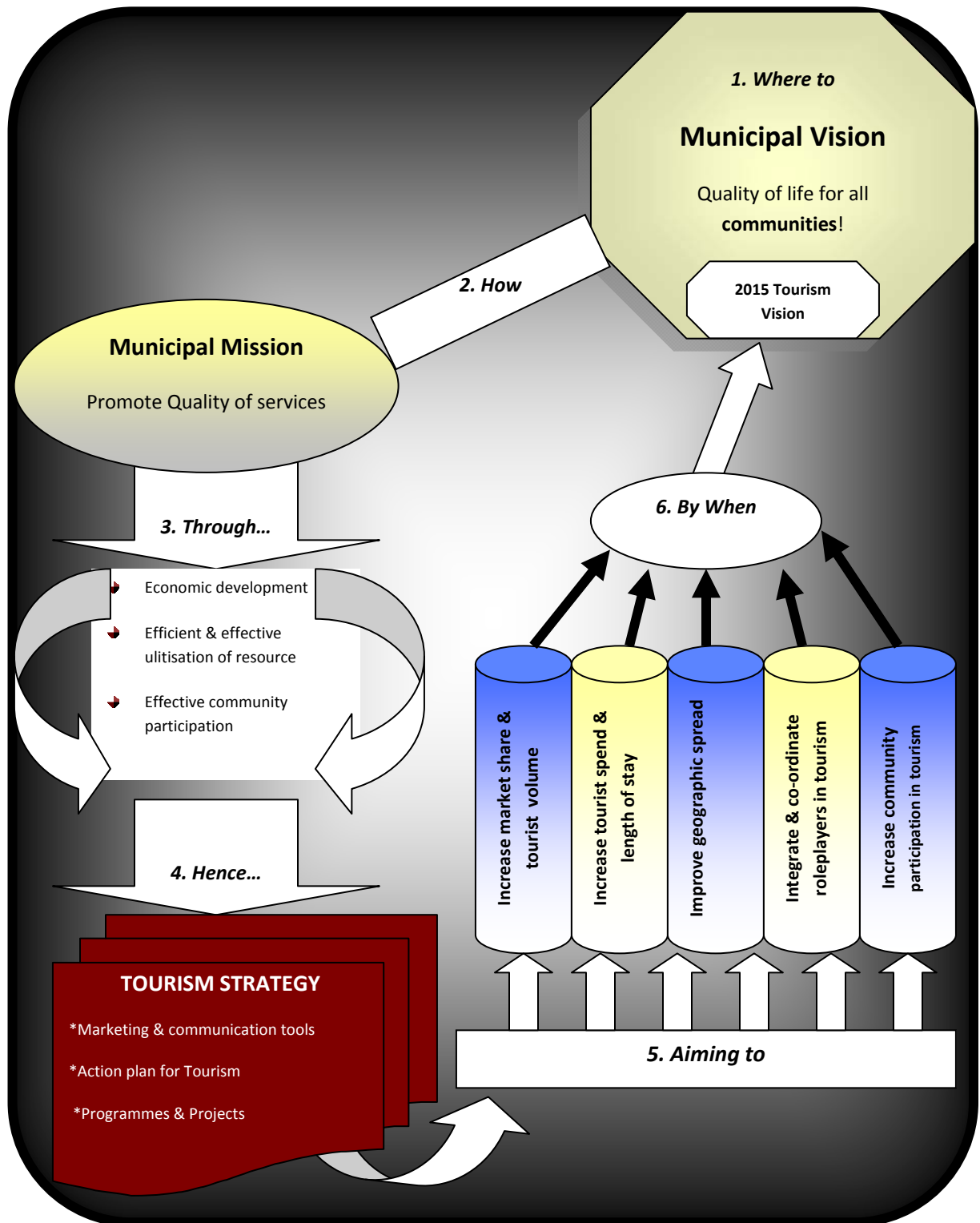
To promote the quality of services and thereby improving the standard of living of all its communities by:

- **Promoting social and economic development;**
- **Promoting the provision of sustainable, affordable and optimal quality of services;**
- **The economic, efficient and effective utilization of all available resources and**
- **Effective stakeholders and democratic community participation.**

The Municipality plays its role in the promotion of economic development by firstly; having Local Economic Strategy and by secondly; vigorously implementing that strategy. The Local Economic Development Plan is a subsidiary of the IDP. The LED Plan has identified seven strategic thrusts which represent the building blocks on which the economy of the District Municipality will be based. The following diagram paints the picture of how LED features in this strategic process.



All of the above strategic documents have been seriously considered in compiling the Tourism Strategy. What to follow below, is the framework to which we locate tourism strategy and its elements in pursuit to realize the district municipal vision in general and tourism vision in particular.



The role that each local municipality will be playing in the achievement of five objectives will be outlined in the implementation plan.

4.3. The Vision for Tourism in the FBDM

The aspirations of intergovernmental relations philosophy cannot be realized if different spheres of one government have divergent visions. It is therefore of strategic importance that the Frances Baard takes a deliberate effort to align the district's tourism vision to both national and provincial visions.

National Tourism Vision

To develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it will contribute significantly to the improvement of the quality of life of every South African. As a lead sector within the national economic strategy, a globally competitive tourism industry will be a major force in the reconstruction and development efforts of the government

Provincial Tourism Vision - 2015

To be the preferred adventure and ecotourism destination in South Africa that is recognized for its cultural heritage and special interest tourism offering through the responsible development of natural and cultural resources.

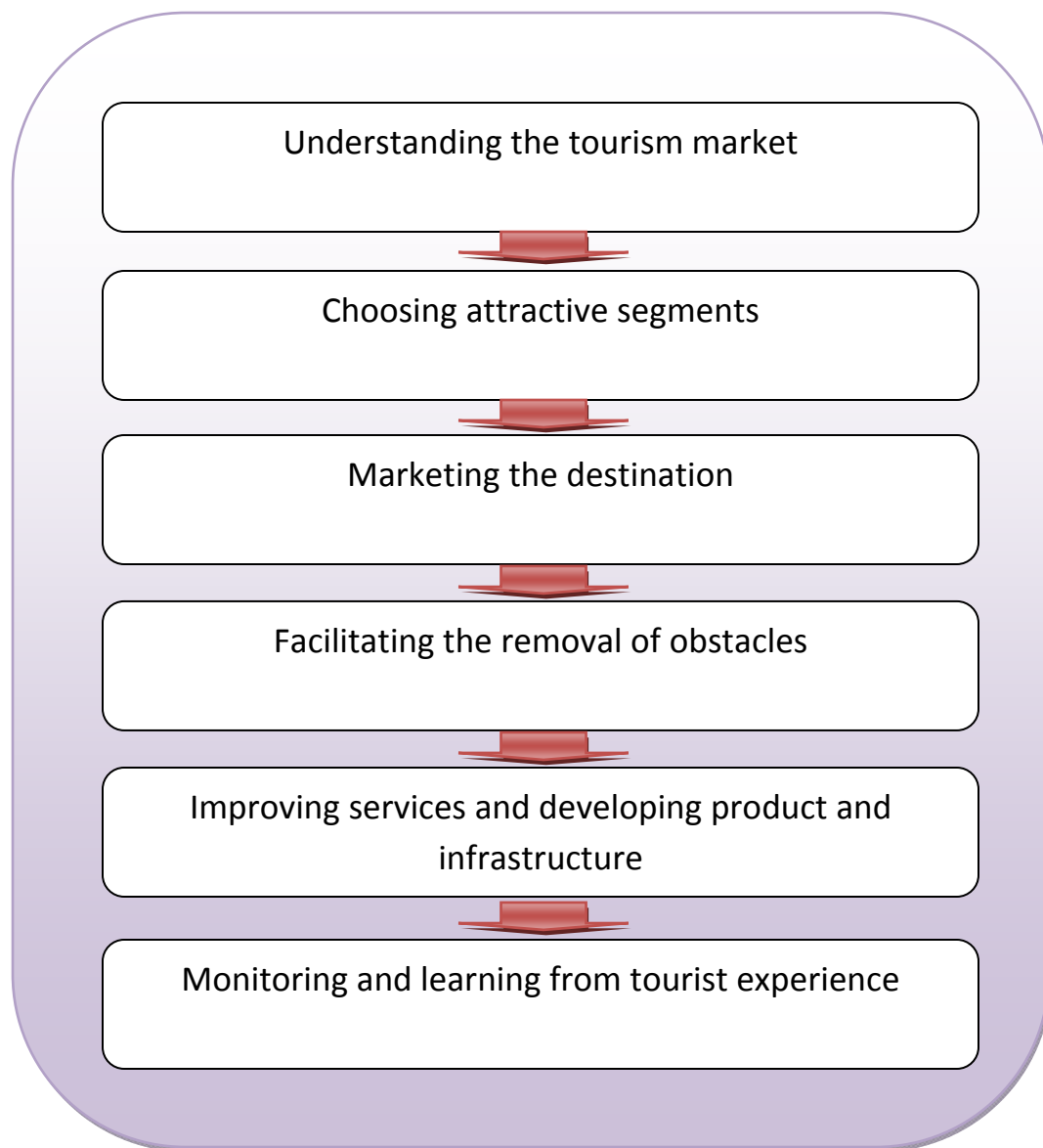
France Baard Tourism Vision - 2015

To be the unique preferred tourism destination attracting both domestic and international tourists.

