



Western Cape
Government

Agriculture

BETTER TOGETHER.

GREEN ECONOMY BERG RIVER PROJECT: TOURISM

Towards an Agri-Tourism Strategy and Action
Plan for the Berg River, Western Cape

2017/2018

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Executive Summary

The Western Cape Department of Agriculture (WCDOA) provides a wide range of development, research and support services to the agricultural community in the Western Cape, to realise the vision of "a united, responsive and prosperous agricultural sector in balance with nature" (WCDOA, 2016). This vision is supported by the mission to unlock the full potential of agriculture to enhance the economic, ecological and social wealth of all the people of the Western Cape.

These aspirations are well instituted in the Department's Sustainable Resource Management (SRM) Programme, purposed to promote the sustainable use and management of natural agricultural resources by recognising and addressing the primary causes of natural resource decline (WCDOA, 2016). One of the natural resources that have become increasingly important under the SRM Programme is the Berg River, given that the River affects every person in the catchment (and beyond) in terms of food production, water supply, recreation and the value add in the agricultural sector. The SRM Programme is committed to working towards the restoration of the Berg River, via a host of activities, to a healthy river system that will promote human wellbeing and support ecosystem functions.

The Berg River Catchment is characterised by intensive agricultural production and processing, and is considered an important supply system for irrigated agriculture as well as for urban users (African Climate & Development Initiative, 2014). The River and its tributaries supports approximately 10% of South Africa's fruit production, therefore the availability and quality of the water in this area is important for fruit production and consumption, both locally and internationally (Western Cape Government, 2017). More than 4 million people are dependent on the River and its tributaries, with over 22 000 hectares of irrigated crops on 600 farms, the River also contributes to more than R2 billion a year (largely exports) and supports more than 18 000 full time workers with additional part-time employees for seasonal picking (Hortgro Science, 2016). Furthermore, the River has the potential to offer visitors a range of tourism products based on cultural and natural assets, sporting opportunities and agricultural activities. Leveraging these endowments of culture and heritage, culinary experiences; adventure-, eco- and agri-tourism by linking tourism products to the River can contribute to economic growth in the multiple municipalities traversed by the river and is viewed as a way to ensure that the riparian zone is used sustainably. Opening this unique, natural waterfront to the public can promote social cohesion, increase the value of the property adjacent to the river and contribute to the health of the entire river system (with minimal disturbance to the natural landscape envisioned).

Opportunities exist to support and multiply the impact of the SRM: LandCare restoration work when economic opportunities are embedded in sustainable resource management. For this reason and as part of the Green Economy Berg River Project, SRM: LandCare sub-programme has identified agri-tourism as an opportunity to bring about a sustainable, positive change in how the resource is managed and appreciated. This opportunity aligns with the Western Cape's SmartAgri Plan (which builds on the Western Cape Climate

Change Response Strategy and its Implementation Framework), aligns closely with the current five-year Provincial Strategic Plan and the WCG: Agriculture Strategic Goals. One of the seven Goals is to “Optimise the sustainable utilisation of water and land resources to increase climate smart agricultural production” (SmartAgri Consortium, 2016). Furthermore, under Project Khulisa, tourism is seen as one of the key sectors to accelerate growth and job gains across skill levels by improving accessibility to jobs, boosting awareness and attractiveness. Western Cape Government has already contributed towards boosting awareness of sport, business and agri-tourism and positioning the province as a cycle capital and a preferred year-round destination, of niche products and of world bests (Western Cape Government, 2016). These projects complements SRM's vision for the Berg River is to be a unique tourism destination that contributes to economic growth and protection of the environment from source to sea - one of the most favoured attractions in Africa.

The importance of the river, the issues and proposed response is summarised in the figure below. Input from key stakeholders and commitment to their roles and responsibilities is central to the success of the initiative. Following initial circulation of this working document, a survey was sent to key stakeholders and a number of respondents listed their level of commitment and involvement to the process, these individuals will be part of the work group under the Berg River Implementation Plan (as referred to in figure below).

