

# Emthanjeni Tourism Strategy



## A Ten Year Plan: 2010 - 2020

Prepared and Presented by:



**CREATIVE HARVEST**

BRANDS WITH RESONANCE

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## **1. Executive Summary**

Following Counsel Resolution to transform Emthanjeni into a viable tourist destination to improve local economy. Creative Harvest is pleased to present the Tourism Strategy for Emthanjeni Municipality projected over a ten year horizon.

This strategy is developed under the auspices of key policy documents including: Emthanjeni Tourism Policy, Pixley ka Seme District Municipality and the Northern Cape Growth and Development Strategy. This is in recognition of the immense contribution of tourism to the growth of the Province in general and in particular to local economy.

The development of this Tourism Strategy was further informed by stakeholders' inputs through various mechanisms including workshops that were held in all three constituent towns namely: De Aar, Hanover and Britstown. In addition to stakeholder inputs, there was site visitation undertaken of all the tourist attractions in the Municipality and photographic evidence of their current state included.

From the assessment undertaken of the tourism environment, it is evident that Emthanjeni has immense untapped tourism potential. However, there needs to be significant effort put in developing Emthanjeni into a thriving tourist destination including:

- Focused Tourism Development
- Restoration and listing of Heritage sites for tourism development purposes
- Active promotion of the Municipality as a prime tourist destination
- Acquisition of Adequate and Competent Human Resource to champion tourism development in the municipality
- Tourism Infrastructure Development.

Further we have emerged with key prioritized tourism sub-sectors as pointed out in tourism literature that has guided the development of this tourism strategy.

The key sub-sectors can be categorized as follows:

- **Leisure** – Holiday making and site seeing
- **MICE** – Meetings, Incentives, Conferencing and Events
- **General Business** – Sales, Meetings and Trainings
- **Retail** - Purchasing of goods and services for taking back home

To achieve the preceding, a ten year horizon tourism strategy is proposed for implementation in three phases.

- Phase 1 will look into addressing the weakness mentioned thus transform the Municipality into a leisure tourism destination.
- Phase 2 will gravitate into MICE tourism
- Phase 3 will concentrate on developing Emthanjeni into general business tourist destination.

Finally, Emthanjeni Municipality is urged to consider paying specific attention to the critical success factors fundamental to the success of this strategy including:

- The unequivocal support of Counsel
- Improved planning and budgeting for tourism development
- Stakeholder involvement
- Acquisition of adequate and competent human resources to drive tourism development

## 2. Background

### Policy Basis of Tourism Strategy

The basis of this strategy was developed on the guidelines of the Northern Cape tourism development policy, the Northern Cape Provincial Growth and Development strategy (NCPGDS) together with the Pixley Ka Seme Growth and Development Strategy (PKSGDS). Further this strategy seeks to align with Emthanjeni Tourism Development Policy which has the following objectives:

- Transparency in all tourism strategies and actions undertaken.
- Protection and Preservation of the Natural and Cultural Heritage to be fundamental to all future tourism development and marketing initiatives.
- Shared community participation and co-ordination on a continuous basis.
- Continuous communication and co-ordination among all stakeholders in Emthanjeni (local business, local authorities, community interest groups)
- Co-ordination and co-operation with surrounding cities/towns, the provincial tourism bodies and other stakeholders.
- Accessibility and affordability of tourism facilities and services so that all community stakeholders can share in and enjoy the tourism experiences Emthanjeni has to offer.
- High moral values and norms should be fundamental to all future tourism initiatives in Emthanjeni.

### The challenges

The tourism challenges that emerged from the assessment of Emthanjeni environment indicate the following limitations:

- There seems to be a lack of clear and continuous co-ordination and planning of tourism.
- Absence of proper tourism value chain coordination

- Inadequate tourism infrastructure
- Absence of active promotion of Emthanjeni as a tourist destination
- Inadequate Human Resource capacity to drive tourism development

### Objective

The objective of the Emthanjeni Tourism Strategy is to transform the Emthanjeni Municipal area into a prime tourist destination for local economic advantage.

To achieve the stated objective the following deliverables should be prioritized:

- To market Emthanjeni as a tourism destination.
- To speed up the restoration of existing attractions and the development of new attractions
- Determine key tourism projects
- Create opportunities for SMME development and employment through tourism development
- To promote pride in the cultural heritage of the communities in the Municipality
- To encourage community participation in tourism planning and development
- To prioritize the development of tourism infrastructure in the constituent towns.

### The Methodology

The methodology comprised a combination of factors including:

- Stakeholder consultation workshops in the constituent towns of the Municipality.
- Literature Research including the PKSGDS, NC tourism strategy and Emthanjeni Tourism Development Policy.
- Comparative Assessment of other municipal tourism strategies.

## Prioritization of the tourism sub-sectors

Flowing from the assessment of Emthanjeni, the following four sub-sectors were identified and prioritized as follows:

**Leisure Tourism** - According to assessment of Emthanjeni tourism environment leisure tourism is the leading sub-sector and thus receives strategic priority for development and implementation in the short term.

**MICE Tourism** – This is the fastest growing sector of the tourism market. Seeing that De Aar is the largest town in the Pixley ka Seme District and the 3rd largest in the Province, it is a strategic centre for MICE tourism development. It is suggested that the Municipality targets this as the next tourism growth point over the medium term.

**General Business** – This relates to individuals and groups traveling to do business. General business can include making sales, training.

As the main business hub of the district, Emthanjeni is accessible to the general business tourist. The establishment of administrative head quarters is an important strategy to retain and increase business tourism. The Municipality should target general business tourism as a growth point over long term.

**Retail Tourism** – Emthanjeni boasts exotic products including the Karoo lamb and mutton, Venison, skins and skin products and unique Karoo crafts.

This provides a good basis for Emthanjeni Municipality to consider developing retail tourism over the long term.

## Seven Point Tourism Strategy

**Data Collection** - Create an integrated all year round system for better tourist information management.

**Co-ordination of tourism Value Chain** - The co-ordination of the tourism value chain is a central function of tourism development as it ensures opportunities for SMME development and job creation. The municipality should play a lead role in the coordination of the value chain both upstream and downstream.