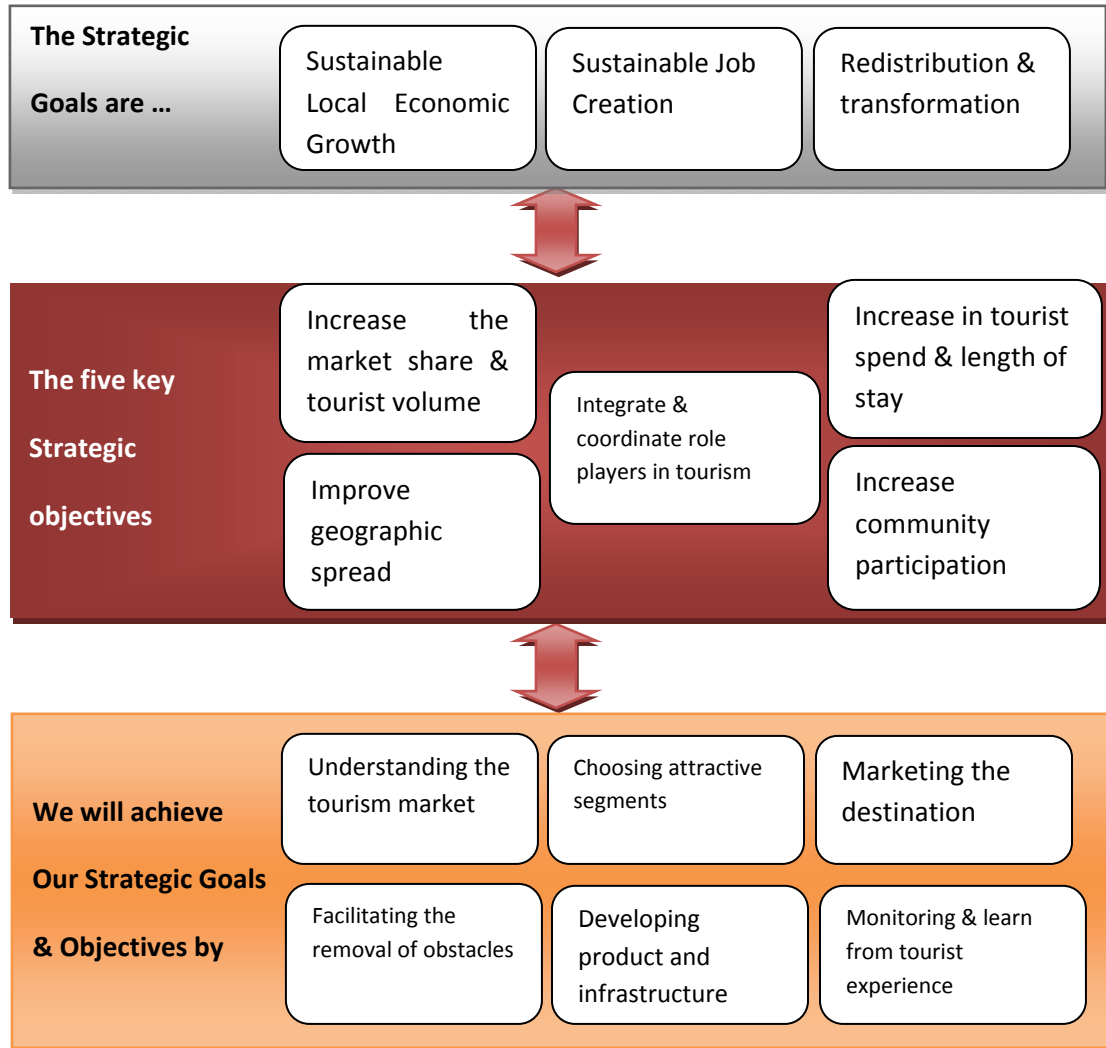
How are going to achieve our 2015 vision?

In general, we will achieve our vision by promoting and developing the Regional Tourism Industry as a key economic sector so that it will contribute to the improvement of the quality of life of every citizen in the region.

In particular, we will achieve our vision by implementing the following strategic actions:



4.4. Strategic Goals and Objectives



4.5. Strategic Drivers impacting on Tourism

The broad strategic drivers are focusing on tourism's contribution to a larger development purpose and they include:

- Contributing to overall economic growth in the Sol Plaatjie, Dikgatlong, Phokwane, Mogarent, Frances Baard, Northern Cape and South Africa;
- Working towards social upliftment and poverty alleviation through facilitating job creation; and
- Striving for more equitable ownership and participation in tourism through transformation.

The essential drivers relate to overall growth of the tourism sector in the FBDM include:

- increasing visitor numbers, visitor spend and length of stay;
- facilitating greater private sector investment in tourism product and small enterprise development;
- facilitating responsible development of tourism that is commercially viable, environmentally conscious and culturally sensitive; and
- striving towards the creation of a safe and secure environment for tourists.

The specific drivers more directly inform particular objectives in each of the development frameworks and include:

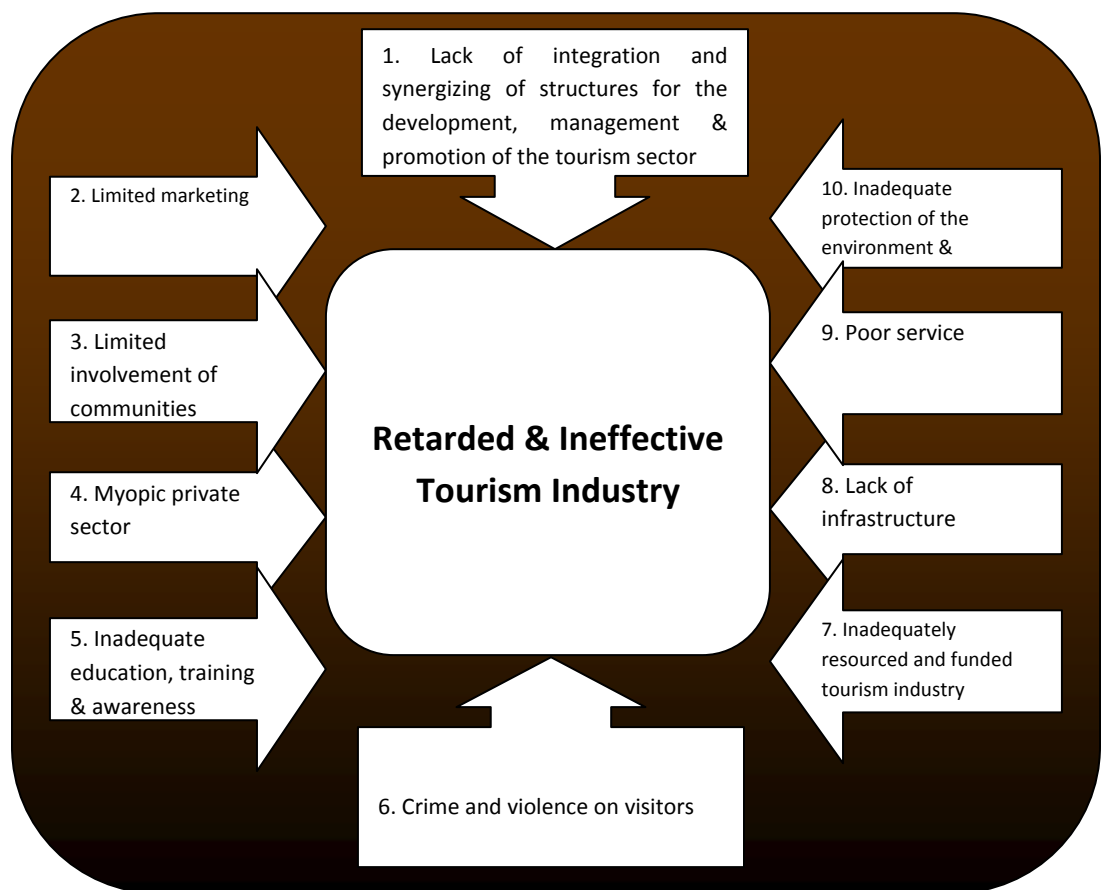
- understanding target markets on the basis of current product strengths, market needs and future opportunities to inform destination positioning and marketing efforts;
- developing a strong tourism supply base in terms of suitable tourism infrastructure and product variety, capacity standard and affordability;
- improving geographic distribution of visitors through a wider range of areas throughout the district;
- reducing the seasonality patterns of travel throughout the year; and
- effective industry management, coordination and communication.

The strategic drivers provide a platform for the development of objectives that will in turn set a clear path along which the vision and objectives of this strategy can be realised.

4.6. Constraints that hinder growth

Tourism industry has a potential to play more meaningful role in the local economy. However, there are ten (10) factors that limit the effectiveness of the industry.

The figure below depicts these factors.



4.6.1. Lack of integration and synergizing of structures for the development, management and promotion of the tourism sector

It is evident that various stakeholders within the district do not have a platform where they can share experiences together. This leads to

undesirable effects that make the district ineffective in terms of tourism initiative e.g. marketing. This might create a situation in which other stakeholders are going abroad to market themselves individually. This situation can create confused destination images, not to mention the inefficient use of resources and the missed opportunity to reinforce FBDM name in the international marketplace.

At the same time, the resources and opportunities to penetrate new and emerging markets and market niches are wasted or missed.

At the private sector level, there are many bodies representing specific interests - from car rental and tour operators to guest houses and hotels.

It is strategically important and necessary to develop inclusive, effective district and local platforms for the development, management and promotion of the tourism sector in region. The exact nature and organisation of these platforms must be influenced by the new vision and objectives set out in this strategy.

4.6.2. Limited marketing

There are three main platforms that should be targeted for marketing purposes. These include the international tourism, domestic tourism and business tourism markets. The FBDM has to follow the marketing policy framework that has been recently formulated. All tourism products should be packaged and published to one all inclusive marketing brochure which can be distributed through the net and various strategic point.

4.6.3. Limited involvement of local communities

Another major problem facing the tourism industry in FBDM is the poor involvement of local communities and previously neglected groups. While this has been largely due to the apartheid policies, the need to reverse this situation is of urgent importance. The tourism industry, perhaps more

than any sector, provides a number of unique opportunities for involving previously neglected groups, including:

Operators of tourism infrastructure:

- Small guest houses or bed and breakfast establishments;
- Taverns, shebeens, bars and restaurants;
- Transport - taxi services, tours, trips, airport and other transfers;
- Attractions - township experiences, apartheid and struggle history;
- Museums - traditional culture and history;
- Entertainment - music, dance, theatre, story-telling, etc.;
- Other - florists, art galleries, hair salons, beauty parlours, craft shops

Services to the industry:

- Tour operator services;
- Travel agencies;
- Tour guides;
- Marketing services;
- Booking services;
- Training services;

Suppliers to the industry

- Laundry services -ironing only, full laundry, sewing and repairs;
- Portering services;
- Production and selling of crafts;
- Interior decor - rugs, wall hangings, furniture, textiles, art;
- Construction - collection of materials, thatching, building trades;
- Maintenance services - vehicles, plant and equipment;
- Environmental services - gardening, bush clearing, composting;
- Specialty agriculture - herbs, organically grown produce;

- Specialty tourism products - traditional hunting, traditional medicines and herbs

Despite these obvious and available opportunities, however, many factors limit the meaningful involvement of local communities in the tourism industry. These include:

- lack of information and awareness;
- lack of know-how and training;
- lack of finance;
- lack of interest on the part of existing establishments to build partnerships with local communities and suppliers; and
- lack of incentives to reward private enterprise that build or develop local capacity and create job opportunities.

The concerns and anxieties of the previously neglected groups need to be understood and adequately addressed in building a successful tourism industry in FBDM. Some of these concerns are:

- "Tourism is a white man's thing and not for us" - tourism is perceived as catering to the predominantly white upper and middle classes.
- The majority of FBDM communities have never been meaningfully exposed to the tourism industry and have not benefited from the country's vast resources.
- Complete lack of knowledge and understanding of what tourism really is - there is a perception that tourism refers only to people traveling around and staying in hotels. The wider opportunities offered by tourism are not appreciated.
- Lack of training opportunities for previously neglected groups in society effectively limits meaningful participation in the tourism industry.
- Inability to access finance to take advantage of entrepreneurial opportunities provided by the tourism sector.