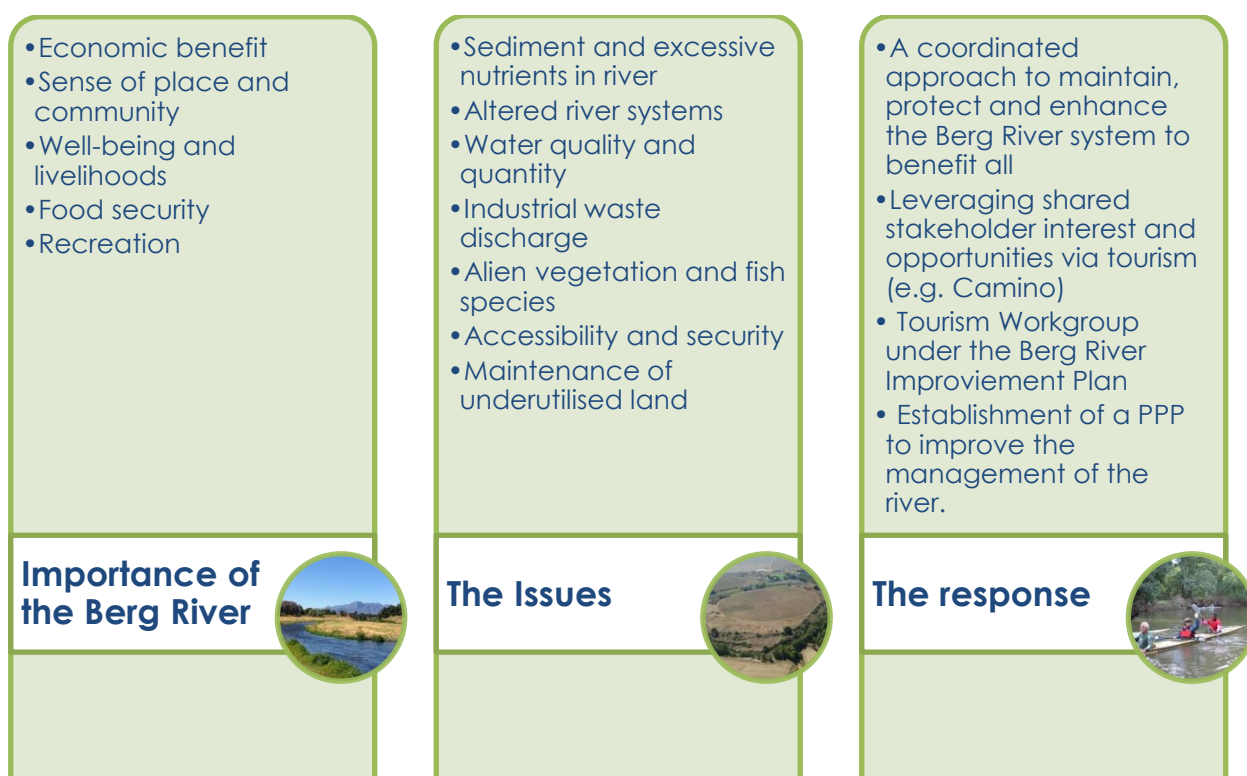


Figure 1: Berg River: Importance, Issues and Response

Towards a Tourism Strategy for the Berg River

This draft strategy suggests focus areas together with projects and action items to take these ideas further. The focus areas are Product Development, Infrastructure, Enhance the Environment, Human Resource Development and Branding/Marketing.

Action Plan Priority Area	
Information and Visitor Services	<ul style="list-style-type: none"> • Link to West Coast Way tourism route mapping and information services • Interactive map of Camino route and nearby tourism activities (link to Cape Farm Mapper)
Product Development	<ul style="list-style-type: none"> • Concept development for Berg Camino, identifying key stakeholders in private sector • Running/Cycling tracks in addition to Camino development. Inspection of exiting trails/paths and identifying where trails can be easily built on private land (as well as identification of constraints) • Linking to eco- and adventure tourism
Branding and Marketing	<ul style="list-style-type: none"> • CASIDRA tender • Marketing via established Camino concept • Link to "West Coast Way" marketing
Human Resource Development	<ul style="list-style-type: none"> • Strategic relationships: actively seek cooperation of variety of partners • MOAs with municipalities • Establish work group under BRIP • Employment as part of product development • Security • Training under the Journey to Excellence Project • Link to training facility at !Khwa ttu
Tourism Infrastructure	<ul style="list-style-type: none"> • Improve signage
Enhance the Environment	<ul style="list-style-type: none"> • River cleaning and alien clearing

The main suggested project is the development of a Camino¹, to serve as an anchor route (of international significance²) for the Berg River to which other projects and routes

¹ Respondents (95%) to the survey indicated that the Camino concept is a suitable approach to tourism for the River.