**Heritage Restoration (Natural and Cultural)** - The reconstruction of museums in Hanover and Britstown and an urgent need to develop a museum in De Aar focusing on steam trains.

**Creating Demand** – Active promotion of Emthanjeni tourism, products and services.

**Establishment of Special Purpose Vehicle (SPV)** – In recognition of the fact that tourism development requires multiple players to flourish, it is necessary for the Municipality to facilitate the establishment of an SPV for better tourism planning, management and coordination

**Tourist Infrastructure Development** - Establishment of adequate tourism infrastructure covering all constituent towns of Emthanjeni Municipality.

**Identification and Development of New Tourists Attractions** – Over and above the existing attractions it is necessary for the Municipality to identify and develop new tourist attractions in order to strengthen the area as the prime leisure tourist destination.



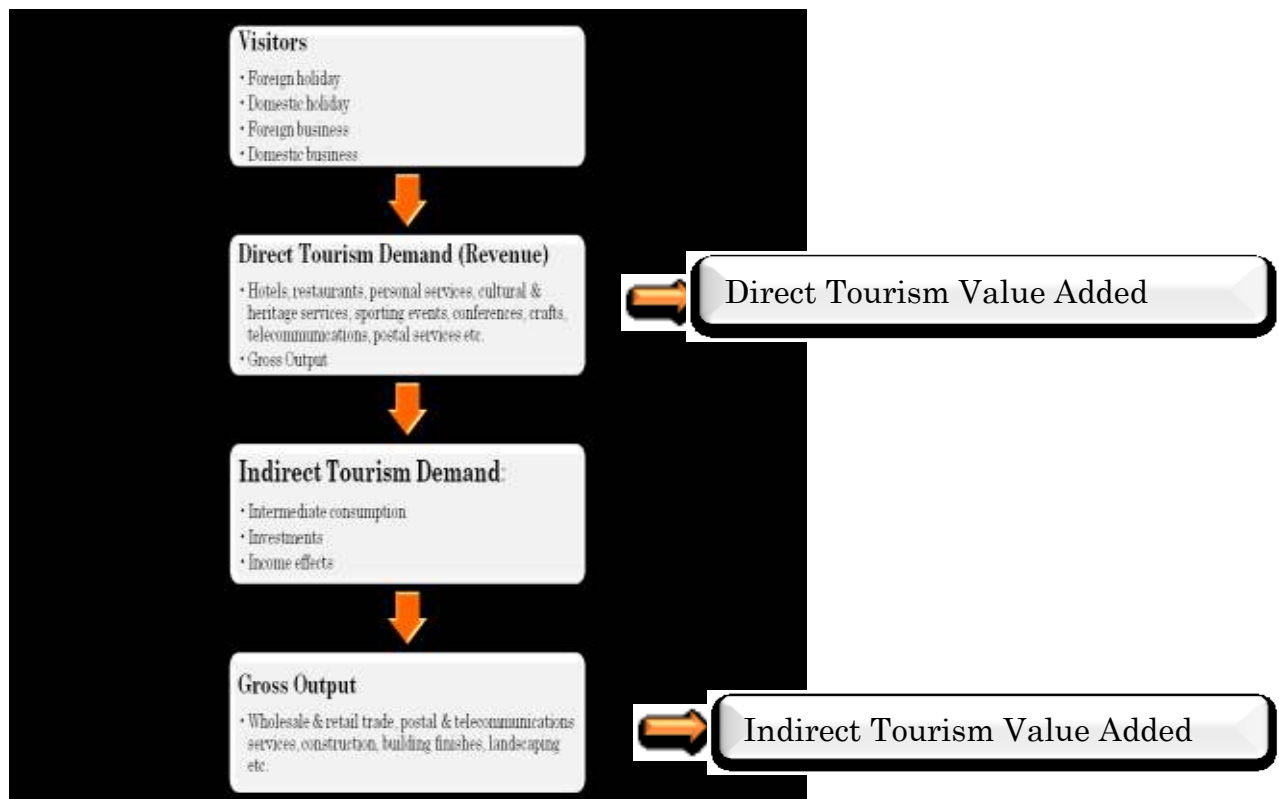
### **3. Tourism in Perspective**

This section deals with the importance of the contribution of tourism economy to national and international GDP and elevates tourism economy alongside the classical sectors.

- Tourism has been the fastest growing economic sector over the past decade
- In 1999 the World Tourism Organisation (WTO) launched tourism internationally as an economic sector
- Tourism value is estimated to reach \$10 trillion by 2010
- In RSA tourism contributed R69,8 billion in GDP of R545 billion in 1999
- Emthanjeni Municipality contributes 22,8% of the provincial gross Value added in the tourism sector within the Northern Cape
- The tourism industry needs to be conceived as an economic sector in the same way as the 5 recognised sectors of the economy: Transport, Manufacturing, Services, Mining and Agriculture.
- The tourism industry can be described as having direct impact in the economy, guests sleeping over at a B&B paying for accommodation
- The tourist economy comprises the direct and indirect demand of visitors. It has a far broader effect and clearly shows the knock-on effect of tourism.

In view of this, greater importance must be placed on tourism development to achieve greater local economic outcomes. In what follows is the tourism structure that indicates the knock-on effect of tourism industry on the broader tourism economy:

### Structure of Tourism Industry



## 4. Competitive Analysis

The following six factor framework is adopted to assess Emthanjeni competitiveness as a tourist destination:

### 4.1 Factor Condition

**People:** Inadequate staff in the tourism office, poor caliber staff, lack of tourism champion to drive tourism development in Emthanjeni negatively affect tourism development.

**Resources:** General lack of resources in tourism office.

**Finance:** It is unfortunate observation that tourism as a programme is neither planned nor adequately budgeted.

**Knowledge:** Absence of accurate tourism information necessary for tourism planning and management.

**Infrastructure:** Absence of a dedicated and equipped one stop shop for the tourism value chain which is necessary to provide tourism information upstream and downstream.