- Lack of involvement - the majority of FBDM communities have not been involved in the planning, decision-making, investment, development or promotion of the tourism industry. Communities have not been involved or consulted in respect of major investment decisions or developments proposed for areas in which they live.
- Inequalities - past inequalities and abuse of power have led to the exploitation of local cultures and community groups.
- Language barriers - the English language seems to be the established language of tourism communication, effectively excluding a majority of the population of South Africa where 11 official languages are in vogue.
- Negative attitudes - negative attitudes exist within the industry towards community tourism products which are sometimes viewed with skepticism and regarded as inferior. There is often a view that what is white and Western is best. The value of the previously neglected people, their culture and their products often tend to be depreciated.
- Lack of market access - local communities lack access to the lucrative tourism markets as visitors are kept within the hotels and resorts and venture out only to 'sanitised' places of interest. For the local shebeens or the local craft vendor, a visitor sighting is a rare occasion.
- Barriers to entry - these are caused by very large companies and corporate structures which control the market. Businesses in FBDM are either very large or very small - a middle segment is only slowly emerging. The cost of capital furthermore prevents many small operators from entering the market.

A great deal of work has to be done by the FBDM, all local municipalities and tourism private sector to redress previous imbalances, to win back the support of the previously neglected groups and to demonstrate that tourism in the FBDM can benefit all residents irrespective of race or class.

To succeed, any tourism development policy to be formulated by each local municipality must, as a priority, seek the meaningful involvement of the previously neglected communities, not only in the supply of their labour services, but also in entrepreneurial activities.

4.6.4. *Myopic private sector*

Another major problem facing the FBDM tourism industry is a short sighted private sector. Hotels, and indeed many other tourism establishments, tend to have a rather limited view of the product they offer - only goods and services within their four walls. If a visitor is harassed on the road; over-charged by a taxi driver; the environment destroyed by insensitive development; or schools are dilapidated, it is not considered the hotel's concern. Experience indicate that hotels that have taken a much broader view of their product tended to be more successful:

➡ *Curtin Bluff Hotel in Antigua has virtually adopted its surrounding community. Locals from the village, for example, are provided with opportunities to become tennis pros and many are sent abroad for training.*

- *Half Moon Hotel in Jamaica has adopted half a mile of highway surrounding its hotel and is committed to maintaining and beautifying it. The hotel is also in the forefront of environmental conservation.*
- *Hotels in St. Lucia in the Caribbean have pioneered an 'adopt a farmer' programme. The advanced orders that hotels place provide farmers with the necessary collateral for them to obtain bank loans to invest in production.*

4.6.5. *Inadequate training, education and awareness*

The greatest deficiency in the tourism industry in FBDM is the absence of adequate education, training and awareness opportunities. The previously neglected groups in society are highly disadvantaged and the job of leveling the playing field is a massive one. One of the key vehicles for doing so is education and training - a basic necessity that the majority of the population has not had access to.

4.6.6. *Crime and violence on visitors*

In addition to the above-mentioned problems, a rather more immediate problem needs to be addressed - that of tourism security. To address this threat, a Strategic Tourism Workshop has to be convened by the FBDM on annual basis. Such workshop can produce a number of strategies and short-term projects – including crime fighting initiatives.

4.6.7. *Inadequately resourced and funded tourism industry*

One of the problems facing the tourism industry is that the government in all spheres has had a limited view of the potential of the industry and, as a result marginal resources have been devoted to developing and promoting the sector. Tourism is still narrowly viewed as tourists and hotels.

In many quarters, the tourism industry is still seen as a thing of the past - a plaything for the previously privileged class. The true wealth-creating potential of the sector has not been fully grasped by policy-makers. Unless tourism is seen as strategically important to the economy of FBDM and the necessary plans, policies, actions and resources to support this initiative are put in place, tourism will continue to be a missed opportunity.

4.6.8. Lack of infrastructure, particularly in rural areas

It is often said that South Africa has a First World infrastructure. However, there is a lack of infrastructure in the Northern Cape and FDBM rural areas, which severely limits the participation of rural communities in the tourism industry. In addition, the absence of adequate transportation services effectively prevent rural communities from participating in the industry, both as potential suppliers of products and services, and as tourists themselves.

4.6.9. Poor service

There is a general culture of poor service in the tourism industry. There is little excitement in delivering service or to go the extra mile to satisfy the customer. The problem is that this seems to be an accepted norm by the bulk of domestic tourists. Even worse, because many establishments are performing well as a result of the unexpected new demand, many owners and managers believe that the product they offer is acceptable.

4.6.10. Inadequate environmental protection resulting in unpleasant sight

Environmentally, FBDM is an incredibly unique and attractive region. A major threat to the further development of the tourism industry and indeed the sustainability of the population of district is the rapid degradation of the environment. Among the population at large, there is an alarming disregard for the environment; litter has become a regional

problem; there is little awareness of the benefits of conserving the environment among the majority of the population; and for many, environment conservation is rather a luxury - finding jobs and food to eat take priority. The poor protection of the environment in FBDM will curtail the tourism sector's development.

4.7. Opportunities and Strengths

The goal of this section is to understand the opportunities and strengths the FBDM has with the aim to use this understanding to identify strategies that will enable the Municipality to achieve its economic objectives. The newly formulated Investment Business Investment Guide highlight the following opportunities and strengths for tourism in the district.

Game farming and commercial game hunting safari cluster

An exciting opportunity exists to develop a hunting safari cluster centered in Kimberley. The Savanna Bushveld is ideal for game viewing with many of the farms no more than 30 minutes to an hour away from Kimberley and facilities.

Endangered and rare species such as roan and sable antelope and disease free buffalo are among some of the more unusual species to be viewed as well as the ever popular game such as giraffe, rhinos and much, much more.

The hunting cluster development entails transformation of the industry and developing a hunting and Wildlife Charter for the Northern Cape Province involving all cluster stakeholders.

Development of a Hunting Museum that will establish the Provinces' dominant position as preferred hunting destination.

A diversity in hunting traditions could be explored as well as various hunting outlets: land and game owners who sell their animals for hunting, outfitters who do the marketing and packaging of the hunting tour, professional hunters who accompany the hunter on the hunt, accommodation establishments that cater for the hunters and their families, guides who take hunters and their families to see other aspects

besides hunting in the country, trainers that train professional hunters; safari outfitters, taxidermists that prepare the trophy for export to the hunter, etc.

Opportunities and strengths

- Many of the private game farms and reserves offer photographic safaris
- Game farms in Frances Baard link up to those of Namibia
- Kimberley acts as the gateway to the Kalahari and Africa
- Plenty of game farms exists in FBDM, either privately owned or are conservation areas
- The FBDM is one of the South Africa's most remarkable and popular hunting destination
- Wildlife safaris offer the opportunity to see the amazing wild animals.

Product types

- Hunting outfitters (clothing equipment)
- Guides and trackers
- Game sales, skinning, cutting, cooling and taxidermy
- Venison and biltong
- Outdoor World and Hunting Museum

Proposed location

- All four local municipalities

Role Players

- South African National Parks Board

➤ Department of Nature and Conservation

➤ Northern Cape Hunters' Association

Outdoor recreational tourism rental club

This initiative is aimed at offering outdoor sports fanatics a broad variety of easily accessible activities and entertainment around the numerous rivers in the District.

The Vaal river is considered one of the best water recreation in the Province yet there are not enough water activities taking place or on offer around the river.

Activities that are offered are usually on individual capacity. The average visitor does not travel around the country towing a boat. The rivers are also great places for relaxation and recreation.

A place to escape the heat of the day, to participate in some of the South Africa's water sports. Or just sitting on the banks, picking, bird watching and enjoying the verdant green surrounds that cut through the otherwise muted fields away from the rivers. This opportunity entails the development of a day visitor centre with a 'shop' strategically situated in Kimberley, due to the large number of tourists flow in the area.

This centre could facilitate tours to various adventure components in the District. The centre/shop will serve as a central booking and meeting point for tours whereby visitors will be taken to different preferred adventure destinations within the District.

A programme/ schedule of activities is proposed for the running of this centre. This will allow for systematic and logical daily operations.

Opportunities and strengths

- The area has been blessed with no less than five river systems, The Vaal, Orange, Riet, Modder Harts, giving sustenance to the region
- Dikgatlong municipality provides a potential for investment in recreation focusing on the river
- The Vaal River offers excellent water activities, and the development of the centre would be great opportunity to attract extreme sports enthusiasts
- Create linkages with the existing water sports activities in the Vaal River
- The Delportshoop town within the municipality is where the Vaal and the Harts rivers run in to each other, making it spectacular scenery
- The Vaal River still has attractive sites stretching to downstream Delport-hoop, with signs of breakwater still visible
- Fly-fishing is one of the most exciting angling challenges one can attempt - catching the spirited yellow fish along the 200 km stretch of Vaal River that flows through the province. After you have triumphed over your tough, cold-blooded adversary, take time to lie on the banks of the river and appreciate the lovely scenery
- The Fourteen streams is the Vaal River upstream the railway bridge have numerous island which also make for spectacular viewing and exciting extreme sporting.

Activity type

- Rowing, sailing, canoeing, river rafting
- Crossbows
- Abseiling, rock climbing and bungee jumping

- Hot air ballooning trips, hangliding, parachuting
- Fly fishing
- Water tubing on the irrigation canals

Target market

- Water sport and adventure enthusiasts
- Local and international tourists
- Sporting clubs

Proposed location

- All four local municipalities

Role Players

- Northern Cape Tourism Authority

Adventure route

The pristine, open air, and natural plains, hills and gravel roads in the district offers opportunities to develop adventure routes focused on adventure adrenalin sporting activities. Guided adventure tours could include existing routes and identified potential route should be developed. and included in the packages. The route packages could be tailored to suit individual needs.

Opportunities and Strengths

- Many the same reasons that make The Northern Cape an ideal 4x4 destination also make it ideal for adventure motorcycling

- Also known as dual sport motorcycling, the concept is to offer riders scenery, history and challenge in a non-competitive, on-road / off-road riding experience
- All of the regions in the province have extensive dirtroads, of varying condition to ride on
- The Kimberley airport is used to a large degree as a link to Kuruman and visitors to Kuruman can be tempted to an adventure drive before embarking
- The Frances Baard has exciting and adrenaline pumping adventure destination and activities that are untapped to and presents an opportunity for potential investment e.g. Delportshoop, Warrenton, Vaalharts irrigation canals.

Activity Type

- 4x4
- Quad biking, motor cycling, mountain biking
- Horse riding
- Quadbike and horseback hunting safaris
- Guided bush and game walks

Target Market

- Local and international tourists
- Upington; Bloemfontein
- Kuruman
- Western Gauteng

Proposed Location

- Sol Plaatjie LM
- Dikgatlong LM
- Mogareng LM

Role Players

- Northern cape tourism authority
- Department of Sports and Recreation
- Hartswater Tourism Bureau

Bi-annual sport events

This opportunity entails establishing a culture of hosting bi-annual outdoor adventure sport events within the districts alternating between the local municipalities.

The district has various low mountains, plains and hills, escarpments which are ideal for different types of sporting activities and can also be used to host competitions.

The bi-annual events would differ from sport to sport, some could be targeted in the spring season, some in the summer and winter periods. This type of events could follow in the steps of the recognized sporting events such as the comrade's marathon; two ocean marathons, hosted annually In South African.