² In 2016, 278 232 pilgrims completed the popular Camino de Santiago; pilgrims that walked part of the route but did not walk to Santiago are not included in this figure (Caminoways.com, 2016)

can be linked to e.g. Madiba Legacy Route: Drakenstein Prison, eco- and adventure tourism routes/products. Product development along the River can contribute to local economy by increasing the length of visitor's stays and average daily spend.

A Camino is essentially a walking route (of approximately 15-20 days), for introspection but can also be used as a hiking trail for wellness, whether walked or cycled. It offers a very broad range of opportunities to communities, small business and individuals maximizing the opportunities created by potentially thousands of walkers/pilgrims passing by, throughout the year. A Camino Route is owned by the broader community and can provide opportunities to previously disadvantaged communities (along the +/-300km river) to become economically active. Travelers spend their money on accommodation, food and coffee, curios, transport and guides which can be offered by surrounding communities. Tourists are also increasingly looking for community engagement and authentic experiences with locals (Cape Camino, 2017). Using an estimate of 200 000 pilgrims and other users of the route (and linked activities), spending approximately R5000, the estimated value of the Berg Camino could amount to R1 billion per year. It is further estimated that for every tourist, 8 people are employed either directly or indirectly (Womack, 2015).

The Berg Camino project is envisioned to run over three years, focussing on three legs of approximately 100km for each leg per year (with the first leg would begin in Velddrif up to Misverstand Dam). Building on relationships established by the Western Cape Department of Agriculture: SRM, some groundwork with keen stakeholders was done during the Financial Year 2017/18. It is viewed that there are sufficient strong partners in the private sector to start the process in each leg of the proposed Berg Camino concept, and in parallel these stakeholders are able to develop other initiatives and on-farm activities to support eco-, adventure- and agri-tourism.

Following necessary approvals, the first phase of the Berg Camino development can begin as soon as a suitable service provider is appointed.

Table of Contents

Executive Summary	2
1. Overview	9
2 Strategic Context for Berg River Tourism Strategy	23
3 Tourism Situational Analysis.....	33
4 Strategy Statement and Action Plan	40
4.1 Better Coordination	42
4.2. Product Development	43
4.3 Branding, Marketing & Communication.....	46
4.4 Tourism Infrastructure	48
4.5 Human Resource Development.....	49
4.6 Enhance Environment	50
5 Quick Win Actions.....	51
6 Conclusion	52
References	53

List of Tables

Table 1: Roles and Responsibilities	24
Table 2: Cape Winelands District Municipality RLED Strategy	27
Table 3: West Coast District Municipality RED Strategy	28
Table 4: Public Sector Roles and Legislative Mandate and Strategic Alignment.....	29
Table 5: Overview of Visitor Trends and Patterns: Cape Winelands.....	33
Table 6: Overview of Regional Visitor Trends and Patterns: Cape West Coast	34
Table 7: SWOT Product Development	37
Table 8: SWOT Branding, Marketing, Communication.....	38
Table 9: SWOT Infrastructure.....	38
Table 10: SWOT Human Resources.....	39
Table 11: Action Plan: better coordination.....	42
Table 12: Action Plan: Product Development	44
Table 13: Action Plan: Branding, Marketing, Communication.....	46
Table 14: Action Plan: Infrastructure	48
Table 15: Action Plan: Human Resource Development	49
Table 16: Action Plan: Enhance Environment	50
Table 17: Action Plan Priority Areas: Quick Wins	51