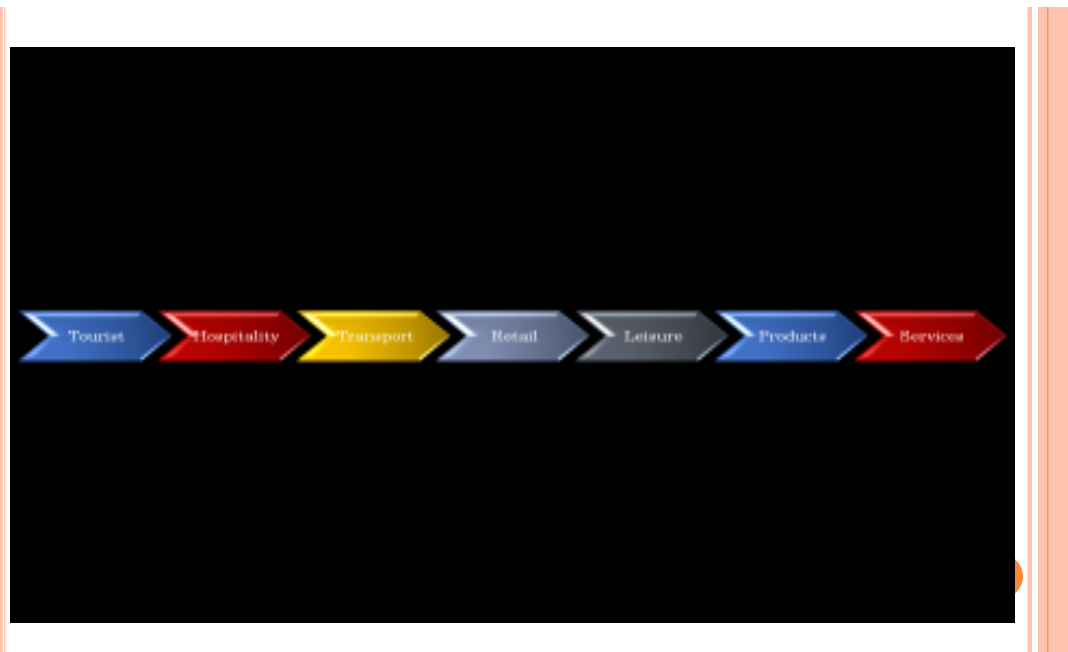
**Institution:** It is a sad observation that institutionally the office lacks design and structure to drive tourism in the Municipality.

## 4.2 Value chain co-ordination

Tourism value chain is the co-ordination of upstream and downstream products and services.

It is noted that the value chain co-ordination is essential in tourism management as it provides SMME and local economic development opportunities along the value chain. The municipality plays a crucial role to ensure that the tourism value chain is well co-ordinated both upstream and downstream while at the same time affording space for private sector and community to fulfill their function in the value chain. It is unfortunate that given the deprioritization of the tourism function in the Municipality, such crucial coordination is non-existent.

Below are the different factors that form part of the tourism value chain. Any lack of any of these factors results in poor value chain co-ordination.



### 4.3 Creating Demand

Tourism is about creating demand therefore marketing of a destination is vital in the development of a thriving tourism industry.

In the assessment of Emthanjeni Municipality it was noticed that there is an absence of active marketing which has contributed to the inability to attract tourists. Emthanjeni Municipality has further remained obscure despite the fact that it has great potential for a thriving tourism industry.

In the creation of demand it is important that we concentrate marketing efforts on the local market as oppose to the foreign market. In reality 60% of the tourism revenue in South Africa is accounted for by the local market as opposed to the glamorous international market.

### 4.4 Institutional Arrangement

The Institutional Arrangement raises the following weaknesses.

Tourism Structure - There is lack of a proper human resource structure necessary to drive tourism. In the absence of a proper functional structure it will prove difficult to realise a flourishing tourism industry in Emthanjeni.

There is an urgent need for the review and development of a tourism structure for the implementation of this strategy.

### 4.5 Planning and Budgeting

At close observation there is sadly a lack of continued tourism planning supported by an adequate budget. In the current situation funds are allocated without any tourism business plan coupled with a budget. If Emthanjeni is to achieve a vibrant tourism industry, concerted effort of an all year plan coupled with a budget is vital. Furthermore, if tourism is the major economic generator in the province, serious attention must be paid to the size of the budget allocated to tourism.

The preceding assessment points to the fact that tourism is de-prioritized and yet it remains the potential economic generator to turn around Emthanjeni into a thriving tourist destination. It is necessary for the municipality to prioritise tourism through adequate staffing, proper budgeting and planning.

#### 4.6 Location

The current location of the tourism office diminishes accessibility and thus not user-friendly to tourists. The following needs urgent attention:

- New premises need to be considered for the tourism office in De Aar. When comparing to other municipalities the trend is to keep the tourism office in its own premises with the view to making it more prominent to the tourist.
- With the consideration that Hanover and Britstown are strategically situated on the corridors of tourist traffic, it is disappointing to notice that there are no tourism offices in these two towns. It is suggested that the municipality considers establishing satellite tourism offices in these two strategic towns for tourism development.

#### 4.7 Special Purpose Vehicle

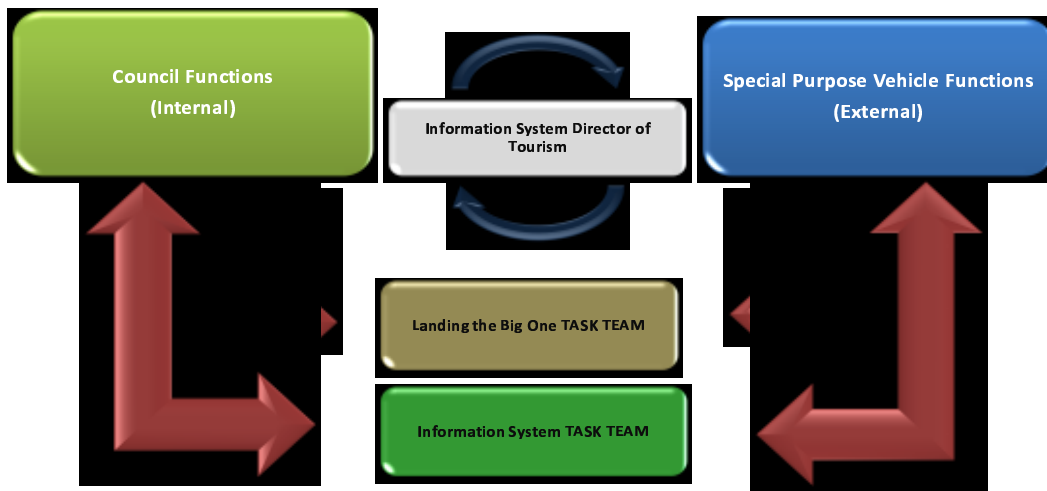
The success of tourism is dependent on the participation of multiple players along the tourism value chain both upstream and downstream. It is therefore necessary for the Municipality to co-ordinate the establishment of a SPV that will serve as a co-ordinating vehicle for tourism planning, development and co-ordination among all key stakeholders.