Current annual event in the district include: Gariep Festival, Kimberley Show, Barney Barnato Golf Week, Flea Market, Jones Street Mall, etc.

Opportunities and Strengths

- The Vaal, Riet, Orange, Modder and Harts river run through the district and are ideal for various water sports, such as boating, The irrigational canal in the Hartswater are ideal for riding in them and swimming
- The District Management Area, with large open plain can be developed to adventure sport destination, such as quad biking, motor racing, and be used as a host for adventure sports competition
- All of the regions in the province have extensive dirtroads, of varying condition to ride on
- There's plenty of sunshine, little rain and numerous old mines, quarries and open space and you have the ideal terrain for adventure motorcycle touring
- The districts is characterised by plains and hills with some areas of low mountains and inland water, especially in the Phokwane Municipal area, which is ideal for hosting adventure and extreme sports
- Opportunity to have organised training venue for existing sporting events such as training for the Epic tour
- Opportunity exists to host festivals in the district showcasing unique attractions and cultural heritage.

Activity type

- Motorcycling
- Swimming and canoeing in the irrigation canals
- Fishing; bike racing; boat racing

Target market

- Water sport enthusiasts

- ➡ Local and international tourists
- ➡ Sporting fanatics; surrounding community; youth
- ➡ Local and international athletes

Proposed location

- ➡ All four local municipalities

Role players

- ➡ Northern Cape Tourism Authority
- ➡ Northern Cape Economic Development Agency
- ➡ Department of Sports and Recreation

Farm tours and Farm Stay

Phokwane local municipality is an ideal area for the development of farm tour and farm stay. This will present the opportunity to experience the authentic farm stay experiencing fresh milk from the cow, picked vegetable and fruit before being processed, waking up to the sound of cows, chickens and goats, etc.

Visitors could also get an opportunity to interact with the normal farm life and partake in farm activities, such as productions, processing of farm products, cultivation, milking, feeding livestock, and partaking in cheese and wine making.

This development could be linked to the existing and planned Agri-tourism route in the Vaalharts valley which will enable tourist to experience all the activities surrounding the harvesting and production of popular local farming products, such as olives, pecan nuts, peanuts, citrus, wine cotton and stone-fruit.

Wheat, mealies and Lucerne are also grown. The surrounds of the Vaalharts valley are like a breath of fresh air with the lush green farmlands highlighted from the usual yellows and browns of the nearby countryside.

Opportunities and Strengths

- Agriculture is the mainstay in the Vaalharts valley The Vaalharts valley is a well known agricultural valley with fertile soil for cultivation and majority of agriculture occur within the valley
- The Valley is about an hour's drive from the capital city of Kimberley
- The Vaalharts area has existing co-operative where visitors can learn about vegetable production
- The Vaalharts Irrigation Scheme is an attraction on its own, and can be linked to the Agri-tours and farm stays
- Visitors can cool off in the irrigation canal or even ride in them.

Activity type

- Farm stay
- Picking fruits and vegetables
- Milking goats
- Feeding livestock
- Partake in wine, cheese and dairy making

Target Market

- Local and international tourists
- Upington
- Surrounding community; youth
- Backpackers

Proposed location

- Phokwane LM

Role Players

- Northern Cape Tourism Authority
- Northern Cape Economic Development Agency
- Department of Sports and Recreation
- Hartwater Tourism Bureau
- Vaal harts Farmers Association

Diamond mine tours

Kimberley is known as the diamond capital of the world which makes it an ideal location for the development of a diamond mining tour. The hub would function as a booking centre and a starting point for diamond tours aimed at exploring the history and industry of diamonds.

Visitors will include visits to old fashioned and mechanical alluvial diamond diggings, diamond mines, museums, battlefields, archeological sites, and the digger's memorials.

Dikgatlong Municipality is the centre of diamonds fields. The Barkley West town situated northwest of Kimberley was born out of the first diamond diggings, and there are still diggers washing the gravel in search of the diamond.

Opportunities and Strengths

- Kimberley offers the most Authentic and original experiences of any city in the world
- Barkley West's Canteen Kopje is the site of alluvial diamond diggings
- The Delpotshoop town is known as the small diggers village

- The world largest man-made crater , the Big Hole and the SA' largest open-air museum, the Kimberley Mine Museum, are located in Kimberley
- Create linkages with existing diamond tours in the Kimberley museum and the Big hole
- Linkages between diamond mining tours and historic sites, such as Barkley Bridge and museum
- The diamond hub could contribute to the exhibition centre in the National diamond centre of excellence by providing various diamond cuts to be exhibited. The centre is expected to be visited by tourist, schools, students and conference participants.

Activity type

- Diamond mine tours
- Diamond museums
- Diggers memorial sites
- Tours to the proposed Diamond hub

Target Market

- Local and international tourists
- Upington
- Bloemfontein
- Surrounding community
- Youth

Proposed location

- Sol Plaatjie LM
- Dikgatlong LM

Role Players

- Northern Cape Tourism Authority
- Northern Cape Economic Development Agency
- Northern Cap Diamond Team

Untapped opportunity for accommodation

This opportunity is aimed at developing accommodation establishment targeted at the adventure, extreme sport and the outdoor market that exist in the district. The district has plenty of open spaces, plains and hills that can be developed into accommodation establishments. Each local municipality presents a unique and excellent opportunity for this development due to its various exciting offerings.

Opportunities and Strengths

- The N12 passes through Kimberley making it an ideal area for the development of a hotel alongside the N12
- Visitors to Kuruman arrive through Kimberley airport, presenting an opportunity to position itself as a tourism stopover.
- Kimberley is strategically located to attract breakaways from other buzzing cities
- The area of Hartswater and Jan Kempdorp has low mountains, hills and inland water, making it ideal for camping site, backroading, game farming, canoeing, and bathing
- Numerous opportunities for game lodges and farm stays exist
- The district has magnificent and breathtaking scenery as well as escarpments and hills that are not utilized

- The opportunity also exist for the development of alternative accommodation live tented chalets, backpacker accommodation, etc.

Product type

- Fly-fishing accommodation
- Campsite
- Farmstays
- Game lodges
- Adventure stays
- Tented chalets and backpackers
- Hotel on N12

Target Market

- Local and international tourists
- Upington
- Bloemfontein
- Surrounding Community: Youth

Proposed location

- All four local municipalities

Role Players

- Northern cape tourism authority
- Department of Sports and recreation

Youth Outdoor adventure camp

Both Magareng and Dikgatlong Municipalities are ideal for the development of the youth outdoor and adventure camp or survival/boot camp getaway aimed at providing budget backpackers accommodation to the youth while partaking in challenges aimed at grooming and motivating them. This proposed centre could offer conferencing, and teambuilding. The centre could also include a nature-based training centre similar to the school field trips. The facility could be a basic 'rustic' hostel style camp. Training and environmental linkages to the Rekaofela Adventure centre in Warrenton could include environmental awareness, hikes, animal print tracking, etc.

Opportunities and Strengths

- Both Magareng and Dikgatlong Municipality have excellent escarpments for recreational activities such as, climbing, walking, and hiking
- The Vaalharts valley within the Warrenton town is a place of million trees and many streams
- The irrigation canals have a potential to be used for some of the boot camp challenges
- Linkages with the Rekaofela Adventure centre in Magareng Municipality which amongst other things presents courses on social, personal and leadership development, teambuilding and problem solving.

Product type

- Campsite
- Tented Accommodation
- Dormitories
- Leadership training, prefect camps, and team building facilities

Target Market

- Local and international tourists
- Upington
- Bloemfontein
- Surrounding Community: Youth
- Students groups
- School groups
- Church groups
- Social clubs

Proposed location

- Dikgatlong LM
- Mogareng LM

Role Players

- Northern cape Tourism Authority
- Department of Social Development

Hiking trails

The Frances Baard district with its exciting escarpments and pristine open air and extended plains and hills present a magnificent opportunity for development of hiking trails, both new and existing trails. This could be packaged in the form of guided tours, which could start in Kimberley following identified routes, including camping, sleeping in bungalows, and a special star gazing and night sky retreat absorbing the freedom and wonder of space around. The tours could include partaking in other adventure activities to add the feel good and exciting element of the hiking tour. The tours could be packaged to suit individual needs and follow different avenues such as, adventure, historic, birding, etc.

Opportunities and Strengths

- ➡ The district has exciting natural landmarks, such as rivers, low mountains and hills making scenic viewing
- ➡ An abundance of bird species nest and visit the region, from water fowl and song birds to raptors such as the pygmy falcon and the material eagle
- ➡ Linkages with existing hiking trails
- ➡ The district provides excellent opportunity for creation of new hiking trails due to its peaceful and tranquil environment and natural resources
- ➡ The District is rich in colonial history the diamond history and industry, battlefield and natural resources such as rivers, which offers a variety of themed hiking tours, depending on the visitor's preference
- ➡ The Vaalharts valley and its irrigation canal, as well as the world renowned poplar land add an exciting adventure ingredient to this opportunity

- The district provides an excellent opportunity for weekend adventure retreat for visitors from the nearby neighboring areas e.g. Bloemfontein, Upington, Kuruman, etc

Activity type

- Hiking trails: historic and archeological route
- Birding routes
- Hiking trails: Adventure route

Target Market

- Local and international tourists
- Upington
- Bloemfontein
- Kuruman
- Western Gauteng

Proposed location

- Sol Plaatjie LM

Role Players

- Northern cape tourism authority
- Northern Cape Economic Development Agency
- Department of Sports and recreation
- Hartswater Tourism Bureau

Youth entertainment hub

Kimberley is the economic centre of the District and also acts as a gateway to Africa; thus presenting a great opportunity to develop an indoor youth entertainment hub focused on indoor activities and offerings and linked to various sporting clubs.

Opportunities and Strengths

Kimberley is the gateway to the Kalahari □ Kimberley has a far larger range of services and tourism attractions than similarly located towns. □ The Kimberley airports is used by visitors to Kuruman □ Kimberley is central to nearby places, such as Upington, and provides unique weekend breakaways.

Activity type

- Cinema; Disco; Skate park
- Ten pin bowling; swimming
- Put Put; Action cricket; Darts
- Video Game; Table tennis
- Action netball, etc

Target Market

- Surrounding communities-Youth;
- Local Sport clubs
- Schools

Proposed location

- Sol Plaatjie LM

Role Players

- ➡ Department of Sports and recreation
- ➡ Local sporting Associations

Develop Small scale wine route

The abundant grape farming within the Vaalharts valley presents an exciting and appealing opportunity to develop a wine route similar to the one in Stellenbosch; the route/tour could include, grape picking for production, witnessing the wine processing and wine tasting. This route could be interlinked with the identified opportunity of wine processing and making raisins. Existing wine cellars in the areas should be incorporated in this opportunity. The route could also be linked with the identified Farm stay. This route could include romantic picnic within the scenic places along the route. This route could cater for overnight visitors and day visitors; a booking platform, especially for day visitors could be made accessible to both local and international visitors through a booking portal.