List of Figures

Figure 1: Berg River: Importance, Issues and Response	3
Figure 2: Berg River Location.....	10
Figure 3: Berg River Catchment Summary	12
Figure 4: Vision for Tourism	13
Figure 5: Provincial Strategic Goals.....	21
Figure 6: Berg River Tourism Strategy.....	41
Figure 7: Cycle Stop, Helderberg Wine Route.....	44

Abbreviations

BRIP	Berg River Implementation Plan
DEA&DP	Department of Environmental Affairs and Development Planning
DEDAT	Department of Economic Development and Trade
LED	Local Economic Development
LM	Local Municipality
MOA	Memorandum of Agreement
NTSS	National Tourism Sector Strategy

Towards a Tourism Strategy for the Berg River

PPP	Public Private Partnership
SRM	Sustainable Resource Management
WC	Western Cape
WCDOA	Western Cape Department of Agriculture
WCG	Western Cape Government
WWTW	Wastewater Treatment Works

1. Overview

The Western Cape Department of Agriculture (WCDOA) provides a wide range of development, research and support services to the agricultural community in the Western Cape, to realise the vision of “a united, responsive and prosperous agricultural sector in balance with nature” (WCDOA, 2016). This vision is supported by the mission to unlock the full potential of agriculture to enhance the economic, ecological and social wealth of all the people of the Western Cape through:

- Encouraging sound stakeholder engagements;
- Promoting the production of affordable, nutritious, safe and accessible food, fibre and agricultural products;
- Ensuring sustainable management of natural resources;
- Executing cutting edge and relevant research and technology development;
- Developing, retaining and attracting skills and human capital;
- Providing a competent and professional extension support service;
- Enhancing market access for the entire agricultural sector;
- Contributing towards alleviation of poverty and hunger,
- Ensuring transparent and effective governance (WCDOA, 2016), and
- Developing a sound strategy for the use of water in agriculture which meets food security needs of South Africa, while also providing for export opportunities.

These aspirations are well instituted in the Department's Sustainable Resource Management (SRM) Programme, purposed to promote the sustainable use and management of natural agricultural resources by recognising and addressing the primary causes of natural resource decline (WCDOA, 2016). One of the natural resources that have become increasingly important under the SRM Programme is the Berg River, given that the river affects every person in the catchment (and beyond) in terms of food production, water supply, recreation and the value add in the agricultural sector. The Programme is committed to working towards the restoration of the Berg River (via a host of activities) to a healthy river system that will promote human wellbeing and support ecosystem functions.

Opportunities exist to support and multiply the impact of this restoration work when economic opportunities are embedded in sustainable resource management. For this reason and as part of the Green Economy Berg River Project, SRM: LandCare sub-programme has identified agri-tourism as an opportunity to bring about a sustainable, positive change in how the resource is managed and appreciated. This opportunity aligns with the Western Cape's SmartAgri Plan (which builds on the Western Cape Climate Change Response Strategy and its Implementation Framework), aligns closely with the current five-year Provincial Strategic Plan and the WCG: Agriculture Strategic Goals. One of the seven Goals is to “Optimise the sustainable utilisation of water and land resources to increase climate smart agricultural production” (SmartAgri Consortium, 2016). Furthermore, under Project Khulisa, tourism is seen as one of the key sectors to accelerate growth and job gains across skill levels by improving accessibility to jobs, boosting

awareness and attractiveness. The Western Cape Government is working towards boosting awareness of sport, business and agri-tourism and positioning the province as a cycle capital and a preferred year-round destination, of niche products and of world bests (Western Cape Government, 2016).

The Berg River Catchment is a landscape diverse in culture and heritage, culinary experiences, adventure and agritourism. Leveraging these endowments by linking tourism products to the river can contribute to economic growth in the multiple municipalities traversed by the river and is viewed as a way to ensure that the riparian zone is used sustainably. Opening this unique, natural waterfront to the public can promote social cohesion, increase the value of the property adjacent to the river and contribute to the health of the entire river system. Minimal disturbance to the natural landscape is envisioned.