The current assessment shows an absence of such a co-ordinating structure which is key to turn around Emthanjeni Municipality into a tourism destination. The purpose of such a vehicle is to encourage involvement of all interested tourism stakeholders.

An SPV allows for an industry wide commitment, facilitates the harnessing of skills and pools resources to achieve better tourism outcomes.

The following SPV diagram illustrates partnerships with Private Sector, Communities and Municipality:

## SPV Tourism Structure



## 5. Status of Tourism Attractions

The assessment undertaken in the municipality of the tourist attractions show a rather disappointing, neglected state of affairs. This state of disrepair diminishes the ability of Municipality in becoming a tourist destination.

Below is a portfolio of photographic evidence showing the status of tourists' attractions in the constituent towns of Emthanjeni Municipality.

Photographic Evidence of Status of Attractions

DE AAR



The Garden Of Remembrance

Erected in honour of the British soldiers killed during the Anglo-Boer War. The Memorial Cemetery is also situated in the garden and is currently in a state of total disrepair.





### The De Aar Town Hall

This is the De Aar town hall it is one of the oldest buildings in De Aar which remains a beautiful architectural design. It now houses some municipal offices including the Tourism Office. The Second World War cannon as well as the memorial are also on the same premises. This building and structures desperately require restoration and renovation.

The Olive Schreiner Monument is also found in front of this town hall, the monument needs to be polished and properly taken care of.

These are potentially great tourists attractions.



### The Weather Station

The weather station is one of the major attractions of Emthanjeni but is not well known even by the local residents. It needs to be properly marketed and promoted. As part of promoting the station the entrances as well as the pathways need to be made disabled friendly. Further the access road leading to the station requires to be tarred to facilitate better access especially during and after rainy weather.





### The House of Olive Schreiner

This house is one of the key tourists' attractions of Emthanjeni Municipality. Olive Schreiner, the feminist author lived and wrote some of her major works in this house. The building is a provincial heritage site in urgent need of renovation as it can be a major tourist attraction.



### Paragliding

It is one of only two sites for Paragliding and well known attraction internationally. It has a well established School that offers pilots training and tandem flights with

a bird's eye view of the Karoo landscape. Municipal support is necessary in popularizing this attraction to local residents.



#### St Paul's Anglican Church

It was built in 1892 during the Anglo Boer war and was frequented by the British soldiers stationed in De Aar; it has a beautiful stained glass window that commemorates the soldiers who died during the war. This building is a provincial heritage site and is ideal to house the Museum.

#### The Railway Station & the Steam Trains



De Aar railway station used to be the second most important railway junction in the Southern hemisphere. The municipality should consider developing Museum dedicated to the Railways. This could be a major draw card for train enthusiasts.

### Attractions in Britstown



#### The Britstown Museum

This is the museum of Britstown and displays unique Karoo architectural features. It was built in the 1870's. The building needs restoration to be reopened as a museum with a properly curated collection. Further this building needs to be listed as a heritage site for tourism development.



### Britstown Museum Artifacts

These are some of the museum artifacts that are currently in private use, the articles taken to the museum should be returned to the museum and housed in a properly curated collection.



This is an Ox wagon lying in waste and totally neglected. It needs restoration and proper storage.



Britstown Town Hall

This is one of the many beautiful architectural pieces in Britstown that requires restoration and to be listed as a heritage site. With the necessary restoration the Town hall can become the tourist attraction it should be.



The Dutch Reformed Church

This is the Dutch Reformed Church in Britstown built in 1892. It is a picturesque structure which should be listed as a heritage site for tourism development.



### Khoisan Rock Art

Khoisan rock art can be viewed on several farms like Brakwater and Brandfontein. Maintenance of the gravel roads to the farms should be undertaken to facilitate visiting to the site. Information on such sites should be provided by the tourism office and consideration given to the development of the Khoisan Rock Art route.

### Hanover Attractions





## Hanover Library

This was built in 1878 as a reading room. It is still in its original form and serves the community as a library. This building should be listed as a heritage site to promote tourism development. The building requires general maintenance



## Trappieskop

This is where you can have a magnificent view of Hanover. The stairway was built in 1876. Trappieskop should be listed as a heritage site and a conservation area to promote tourism development.



### The Olive Schreiner Cottage

This cottage is where the famous author used to live during the Anglo-Boer War. It is one of the old buildings of Hanover that needs to be listed as a heritage site to promote tourism.



### Hunting of Springbok

The Springbok is an animal that originates from the Karoo. The springbok skin and springbok skin products can be purchased at the craft shops. The municipality may establish a hunting route and a springbok festival for increased tourism in the area.



### The Dutch Reformed Church

The attractive Dutch Reformed Church dominates the centre of the town, it is one of the most attractive churches in South Africa and house a Barok organ still in weekly use. This building is a provincial heritage site.



### Donkey Cart Tours

Daily trips of donkey cart tours can be organized for tourists who want to be guided through the attractions of Hanover and also visit to artists and crafters. Donkey cart drivers can act as tour guides. This is an ideal opportunity for SMME development with funding assistance and proper training from the Municipality.



Anglican Church

The Anglican Church of Hanover was built in 1895 and is still in use today. It should be listed as a heritage site for tourism development.

## **6. Priority Tourism Sub -Sectors**

Tourism as an industry can be generally categorized into four Sub- sectors:

1. Leisure Tourism – holiday makers and holiday seekers
2. MICE Tourism - Meeting,Incentives,Conferencing and Exhibition
3. General Business - Meetings
4. Retail Tourism - To purchase goods

After a broad consultation and literature research this strategy has emerged following tourism sub- sector priorities:

### **1. Leisure Tourism**

According to research and interaction with the stakeholders all indications are that Leisure tourism is the strongest sub- sector in the area. According to National and Provincial statistics of tourism SA Leisure tourism is the strongest sub-sector in the province. We can accept that the same applies to Emthanjeni Municipality as there are no statistics available.