Opportunities and Strengths

- ➡ Frances Baard is the second largest producer of wine grapes in the Northern cape
- ➡ More than half of the grapes and dry grapes in the country are produced in the Province
- ➡ The Vaalharts valley has a high supply of grapes
- ➡ This an untapped opportunity in the area
- ➡ Create linkages with existing wine farms in order to create a wine tour such as Douglas the Wine Cellars of the Diamond fields, Landzicht (cooperative cellar), Hartswater cooperative, Wilreza, etc

- The Harts water centre has golf clubs, bowling greens, restaurants and accommodation that could be included in the wine routes
- Include the existing 1977 wine cellar as part of the route.

Activity type

- Wine Tasting
- Witnessing Grape processing
- Romantic sunset drive
- Visit to existing wine cellars and wine tasting

Target Market

- Local and international tourists
- Surrounding communities
- Upington;
- Bloemfontein
- Kuruman;
- Western Gauteng

Proposed location

- Phokwane LM

Role Players

- Northern Cape Tourism Authority

Develop a San Community cultural village

The San “also known as Bushmen” community is the aboriginal people of south africa. Their distinct culture and customs are worth preservation and showcasing. The preservation of this community could be done through the development of a cultural village similar to that of Leseding in the Northwest, but only focused on the san groups. The cultural village could be used as a platform to learn and understand the tribe through interacting with them in their daily routine. The San community is known for its prolific hunting skills. This opportunity could also be packaged such that it includes, home stay in traditional houses, enjoying traditional meals, visiting various san rock painting sites in the Barkley west town and the surrounds and ending the day with a folklore evening around the fire. The various san groups includes Xû, Khwe, Khomani, Ng!u, Namas.

Opportunities and Strengths

- ➡ There is a site with over 400 san rock engraving in Barkely west
- ➡ Majority of the san community resides in the province
- ➡ Create linkages with existing san related sites within the district, such as Kimberley
- ➡ Include the Cultural village in the existing routes such as the San footprints route
- ➡ Capitalise on the success of the existing san rock art centre located in Barkly west
- ➡ Dikgatlong municipality is located within an hour's drive from the main economic centre of Kimberley.

Activity type

- ➡ Traditional accommodation
- ➡ Traditional dancing
- ➡ Hunting

➤ Folklore

Target Market

- Local and international tourists
- Surrounding communities
- Western Gauteng
- School groups

Proposed location

- Dikgatlong LM

Role Players

- Northern cape tourism authority
- SASI (South African San Institute)

Weekend Health and Spa retreats

The natural and tranquil setting of the hills and plains in Kimberley provides an opportunity to develop a weekend health and spa retreat aimed at offering the much needed relaxation, body and health treatment. This could be ideal for bonding amongst friends, taking time out from the normal busy working life, and unwinding. People from neighboring places, especially the working class could benefit a lot from the retreat, and it would also be ideal for doing other leisure activities such as shopping. Furthermore, due to the large hunting fraternity which is largely aimed at men, this opportunity is ideal for their spouses.

Opportunities and Strengths

- The Riet and Vaal river pass through Kimberley
- Kimberley has plains and hills which are perfect for developing a retreat
- The Riet River provides a pristine and tranquil environment for the development of a spa
- Kimberley is a main economic centre and has modern shopping centre, which provide an excellent weekend away combined with great shopping experience
- Kimberley airports is very convenient for traveling visitors
- The Vaal river has a breath taking sunset.

Activity type

- Beauty therapy
- Rock massage
- Health treatment
- Aroma therapy
- Beauty treats

Target Market

- ➡ Professional Market
- ➡ Business travelers
- ➡ Beauticians

Proposed location

- ➡ Sol Plaatjie LM

Role Players

- ➡ Northern Cape tourism authority

Redevelopment of the Wildebeest rock art centre

The Wildebeest Kuil Rock Art Centre and San Craft shop is located on the outskirts of Kimberley conserving more than 400 engravings (1000 and 2000 years old) spread over this small sacred hill. Redeveloping and expansion of the centre could add more value to the centre and enhance the preservation of the san rock arts for future generations, while adding more activities and features that would be centered around the San community. A visit to the centre can be a deeply moving experience and also very informative. The site, surrounded by land owned by the !Xun and Khwe San people, is on a servitude set aside for rock art conservation and public access. The 800m walkway weaves up and over a hill via a number of information boards, while visitors can listen to an MP3 audio recording as they walk. Back at the centre there is a shop that sells !Xun and Khwe craftwork as well as other community-made souvenirs, and refreshments.

Opportunities and Strengths

- ➡ Centre situated 16km from Kimberley in Barkley west

- The site is actively managed by the !Xun and the Khwe
- The centre is modernized with auditorium for visitors to watch a movie on the san history, audio guided tours
- Opportunity to introduce virtual tours of the centre
- Linkages with the identified San community cultural village opportunity
- Wildebeest Kuil Rock Art Tourism Centre - a facility that already exists
- 800 m long boardwalk - leads the visitor past many of the rock engraving
- San-Bushmen culture - dances, music, arts & crafts,
- Staging the story of the !Xun and Khwe in transformation
- Share with visitors the hunting techniques, game tracking, survival skills in the wild.

Proposed location

- Dikgatlong LM – Barkely West

Role Players

- Northern Cape tourism authority
- Northern Cape Rock Art Trust SASI (South African San Institute)
- Northern Cape Economic Development Agency

Revival of themed steam train

The revival of the steam train tourism initiative is about reintroducing vintage steam trains as a means of tourist transportation, tourist attraction

and venue for many more on board tourist activities. Furthermore, the Steam Train Tourism initiative is sought to create a mix of a historical and heritage tourism offering to capture the imagination of a tourist. While at the same time it creates opportunities for tourists to explore the Northern Capes attraction as entertainment including dining and music. Therefore, the initiative concept has identified the following basic requirements:

- The use of steam locomotives
- Vintage coaches and other essential items of rolling stock
- Restoration of old railway settlements and stations related to the selected routes
- On board entertainment
- Line side entertainment. Including tours to nearby attractions and guest farms and;
- Themed railway packages including corporate sponsored trips.
- Line side photographic opportunities for steam and railway enthusiasts; and
- Working railway Museum in Kimberley.

Opportunities and Strengths

- Revitalization of existing steam locomotive
- Kimberley acts as a gateway to Africa, and it is the main economic hub of the district
- The steam train initiative has the potential to create added value in the tourism product offering of the district.

Activity type

- Train ride
- Dining in the train

Target Market

- Local and international tourists.
- Surrounding communities
- Bloemfontein
- Western Gauteng

Proposed location

- Sol Plaatjie LM - Kimberley

Role Players

- Northern Cape Tourism Authority
- Northern Cape Economic Development Agency

Orange River Tourism Route

This opportunity entails creating an attractive tourism route of epic proportions From Lesotho in the east to Alexander Bay in the West. The route would eventually span three southern African countries and three South African provinces. As such, it is bound to become one of the most

popular destinations for holiday-makers, safari-goers, filmmakers and the travel media. However, the focus for now is firmly on the Northern Cape section of the Orange River. The Northern Cape section of the Route covers the Orange River from Lake Gariep and Vanderkloof dam, South Africa's largest dams, all the way to its mouth on the Atlantic Ocean at Alexander Bay on the border between South Africa and Namibia. The development target area includes roughly 100 km on both sides of the river and stretches over some of the most scenic areas available in the province. The entire target area in the Northern Cape would be divided into different legs where each of these legs would be strung together to provide a ribbon-like destination drawing the visitor to travel through southern Africa from the far east to the far west of the African continent.

Opportunities and Strengths

- ➡ Development of existing river with tourism activities
- ➡ Linkages with other Southern African countries
- ➡ The Orange River project is a, inter-provincial and countries initiative
- ➡ The Orange river is one of the most popular and scenic tourism destination within the district.

Activity type

- ➡ Adventure,
- ➡ Culture,
- ➡ Water-based sports,
- ➡ Wildlife,
- ➡ History,
- ➡ Photography,
- ➡ Agri-tourism.

Target Market

- Local and international tourists.
- Surrounding communities
- Bloemfontein;
- Western Gauteng

Proposed location

- Sol Plaatjie LM

Role Players

- Northern Cape Tourism Authority
- NC Economic Development Agency

Revival of resorts

Magareng, Dikgatlong and Sol Plaatje Municipalities have municipal resorts that could be revitalised and developed into fully operating establishments. This is also a perfect opportunity for creating an alliance with the government in a form of Public Private Partnership. These resorts could be revamped and cater for the business travellers as well as the

ordinary tourist. These resorts are either not utilised to their maximum capacities or not utilised at all, which brings a perfect opportunity to add value through revitalisation.

Municipal managed resorts:

- Sol Plaatje owned resorts: Lang leg Resort (situated in Magareng), and Rekaofela Resort (situated in Dikgatlong)
- Magareng LM owned resorts: Transka Pleasure Resort.
- Dikgatlong LM owned resort: Barkley West Resort

Opportunities and Strengths

- Revitalisation of existing resorts
- The resorts are municipal owned
- Opportunity for Public Private Partnership

Activity type

- Cultural attractions
- Renovation of existing buildings
- Full time operation
- New management

Target Market

- Local and international visitors

Proposed location

- Sol Plaatje LM
- Mogareng LM
- Dikgatlong LM

Role Players

👤 Northern Cape Tourism Authority

N12 Treasure Route

The N12 Treasure Route is an exciting tourism development starting in the North West Province and running through the Northern Cape and the Frances Baard District. This route is created to open a wide range of wildlife, cultural, scenic, industrial and eco attractions to the visitor as well as numerous tourism investment opportunities along the route. The idea is a to have a diverse choice of types of accommodation available along the Treasure Route and in the Frances Baard District there is the opportunity to develop the N12 route linked to Anglo Boer War Sites. The

notion of the treasure route is not to compete with the N1 but rather seek to be a specialist route that focuses on destinations and overnight traffic offering a more pleasant and varied experience than the N1. The District played a major part in the Anglo Boer War, this unexploited war sites could be viewed through an existing route that could be packaged for guided tours and include the other heritage and historic sites that are part of the N12 in the district. The route could be promoted as a tourism service route similar to Route 62 (R62) in the Southern Cape which is modeled on the legendary Route 66 in the United States.

Opportunities and Strengths

- ➡ There is a number of existing Anglo Boer War sites in Kimberley as well as in Magareng LM which can be developed into attractions
- ➡ There is an existing Battlefield route which stars at the Hopetown located 120km south of Kimberley
- ➡ Untapped historical and heritage resources along the N12
- ➡ Kimberley, the provincial capital boasts a modern infrastructure and a wealth of museums, monuments and other historic and cultural heritage attractions.

Activity type

- ➡ Visit to Anglo Boer Sites
- ➡ Historical and heritage resources
- ➡ Curios and Market

Target Market

- ➡ Local and international tourists.
- ➡ Bloemfontein;
- ➡ Western Gauteng

Proposed location

- Sol Plaatjie LM
- Mogareng LM

Role Players

- Northern Cape Tourism Authority
- NC Economic Development Agency

4.7.1. *Other opportunities*

The FBDM has a number of other opportunities to capitalize on its environment to formulate and implement programmes and projects that enable it to become more effective in tourism.