The Catchment

The Berg River Catchment is abundant in opportunity and potential, well endowed with natural beauty and cultural significance. The catchment is situated in the extreme southwest corner of South Africa and falls within the Western Cape (WC) province. It derives its name from the largest river within its boundaries, namely the 285km Berg River, spanning three local municipalities (LM): Drakenstein, Swartland and Berg Rivier. These municipalities are at varying levels of development in terms of tourism and within municipalities, economic growth is poorly distributed.



Figure 2: Berg River Location

Source: (Struyf, et al., 2012)

Towards a Tourism Strategy for the Berg River

Land use within the catchment comprises wheat farming, forestry, fruit and wine farming, urban areas, industry (Department of Water Affairs, 2004) and agri-processing. Major industries in the catchment are agriculturally based and Wineland tourism along with recreation at the Berg River Estuary (and in other parts) are major sources of income. Given that the Berg River is at the heart livelihoods in the catchment, it follows that that the resource should be conserved and improved, and tourism can be the link towards achieving these goals.

The Berg River and its tributaries supports approximately 10% of South Africa's fruit production, therefore the availability and quality of the water in this area is important for fruit production and consumption, both locally and internationally (Western Cape Government, 2017). More than 4 million people are dependent on the River and its tributaries, with over 22 000 hectares of irrigated crops on 600 farms, the River contributes to more than R2 billion a year (largely exports). The Berg River supports more than 18 000 full time workers with additional part-time employees for seasonal picking (Hortgro Science, 2016).