Accordingly much effort and energy should be concentrated to developing Emthanjeni as a leisure tourist destination. This will include the reconstruction of its cultural and natural heritage in collaboration with stakeholders including the farming community; SMME'S in tourism e.g. tour guides, crafters, cultural groups

The figure below illustrates that the province is largely a leisure tourist destination and by association Emthanjeni is also a tourist destination. This fact is supported by the 22, 8% contribution of Emthanjeni to the province's total tourism economy.

#### Foreign Tourist – Purpose of Visit

Purpose of Visit	All Foreign Visitors	Province Visited								
		GP	WC	KZN	MP	EC	NW	FS	NC	NP
	%	%	%	%	%	%	%	%	%	%
<b>Holiday</b>	<b>42</b>	<b>37</b>	<b>54</b>	<b>53</b>	<b>68</b>	<b>63</b>	<b>55</b>	<b>51</b>	<b>66</b>	<b>66</b>
<b>Business</b>	<b>26</b>	<b>34</b>	<b>19</b>	<b>17</b>	<b>10</b>	<b>11</b>	<b>26</b>	<b>16</b>	<b>11</b>	<b>16</b>
<b>VFR</b>	<b>22</b>	<b>22</b>	<b>20</b>	<b>22</b>	<b>18</b>	<b>18</b>	<b>16</b>	<b>28</b>	<b>15</b>	<b>15</b>
<b>Other</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>8</b>	<b>3</b>
<b>All Foreign Visitors</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

## 2. MICE Tourism

MICE Tourism (Meeting, Incentives, Conferencing and Exhibition) is the fastest growing tourism sub-sector in the tourism industry, Emthanjeni as the largest municipal in the district it is strategically located to cater for such a sub-sector.

It therefore suggested that MICE tourism sub-sector be targeted as the next growth point for tourism at Emthanjeni municipality.

The following business factors influence the need for the development of the MICE tourism sub-sector:

- Training
- Conferencing
- Planning
- Team building

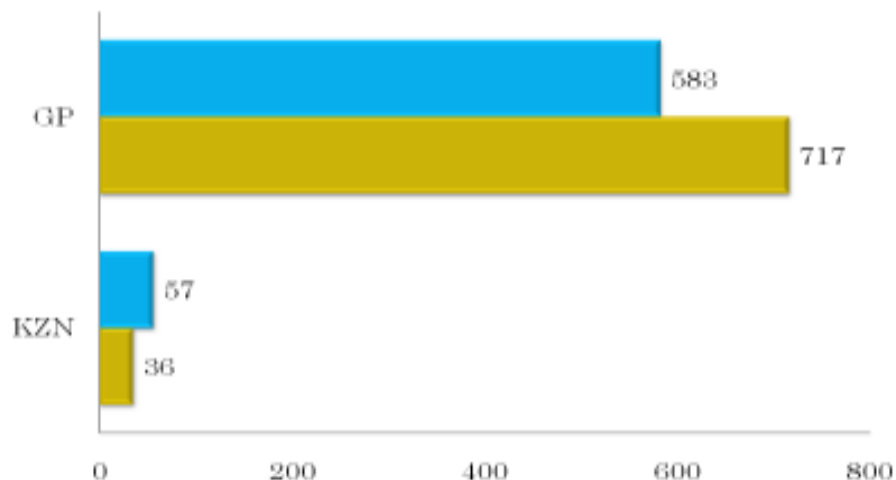
The factors influencing the selection for a destination for MICE tourism are:

- Infrastructure conditions
- Facility availability
- Travel distances for attendees
- Image of the venue
- Value for money
- Reputation for high quality service

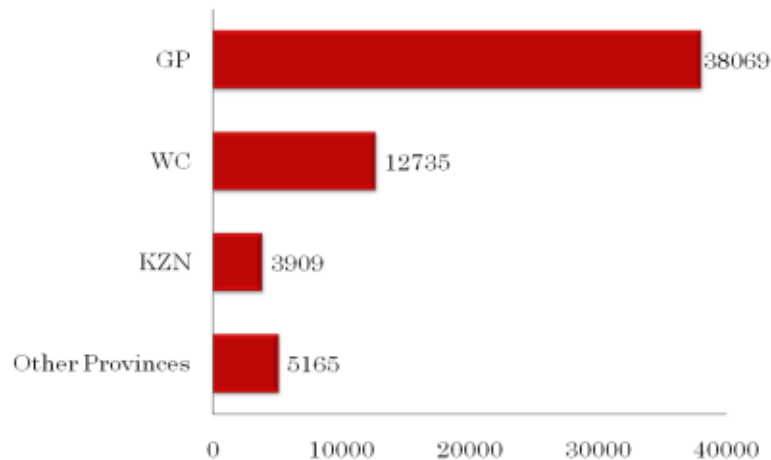
The Municipality needs to plan for the development of this sub-sector over the next five years.

The following diagram illustrates MICE tourism as the fastest growing tourism sub-sector:

International breakdown:



The graph below illustrates MICE tourism nationally:



### 3. General Business Tourism

Emthanjeni Municipality in particular De Aar is the third largest business hub in the Northern Cape. Accordingly this sub-sector becomes a natural gravitation point for tourism growth within the next ten years.

Necessarily certain conditions must be in place for this sub-sector to flourish including:

- Headquarter Establishment
- Office Availability
- Training facilities
- Sales and Marketing opportunities
- SMME development



#### 4. Retail Tourism

The Karoo is privileged with diverse exotic products such as the Karoo lamb, venison, rare crafts, skins and hides, all of which has potential for retail.

The municipality in collaboration with the community, farming community and SMME's can further enhance these exotic products for retail.

It is proposed that this sub-sector be targeted as a tourism growth sub-sector over the next ten years.

### **7. Seven Point Tourism Strategy**

Having assessed the tourism environment in the Municipality, we have emerged with a seven-point strategy to transform the Municipality into a thriving tourist destination for implementation over a ten year period.