The fact South Africa's tourism industry is growing, presents golden opportunity for the FBDM. It must be said though that these opportunities have to be tapped not only by the district. The Provincial Government of the Northern Cape has a vital role to play as well. At this stage the Province is the least beneficiary when it comes to tourism.

The very significant opportunity presented to all South Africans is the 2010 soccer event which presents a platform to help South Africa achieve its tourism mandate and objectives by taking advantage of opportunities to:

- Maximise value during the event and
- Maximise value after the event

About R11 billion in tourism revenue could be generated during the event. The question is how much will Northern Cape and Frances Baard get out of this estimated revenue? The answer to this question lies in strategic marketing that both spheres have to execute. Such marketing should

focus on what the region has. For instance, the region has a number accommodation outlets which can be used to accommodate sport tourists who will be watching soccer games in the Free State Province.

To sum it up, the FBDM has to seizing the opportunity by grouping Initiatives into specific functional areas to tap into the estimated revenue:

Ceasing the 2010 opportunities

- Information
- Marketing and Branding
- Tourism-friendly transport and tourist safety & security
- Accommodation
- Events and attractions
- Skills and service level

Other opportunities could be to use social media and online platforms. One example could be to form strategic alliances with specific targeted municipalities in various countries.

Forming Strategic Alliances

Strategic alliances are cooperative agreements between organizations from different countries. The District has to use the information on the current national tourism trends. For an example; our country has high percentage of visitors coming from Europe. The FBDM can identify municipalities from Europe and form strategic alliances with them. This will give both parties exposure and in turn, it will make tourism industry flourish.

At the local level the FBDM can take advantage to grow tourism by looking at the issues highlighted below.

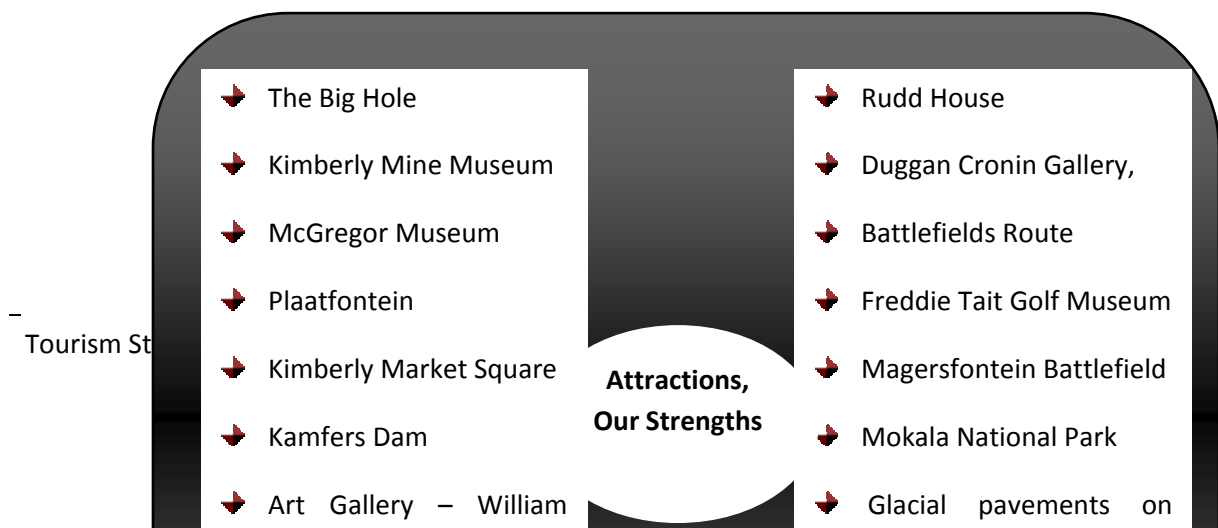
Local Opportunities

- The history of the District should be marketed
- History tours should be well packaged
- There should be improvement on diamond route and Galeshewe activity route
- Improve visitor experience and customer care at tourism information and call centres
- Barkley West has natural sites and friendly people – capitalize on this!
- High potential of agri-tourism and hospitality in Phokwane LM
- Activation of alluvial diamond mining
- Spitskop dam towards the boarder can be exploited to good use. There is good scenery and watersport can be staged there
- Viewing the Flamingo – viewing platform should be installed

4.7.2. Other Strengths

a. Tourist Attraction in Sol Plaatjie LM

The Sol Plaatjie Local Municipality is very rich in tourism activities and attractions. The Frances Baard has to capitalize from the current strengths of the Sol Plaatjie. Some of the attractions in the part of the district include *inter alia*:





b. Tourist Attraction in Dikgatlong LM

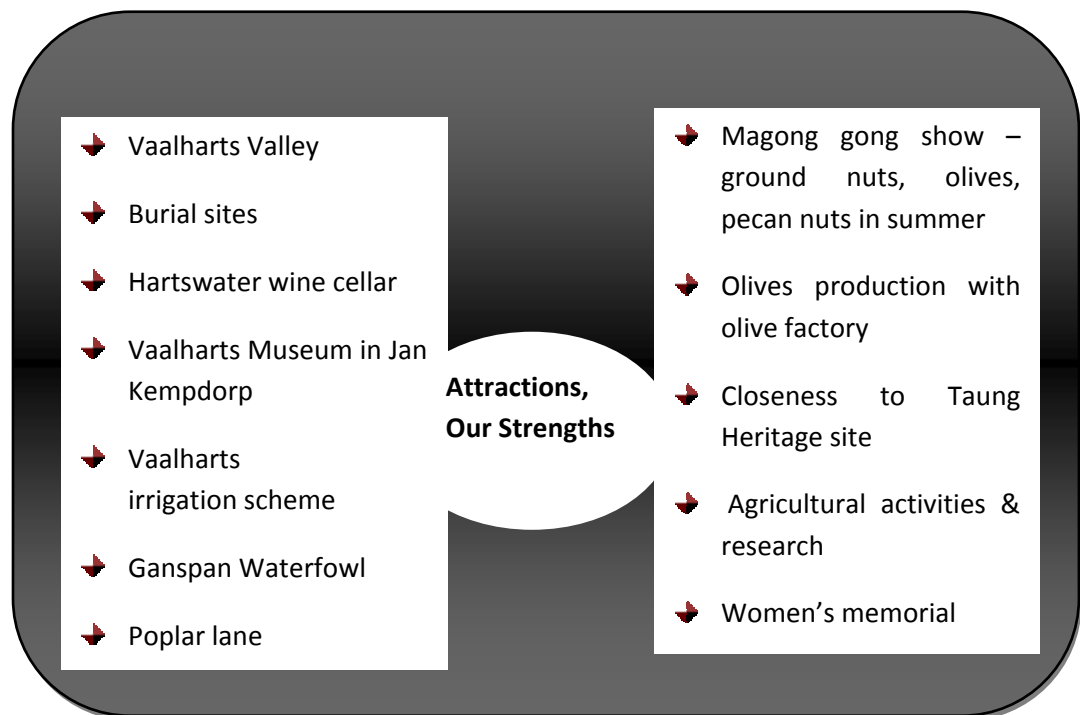
- ➔ Vaal River
- ➔ Old Bridge at Burley West
- ➔ Gong Gong waterfall
- ➔ Alluvial diamond diggings
- ➔ Saint Mary's Anglican Church
- ➔ Khoisan Rock Art
- ➔ Canteen Copy – where first hand tool were found
- ➔ Wildebeest Kuil Rock Art

Attractions, Our Strengths

- ➔ Alluvial diamond trail
- ➔ Private game farms – Goog Hope & Tamatmu
- ➔ Delportshoop – where Vaal & Harts meet
- ➔ Vaal river crossing
- ➔ Water sports at Barkley West Caravan Park
- ➔ Barkley West Resort
- ➔ Rich Tswana culture – there are cultural groups who are performing art

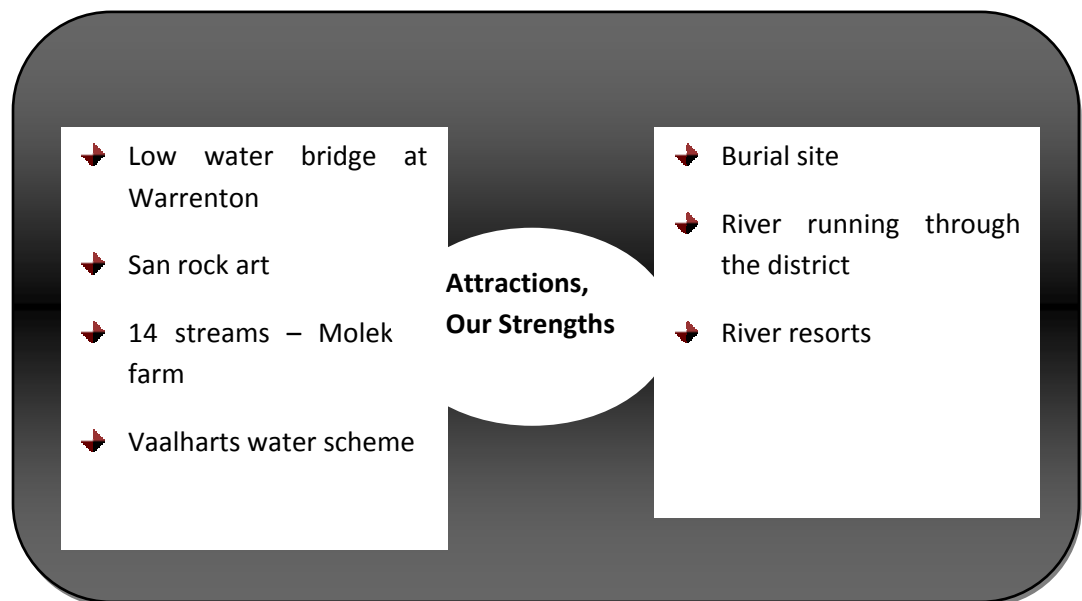


c. Tourist Attraction in Phokwane LM





d. Tourist Attraction in Magareng LM

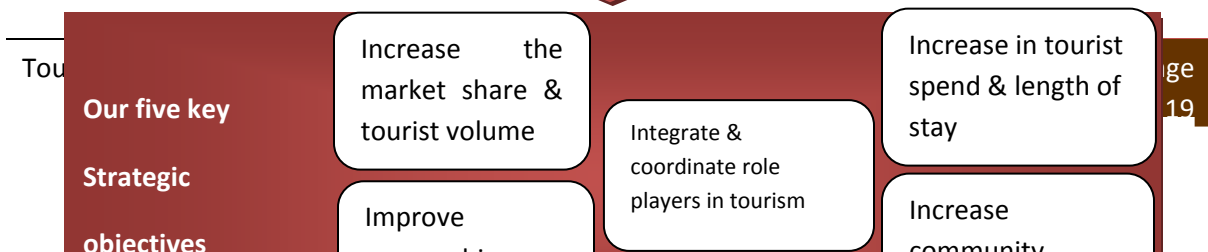
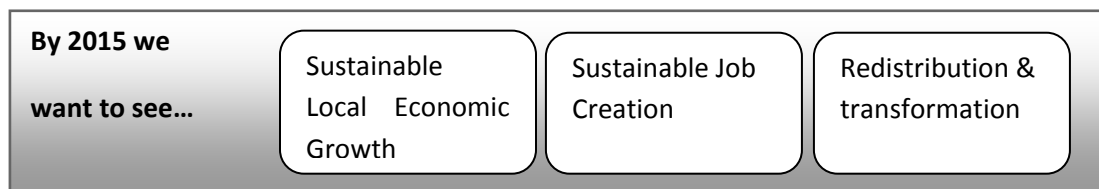