#### 7.1 Data Collection and Information co-ordination

There needs to be an urgent prioritization of tourism data collection which is necessary for better tourism planning and policy making.

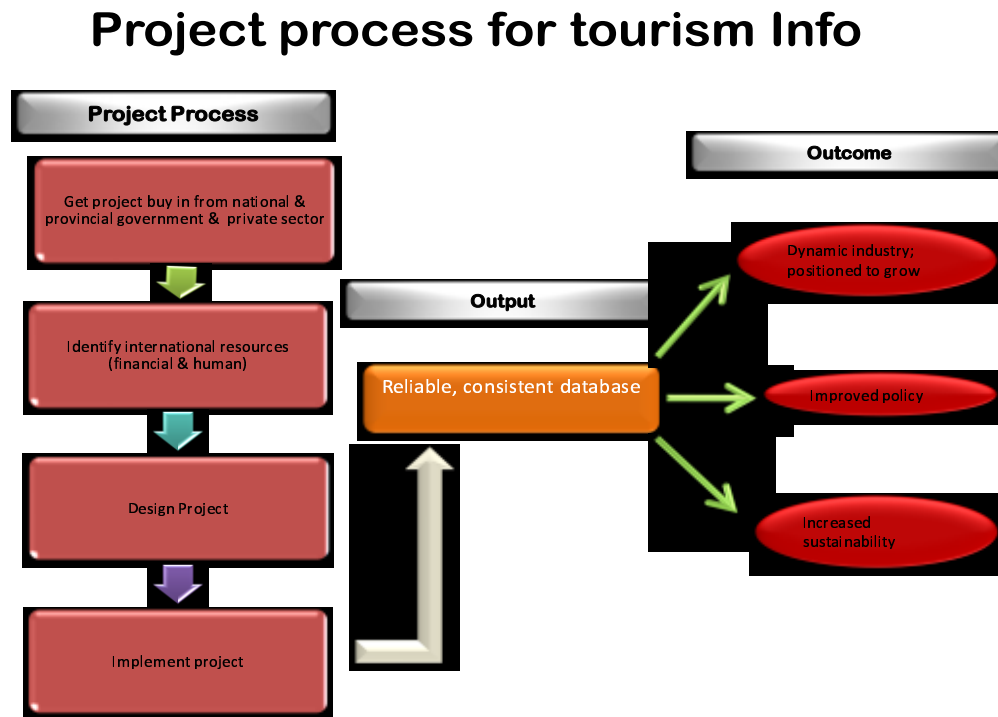
This will comprise the establishment of a database in collaboration with all stakeholders.

The SPV structure should play a pivotal role in the further co-ordination and management of tourism data.

Such information will be key in the management of the tourism value chain both up and down stream.

For this effort to succeed there needs to be optimal utilization of existing technology as well as the acquisition of new technology for information management and co-ordination

Following diagram illustrates the different process to obtain tourism information.



## 7.2. Co-ordination of the Tourism Value Chain.

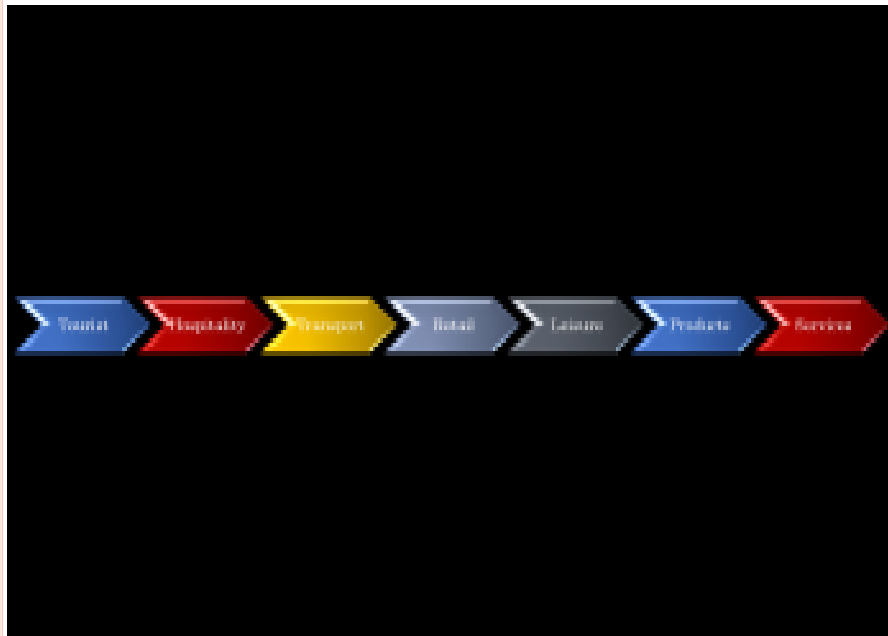
The co-ordination of the tourism value chain accounts for the most important activity in the development of tourism. Because the tourism value chain offers the possibility of job creation, opportunities for SMME's, etc. the value chain both upstream and downstream can serve as information source/service to tourists.

Two critical factors are necessary for tourism value chain co-ordination. On the one hand proper institutional arrangement is vital to ensure as well co-ordinated value chain. On the other hand the participation of the tourism stakeholders in providing private services is important.

There needs to be delineation of functions in order for the value chain to be co-ordinated. The municipality should provide the co-ordination function through its tourism information centre. The private sector must provide services and products.

Again the success of so-ordination will be dependent on the proper functioning of the SPV. The functions of such a SPV will include:

- Design and implementation of information system.
- Membership to national and international organisations.
- Infrastructure constraints identification and motivation of intervention to Council.
- Opportunity identification for SMME's
- Value chain co-ordination issue identification and solutions.



### 7.3 Creating Demand:

Tourism is primarily a demand driven economic sector unless we sufficiently promote and market our tourism destination, it is impossible to increase demand for our tourism product and service. Indeed the active marketing of Emthanjeni remains a priority.

Necessarily the effort to create demand is about rigorous marketing of our destination and this will include an integrated marketing and communication plan. In order to increase demand for Emthanjeni Municipality there needs to be a strong marketing drive employing an integrated media strategy. This marketing and communication strategy will utilize the following media:

- Print
- Digital
- Electronic

It is suggested that the marketing of the Emthanjeni Municipality as a tourism destination run concurrently with the current branding project for cost saving and integration of activities.

The scope of our marketing effort must be focused on the national tourism market and secondarily on the international market. This means our marketing and branding strategy will be spread predominantly on the local market and in a lesser emphasis on the international market. This is in recognition of the fact that 60% of tourism is locally based.

#### 7.4 The Special Purpose Vehicle Structure

In recognition of the fact that tourism is a multiplayer game, it is suggested that a SPV comprising of all stakeholders be established with immediate effect. The SPV structure should lead in the broader development of tourism in the area as well as serve as a resource to plot new tourism opportunities within the municipality.

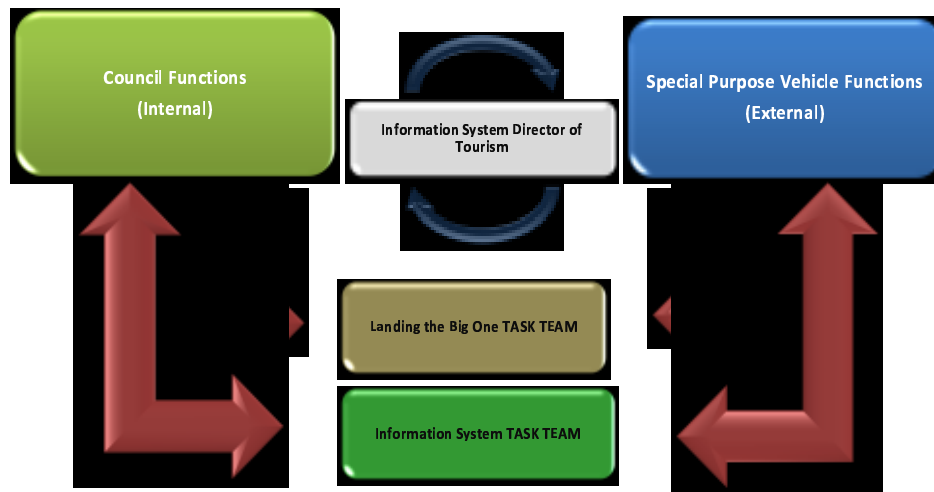
It is the role of the municipality to lead the formation of this structure without being too prescriptive. In this consideration the municipality's role should be a facilitating one.

It is suggested that such a SPV structure convenes at least once per quarter that is four times per year. Its functions should include amongst others:

- Generation of new ideas for tourism development.
- Co-ordination and management of the tourism value chain.
- Identification of new tourism opportunities.
- Assisting in creating demand for local products and services.
- Job creation.
- SMME opportunities
- Collaboration with provincial and national organisations.

The diagram below illustrates the relationship between the tourism stakeholders of Emthanjeni including Council, and the community.

## SPV Tourism Structure



## 7.5 Heritage Restoration

As mentioned in the preceding sections of this strategy, the current state of heritage in the municipality is in dire straits and urgently needs restoration. Amongst the efforts required in heritage restoration is the physical upgrade of sites for esthetic appeal as well as collection of new information, e.g. sites on the Khoisan heritage and of importance are the reconstruction of the museums in Hanover and Britstown and the establishment of a museum in De Aar.

It is suggested that the municipality obtain external funding for the maintenance and upgrading of the museums. It is recommended that this undertaking be viewed as a shared undertaking between the municipality and the community. Further it is necessary that the Municipality prioritizes the identification and listing of heritage sites to enhance efforts for tourism development.

## 7.6 Institutional Arrangement

As pointed out in the analysis section dealing with institutional arrangements, it is necessary for the Municipality to prioritize the following institutional factors:

- Recruitment of adequate and competent Human Resource to drive tourism. This may require the development of a new organizational structure for tourism
- Consistent tourism planning coupled with adequate budget
- The establishment of satellite offices in Hanover and Britstown.
- It is suggested that this receives immediate priority

## 7.7 Development of new attractions

Over and above the restoration of tourist's attractions it is necessary to identify and develop new attractions in order to transform Emthanjeni into a prime leisure tourism destination.

The following are suggested tourism attractions for tourism development at Emthanjeni Municipality:

- The Merino Route
- Springbok Route
- Sheep Shearing Route
- Agric –Village Route
- Khoisan Rock Art Route
- Game Route
- Karoo Route
- Camping Trails/Route
- Hunting Route
- Emthanjeni Tours
- Karoo Experience Route
- Malay Camp Museum
- Steam Train Museum
- Springbok Festival
- Karoo Festival
- Abseiling Sport Activity
- Paragliding Sport Activity
- De Aar Museum
- The Fishing Route
- Karoo Rally

## 8. Tourism Projects

Each suggested strategic objective will need to be considered in detail and developed further as a self-contained tourism business plan for purposes of budgeting and implementation.

The tourism projects listed below comprise strategic activities targeted to improve leisure tourism in Emthanjeni Municipality and are to be achieved over a three year period commencing in 2010:

### A. Short Term Objectives: 2010 - 2013

1. Data Collection and tourism information co-ordination
2. Creating Demand (marketing and branding)
3. Establishing of SPV for value chain co-ordination
4. Heritage Restoration
5. Institutional Arrangements
6. Development of Tourism Infrastructure
7. Identification and development of new attractions

### 8.1 Data Collection

#### Objectives

- Better management of tourism information which is necessary for better co-ordination of the tourism value chain thus ensuring memorable tourist experience.

#### Rationale

- Accurate tourism information is necessary for better policy making and tourism planning.

#### Project Description

- Establish a database for tourism information
- Design a data collection instrument
- Collection of feedback from stakeholders on a monthly basis
- Inclusion of collected information in a database



### Cost Estimate

- It is projected that this project will cost R200.000

### Timeframe

- This project should be effected immediately

## 8.2 Creating Demand

### Objectives

- To transform Emthanjeni into a prime tourist destination for local economic development

### Rationale

- To position the municipality as a preferred destination for leisure tourism
- To increase SMME opportunities as well as job opportunities
- To increase demand for tourism product and services
- To match our tourist products and services to the market

### Project Description

- Integrate marketing with the branding project and utilise integrated media and communication plan employing spread of media tactics including digital, electronic, print, etc.
- The scope of the marketing will be predominantly national in recognition of the Sho't left campaign.