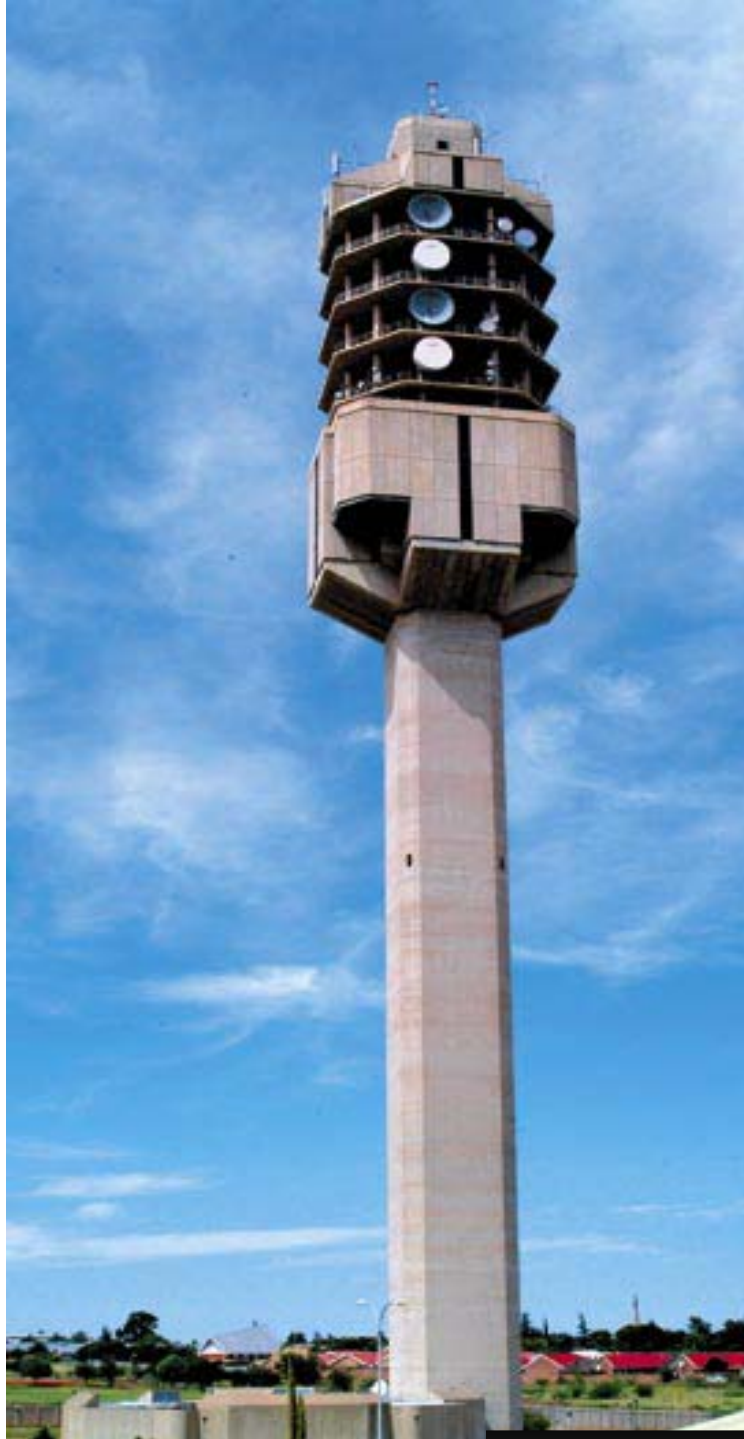
4.8. Priorities for Tourism Sector in the District

Priorities for the tourism sector for FBDM can be identified from the strategic package presented in this strategy document. It must be stressed however that the Provincial government has set a clear direction that tourism should receive high priority.

It is therefore more desirable to outline all elements of the package and prioritization can be done at the level of deciding on financial years in which various programmes and projects can be implemented.



The following section will give substance to the above framework by outlining programmes and projects that should be implemented.



Section 5

Implementation Plan

5.1. Introduction

This section of the Tourism Strategy presents the implementation plan which seeks to turn strategy to reality. The manner in which the implementation plan is structured, it first packages programmes and projects then highlights actionable areas of priority and assigns

responsibilities to various stakeholders ranging from the FBDM and all local municipalities.

5.2. Tourism Programmes and Projects – Implementation Framework



Programme 1: Marketing Promotion and Branding

Objective: Increase the market share and tourist volume

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
1.1. Package and publish tourism marketing brochure with tourism products, experience and standards	FBDM – LED	Tourism marketing brochure in line with marketing strategy developed with all tourism products for all local municipalities						150 000
1.2. Establish and expand a vibrant destination brand	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Implemented marketing strategy						100 000
1.3. Promote the District as premier destination	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Implemented marketing strategy						120 000
1.4. Market and promote Phokwane LM targeting Taung Municipality	Phokwane LED	Increased number of Taung Municipality visiting Phokwane LM						60 000
1.5. Focus on targeting / consolidating at Germany, France and Namibia – this is where there is large market share	FBDM - LED	Increased number of tourists from the targeted countries						200 000
1.6. Market the last remaining true San people living in Kalahari	FBDM – LED; Dikgatlong - LED	Product of San people developed to attract tourists						50 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
1.7. Package business focused marketing	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Business growth in all local municipalities						120 000
1.8. Package leisure focused marketing	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Increases number of tourists visiting for leisure purposes						120 000
1.9. Package events focused marketing	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	2010 marketing plan Schedule of events targeted by each local municipality Specific marketing publications						200 000
1.10. Empower communities to market their cultural traditions and products	Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	Community based plans – for all local municipalities						150 000
1.11. Consider co-operative advertising, marketing and promotion of new and emerging products and attractions	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	New product developed and marketed						100 000
1.12. Ensure the visual way in which the product is presented includes local cultural elements and emphasizes the	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng	Cultural themes developed						80 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
richness of the local complementary product	- LED							
1.13. Profile the District & LMs in regional and national campaigns by means of marketing publications and campaigns	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	Regular stands in the Tourism Indaba, exhibitions, trade fairies and display the folders or brochures with different tourism products						140 000
1.14. Host and manage a programme of major events like a cultural events or a sporting events	FBDM – LED with Mayors Office	An events calendar produced of cultural or a sporting events programme that has taken place and a report detailing the events that took place.						200 000
1.15. Create a tourism route by introducing local tour packaging of activities and working with travel agencies to create full experience packages	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng – LED working with tourism stakeholders	Packaged tours and increased length of stay						250 000
1.16. Encourage opportunities for Sunday trading by organising flea market	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	A series of international events attracted in the District & each LM A list of interested traders to take part in Sunday flea market						100 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
1.17. Have a toll free number for visitors to use to get more tourism and events information	FBDM LED Unit	A toll free number active and found in all the tourism publications						140 000
1.18. Review and develop signage, print materials publications and maps	Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	New signage on major routes, print materials and publications developed and placed at relevant sites.						300 000
1.19. Encourage partnering marketing and joint advertising	Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	Grouped tours, packaged tours being advertised						0
1.20. Develop websites and reciprocal links with appropriate websites and remove duplication	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	An updated district website and local municipalities websites developed						100 000

Programme 2: Product, service and Infrastructure Development

Objective(s): Improve geographic spread

Increase tourist spend and length of stay

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
2.1. Develop game farming and commercial game hunting safari cluster	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Targeted markets making use of the product and services						50 000
2.2. Develop outdoor recreational tourism rental hub	FBDM – LED	Outdoor recreational tourism rental hub developed						200 000
2.3. Develop adventure route	Sol Plaatjie – LED; Dikgatlong – LED; Magareng -LED	Adventure route in place and utilized by tourists						50 000
2.4. Organise bi-annual sport events	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Sporting codes decided by each local municipality Schedule of sporting events						120 000
2.5. Develop farm tours and farm stay	Phokwane - LED	Business plan in place and farm tours and stay developed						100 000
2.6. Develop diamond mine tours	FBDM – LED; Sol Plaatjie - LED	Diamond mine tours; diamond museums; diggers memorial						150 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
		sites visited						
2.7. Tap into untapped opportunity for accommodation	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Hotel alongside N12; increased benefits for game lodges and farm stays; live tented chalets, backpacker accommodation						7 000 000
2.8. Develop youth outdoor adventure camp	Dikgatlong – LED; Magareng - LED	Feasibility study conducted; business plan developed; youth outdoor adventure camp developed						3 500 000
2.9. Develop hiking trails both new and existing	Sol Plaatjie – LED;	New hiking trails developed; existing hiking trails improved						500 000
2.10. Develop youth entertainment club	FBDM – LED; Sol Plaatjie – LED;	Feasibility study and business plan in place; Youth entertainment club developed						8 000 000
2.11. Develop small-scale wine route	Phokwane – LED	Wine route developed						250 000
2.12. develop Sam Community cultural village	Dikgatlong – LED	Feasibility study; business plan and San community cultural village developed						9 000 000
2.13. Package and develop the weekend health and spa retreats	Sol Plaatjie – LED;	Packaged and developed health and spa retreat						140 000
2.14. Develop the Widebeest rock art centre	Dikgatlong – LED with	Partnership agreement;						3 500 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
	Wildebeest Kuil Rock Art Centre	developed Wildebeest rock art centre						
2.15. Revive themed steam train	FBDM – LED; Sol Plaatjie – LED	Revitalized existing steam locomotive						250 000
2.16. Develop Orange River Tourism Route	FBDM – LED; Sol Plaatjie – LED	Business plan in place; River based Activities						250 000
2.17. Revive municipal owned resorts	FBDM – LED; Sol Plaatjie – LED; Dikgatlong – LED; Magareng - LED	Public Private Partnership established; revived resorts						140 000
2.18. Develop N12 Treasure Route	Sol Plaatjie – LED;v Magareng - LED	Developed N12 treasure route						10 000 000
2.19. Encourage provision of quality service	FBDM – LED; Sol Plaatjie – LED; Dikgatlong – LED; Magareng - LED	List of all tourism stakeholders workshoped or trained						300 000
2.20. Conduct tourism audit for all facilities, products and skills that exist in the area	Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng - LED	Audit reports						100 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
2.21. Attract local and foreign direct investments	FBDM – LED; Sol Plaatjie – LED; Dikgatlong – LED; Magareng – LED with NCEDA	Increased number of 5 star graded facilities; a report on the training intervention, and the type of improved skills; funding established by the municipalities and the Province						4 000 000