### Cost Estimate

- It is projected that this project will cost R1.5 million

### Timeframe

- It proposed that this project be undertaken in 2010 in conjunction with the branding project as these are similar in nature with similar outcomes.

## 8.3 Special Purpose Vehicle

### Objectives

- To establish a special purpose vehicle for proper co-ordination of the tourism value chain and management as well as to encourage a wider participation of stakeholders.

### Rationale

- Recognition of multiple stakeholders necessary to ensure successful tourism development.
- To have an inclusive structure that will be identify tourism opportunity for increased local economic value

### Project Description

- Facilitate a founding meeting with all the tourism stakeholders including community, SMME's and private sector
- In conjunction with the tourism stakeholders the SPV structure should determine the functions of SPV and frequency of meetings. In this consideration the municipality will play a facilitating role.

### Cost Estimate

- It is projected that this project will cost R250.000

### Timeframe

- It is proposed such a structure be established with immediate effect.

## 8.4 Heritage Reconstruction

### Objectives

- To improve tourists attractions in order to increase tourist demand for the destination

### Rationale

- The current state of attractions need restoration as this affects the demand for the destination.

### Project Description

- Reconstruction of the Khoisan heritage and other African cultural heritage existing in the Municipality.
- A need exists to formalize the history of the indigenous people of the area and mainstream it in the history of the Municipality to create diverse and rich heritage (the Malay history, Xhosa history)
- Tracing and restoration of museum artifacts from private ownership
- Restoration of the museum structures in Britstown and Hanover.
- Establish a new museum in De Aar concentrating on the steam locomotive

### Cost Estimate

- It is projected that this project will cost R10 million

### Timeframe

- The reconstruction of heritage should be implemented over the next three years commencing in 2010

## 8.5 Institutional Arrangement

### Objectives

- Prioritize tourism through improving institutional arrangement including better Human Resource, planning, and budgeting allocation.

### Rationale

- A well championed tourism development programme.

### Project Description

- Design appropriate structure to drive tourism development.
- Develop a better planning process
- Adequate budget allocation coupled with tourism planning.

### Cost Estimate

- It is projected that this project will cost R1.5 million

### Timeframe

- It is proposed that this project be undertaken immediately

## 8.6 Development of Tourism Infrastructure

### Objectives

- Prioritize the improvement of tourism infrastructure to increase tourism demand for the destination

### Rationale

- For effective tourism development and promotion.

### Project Description

- Establishment of a new tourism information office in De Aar
- Establishment of satellite tourism offices in Hanover and Britstown

### Cost Estimation

- It is projected that this project will cost R2 million

### Timeframe

- The development of tourism infrastructure should be implemented over three years starting in 2010

## 8.7 Identification and Development of new tourist attractions

### Objective

- To identify and develop new tourists attraction for competitiveness

### Rationale

- To increase tourism competitiveness of Emthanjeni Municipality

### Project Description

The identification and development of the proposed new attractions should be coupled with private sector participation through the SPV:

- Merino Route
- Springbok Route
- Sheep Shearing Route
- The Agri-village Route
- Khoisan and Rock Art Route
- Game Route
- Karoo Rally
- Camping sites and hiking trails
- Hunting
- Development of a Malay camp museum
- Karoo Route
- Re-inventing the Springbok Festival or Karoo Festival
- Adventure sport
- Paragliding
- Absailing
- Emthanjeni Tour Packages

### Time Frame

- Some attractions could be developed in the short-term whilst others could be developed in the medium to long-term

#### B. Medium term objective from 2013 to 2016

MICE tourism as a sub-sector should be targeted for growth in Emthanjeni.

This tourism subsector is dependent of the following factors:

- Facility Availability
- Reputation for high quality service
- Travel distance for attendees
- Image of the venue
- Price
- Value for money
- Weather
- Activities offered
- Accessibility

#### C. Long term objectives from 2016 to 2020

General business and retail tourism

- Over the long term it is suggested that the municipality gravitates to develop retail and general business tourism sub sectors
- The conditions to ensure success of these sub-sectors are:
  - Business cycle of country and area.
  - Head quarter establishment.
  - Office space availability.
  - Training facilities.
  - Sales and marketing opportunities.
  - Product range for retail purposes.
  - Agri-villages.
  - Product route, e.g. Mutton Route, Venison Route, etc.
  - Wide range of services

## **9. Critical Success Factors**

In order for this strategy to succeed and turn Emthanjeni to be a flourishing tourism destination the following factors are fundamental:

1. Support and buy in of Council and top management is essential.
2. Adequate budget allocation coupled with proper planning
3. Adequate Human Resource competency to drive tourism development.
4. Full participation of all stakeholders in the tourism development process
5. The strategy must be consistently implemented over the stipulated period if it is to achieve the desired outcomes.

## **10. CONCLUSION**

This strategy is proposed as a working document for consistent implementation over a 10 year horizon effective 2010. Sufficient rigorous thinking and wide consultation have been undertaken to consider the suggested strategies to be considered invaluable, valid, creative, forward looking, visionary, inherently consistent with a methodologically rigor and a set of action plans that can achieve the vision of transforming Emthanjeni into a thriving tourist destination.

Each suggested strategic objective will need to be considered in detail and developed further into self-contained tourism business plans for purposes of budgeting and implementation.

Collectively, the strategic thrusts presented, present a road map of how Emthanjeni can create job opportunities, SMME development and thus increased local economic value through a rigorous pursuit of tourism development.

It is our considered view that whereas there is room for continuous alignment and perhaps even adjustment of the proposed Seven Strategic Pillars, it is strongly suggested that the Municipality does not eliminate any of these as this will fundamentally undermine the outcome of the strategy.

Any piecemeal approach to this industry will result in failure to achieve the desired outcomes.

Finally, Emthanjeni Municipality is urged to consider paying specific attention to the critical success factors fundamental to the success of this strategy including:

- The unequivocal support of Counsel
- Improved planning and budgeting for tourism development
- Stakeholder involvement
- Acquisition of adequate and competent human resources to drive tourism development