Programme 3: Community-based Tourism and Institutional Support

Objective(s): Increase community participation in tourism

Integrate and co-ordinate role-players in tourism

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
3.1. Address institutional fragmentation by establishing tourism stakeholders forum	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Terms of references developed; districtwide forum; four local fora meeting at least once a quarter						20 000
3.2. Encourage the informal tourism sector to become part of the formal sector	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Number of entrepreneurs who moved from the informal to the formal sector						70 000
3.3. Help local communities to develop their products so that they can be more easily used by others and marketed to tourists	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Municipal specific list of products						50 000
3.4. Co-operate with other sector businesses to maximize benefits for local enterprises	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Partnership agreements; maximized benefits for local enterprises						100 000
3.5. Assist local craft workers to develop new products to meet market demand	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng	Number of craft worker assisted						50 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
	-LED							
3.6. Enable the historically disadvantaged to engage in the tourism sector	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Training schedules; reports on the trainings provided						150 000
3.7. Develop partnerships and joint ventures in which communities have a significant stake	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Partnership agreements; joint venture agreements						90 000
3.8. Assist the development of local communities and emergent entrepreneurs with visitor feedback on their products and services	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Feedback forms developed and utilised						65 000
3.9. Foster the development of community-based tourism products by providing marketing and mentoring support	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Marketing and mentoring support provided						500 000
3.10. Encourage visitors to spend more money in the local economy, and to visit local bars and restaurants	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Increased local economy						50 000
3.11. Encourage tour operators to be more innovative in their itineraries – to include	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED;	Increased number of local facilities visited						20 000

Projects	Who	Deliverables	2010	2011	2012	2013	2014	Estimated Budget(R)/munic/year
shebeens, ethnic restaurants, etc.	Dikgatlong – LED; Magareng -LED							
3.12. Formulate institutional policies to foster strategy implimentation	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Districtwide tourism policy; local municipalities tourism policies						500 000
3.13. Train targeted and interested tour guides on tourist guide regulations as per the Tourism Act amendments of 2000	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Schedule of training and report of conducted trainings						150 000
3.14. Conduct ward-based tourism development planning using community-based planning model for community participation	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Ward tourism plan						100 000
3.15. Integrate community develop goals as identified in the local plans into the IDPs	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	IDPs reflecting community tourism goals and projects						0
3.16. Conduct community based workshops and training to encourage the involvement of previously disadvantaged communities	FBDM – LED; Sol Plaatjie – LED; Phokwane – LED; Dikgatlong – LED; Magareng -LED	Schedule of workshops and reports on workshops conducted						250 000

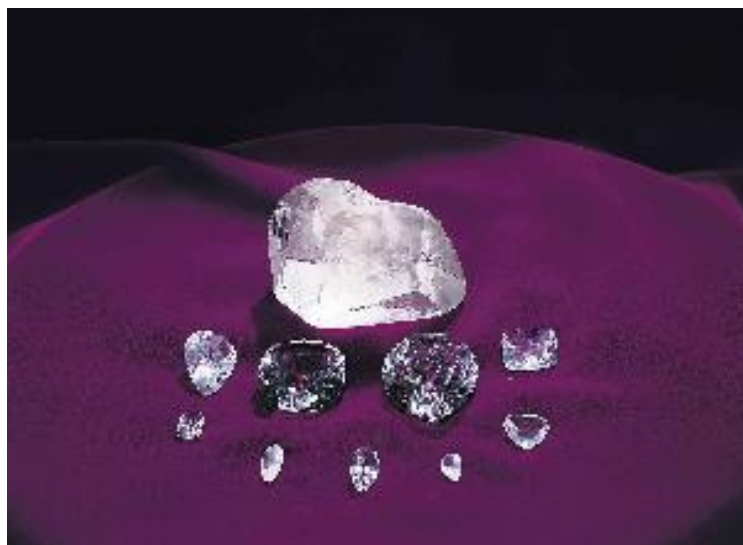
5.3. Critical Success Factors


The critical success factors for this strategy would be the achievement of the stated objectives namely:

- Increased market share and tourist volume;
- Improved geographic spread;
- Integrated and co-ordinated role-players in tourism;
- Increased in tourist spend and length of stay and
- Increased community participation in tourism.

The achievement of the above objectives lies on the adherence to the strategy implementation plan. This means all implementers have to ensure that all deliverables are realized within specified timeframes.

There are other factors that need to be taken into account as well. One of them is that tourism in the District should not only be about statistics and trends much as we need those, but must focus on real people, jobs, growth and food on the table from a tourist guide to all those involved in the industry, in particular the poorest of our community members. These will culminate to successful implementation of the strategy.





Section 6

Institutional Arrangements

6.1. Institutional Fragmentation

This strategy notes that the various tourism organisations in the district have not been operating within an agreed strategic framework, thus failing to establish a consolidated brand and diluting resources. Roles and responsibilities of organisational structures at the various tiers of government have not been fully clarified. There is no doubt that the industry could achieve a better return on its tourism investment by co-ordinating and consolidating the efforts and resources of the various organisational levels.

The institutional management system is needed. Tourism in FBDM is reasonably well ordered and functional. The institutional management system will therefore provide guidance on improvement of the current system rather than trying to redesign it.

6.2. Streamline the Institutional Structure

To ensure the effective management of tourism development and promotion in the FBDM, it is essential that a sound institutional structure with clear functional areas exist. The objective is therefore to streamline current institutional arrangements into a well-organised and functional institutional structure (tourism stakeholders fora) that is effective in bringing about positive tourism growth in the District.

6.3. Research and data management

For this strategy to be properly implemented, the FBDM needs to establish a unit within the LED section that will be responsible to research and data management. Tourism industry needs continuous research to be conducted on the targeted and potential tourists. The research unit will inform policy formulation processes through the valuable data at its exposure. This unit is would also ensure the monitoring and evaluation of the strategy implementation.



Section 7

Marketing & Development Tools

7.1. Marketing, Communication Development

This section should be read in conjunction with the Marketing Strategy.

There are many issues that have to be considered by the FBDM to promote the area as a tourism destination. There are a lot of events and media that should be considered to better market the district and its local municipalities. A more diverse, competitive and innovative tourism sector will benefit through the promotion and facilitation of quality, service and professional standards.

The district will need to communicate the plans with the tourism product owners and other stakeholders involved. In terms of communication initiatives, the district has to maintain communication with tourism product owners and partners via website and database and holding meetings.

There should be monthly meetings with the tourism stakeholders forum that has to be streamlined. Outcomes from those meetings have to be distributed through emails and hard copies printed for those who cannot access emails especially community members.

A quarterly e-newsletter can be prepared with tourism news, current events, tourism trends and statistics, new investments and business developments and infrastructure developments for distribution to all tourism stakeholders.

A small advert in the local paper every four months could alert the community, visitors to activities and progress while also directing them to the tourism website for more information.

Tourism awareness campaigns should be designed to inform local role players about the tourism attractions and products as well as the positive effect of tourism on the local economy. The emphasis should be on the district's cultural heritage as a focus.

7.2. Industry Development

Through the promotion and facilitation of quality, service and professional standards, a more diverse, competitive and innovative tourism sector will benefit.

It is through tourism operators themselves that the benefits expected through this implementation of this tourism strategy will be realized. More visitors, longer stays and higher spending will translate directly into increased occupancies and yields, employment and capital investment among tourism operators and communities.

This requires that the industry raise its standards in line with marketing, infrastructure and other development efforts so the visitor experience is truly enriched and leads to a more sustainable base. Promoting the product for the district will not be effective unless the product meets and exceeds the expectations of the target market. As the district develops its tourism opportunities, both individual businesses and the whole industry will require development.

The tourism industry has tourism operators who are PDI's, SMMEs and co-operatives, who need to understand more about tourism and improve their products. Training and workshops can be an alternative to classroom training, certification, which sometimes can be time consuming as they will be required to participate in formal programmes. Theta, Tourism Enterprise Programme in partnership with FBDM can be involved in offering training, and monitoring the progress.

Collaboration will be improved here by means of bringing the tourism operators together, once or twice a year to network with each other and develop a team approach to community marketing.

FBDM should also promote awareness of best practices in product management, marketing and packaging and stress the uptake of professional certification and training programs as the SMMEs must juggle

seasonal business fluctuations, with restricted cash flow, limited labour force availability and thin operating margins.


7.3. Visitor Services

These services directly assist visitors as they move through purchasing tourism products. Such services can be used to provide information through various programs like the Tourism Information Centre and they may work together with the municipality.

The most critical interventions include the signage, print materials such as visitor guides, or maps and reservation systems. Regardless of the resources the TIC has, there should be visitor services required to ensure that marketing effort will be effective. To ensure that visitors have a positive experience results by means of word of mouth referrals to friends, which is the most common way to spread their experiences in the FBDM.

The municipality in collaboration with the NCEDA can organise trade fairs and hold an annual event aimed at promoting regional economy and tourism. The trade fairs should showcase tourism projects in the district with more attention to historical, cultural and to promoting BEE. This will be done by means of involving the community. FBDM may source some of the funding from the Provincial and National government as well as other stakeholders.

It will be vital that the municipality would monitor and evaluate the progress of the programs and services rendered. There should be meetings conducted as agreed to review the whole planning process, and the lessons learned on the previous year will assist in the planning of activities in the following year.



Section 8

Conclusion & Acknowledgements

8.1. Conclusion

This document has presented a final draft strategy for the France Baard District Municipality.

The realization of this strategy, its vision, goals and objectives lie in the proper implementation and financial commitment by the Frances Baard District Municipality, Sol Plaatje Local Municipality; Dikgatlong Local Municipality; Phokwane Local Municipality and Magareng Local Municipality.

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- Department of Tourism, Environment and Conservation
- Diamond Fields: The FBDM Travel Guide
- FBDM Growth and Development Strategy
- Integrated Development Plans for all Local Municipalities and the District
- Jaggids Hunting Guide
- Khayamnandi documents (Final Draft Investment and Marketing Strategy)
- Kimberley Meander
- LED Manager – Frances Baard District Municipality

- LED Managers for all four local municipalities
- LED Plans for Local Municipalities and the District
- National White Paper on Tourism
- Northern Cape Chamber of Commerce and Industry
- Northern Cape Provincial Growth and Development Strategy
- Northern Cape Tourism Authority
- Northern Cape Tourism Master Plan
- Northern Cape White Paper on Tourism
- Officials from the Kimberley Airport
- Officials from the Northern Cape Economic Development Agency
- Re Bua Mmogo
- Sol Plaatjie Municipality – Tourist Guide
- South African San Institute
- South African Tourism documents
- Stats SA
- The Big Hole Brochure
- The Mc Gregor Museum
- Tour Guide who took us all over the district
- Tourism Enterprise Programme Marketing Manual
- Tourism Information Centres
- William Humphrey Art Gallery