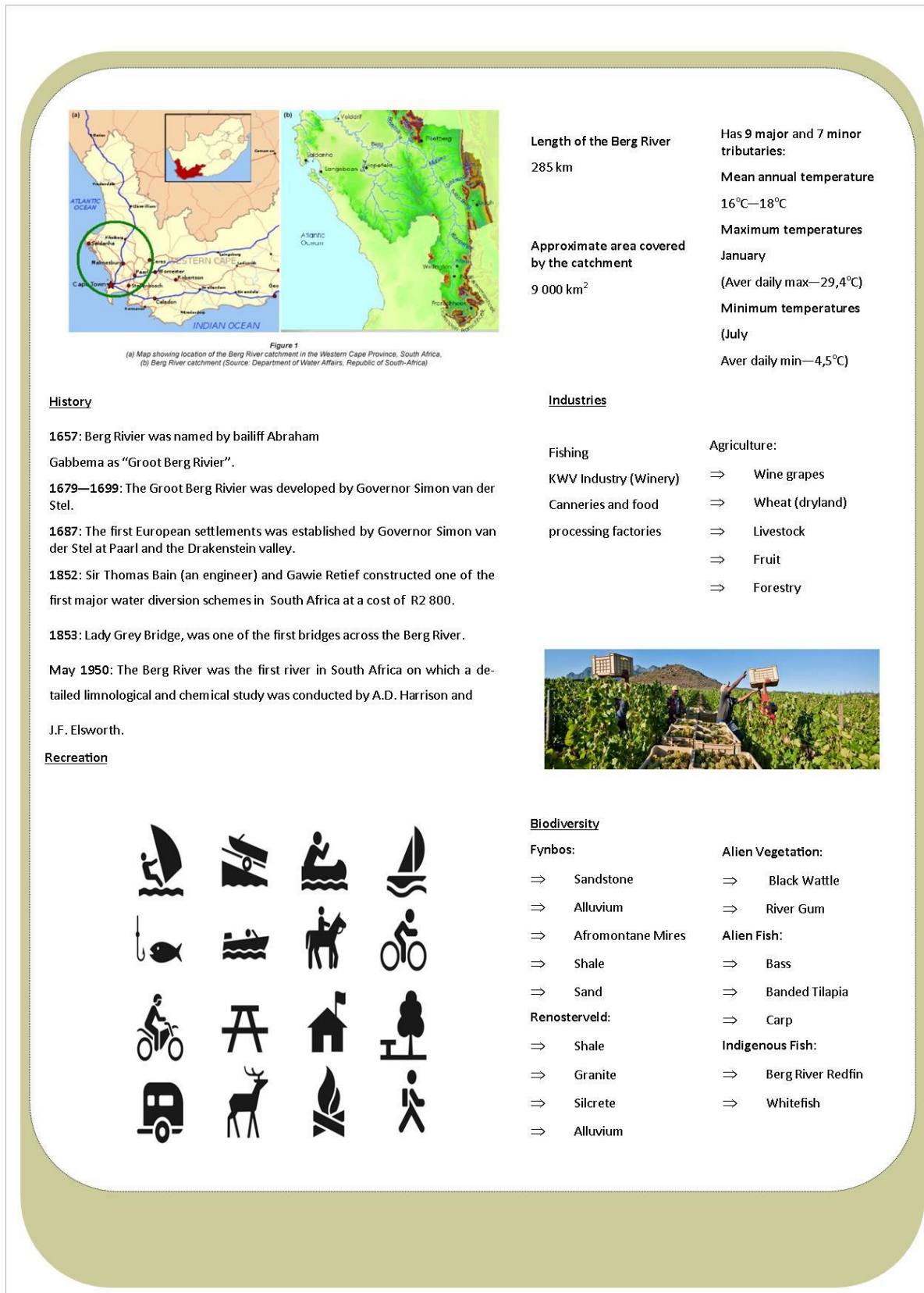


Figure 3: Berg River Catchment Summary

The Vision

Given the National and Provincial visions for tourism (see Figure below), the Berg River has the potential to become a unique tourism destination that contributes to economic growth and protection of the environment from source to sea.



Figure 4: Vision for Tourism

As part of the Green Economy Berg River Project, the WCDOA LandCare and Agricultural Economics Programmes have embarked on a sub-project: "Towards a Tourism Strategy for the Berg River". This working document seeks to serve as a framework to connect stakeholders to promote better management of the river, sustainable economic growth, environmental protection and social benefits for the Berg River community and the province at large.

LandCare teams and Working for Water (amongst other organisations) are mandated to work on invasive alien clearing in the river which is planned to continue for a number of years. This work can be used as a starting point and link towards creating an enabling environment for municipalities and the private sector to develop tourism products connected to the river.

Product development along the River can contribute to local economy by increasing the length of visitor's stays and average daily spend. LandCare has initiated efforts to get

partners together to build running/cycling trails along the river, on municipal and privately owned land (including numerous farms along the river). Initial discussions have shown great promise and potential links to planned and current Tourism and Local Economic Development (LED) projects in the Drakenstein Local Municipality and West Coast Municipalities. Taking the discussions forward is dependent on administrative processes in the municipality and input to this working strategy.

The draft strategy suggests focus areas together with projects and action items to receive input from stakeholders and to take the process forward. These key stakeholders are central to the success of the initiative (which further requires commitment to roles and responsibilities). The main suggested project is the development of a Camino, to serve as an anchor route (of international significance) for the Berg River to which other projects and routes can be linked to e.g. Madiba Legacy Route: Drakenstein Prison. A survey was circulated to key stakeholders of this Green Economy sub-project and 95% of respondents indicated that the Camino concept is a suitable approach to tourism for the River.

A Camino is essentially a walking route, for introspection but can also be used as a hiking trail for wellness, whether walked or cycled. It offers a very broad range of opportunities to communities, small business and individuals maximizing the opportunities created by potentially thousands of walkers/pilgrims passing by, throughout the year. A Camino Route is owned by the broader community and can provide opportunities to previously disadvantaged communities (along the +/-300km river) to become economically active. Tourists are increasingly looking for community engagement and authentic experiences with locals (Cape Camino, 2017). Using an estimate of 200 000 pilgrims and other users of the route (and linked activities), spending approximately R5000, the estimated value of the Berg Camino could amount to R1 billion per year. It is further estimated that for every tourist, 8 people are employed either directly or indirectly (Womack, 2015).

It is proposed that the Berg Camino project is run over three years (with phases planned for each year) and developed in three legs per year i.e. approximately 100km per leg per year. The first leg would begin in Velddrif up to Misverstand Dam. Some groundwork with keen stakeholders was done during the Financial Year 2017/18 and following necessary approvals, the first phase of the Berg Camino development could begin as soon as a suitable service provider is appointed.

What is a Camino?

- A walking route for introspection; also used as a hiking trail for wellness, whether walked or cycled.
- Offers a range of opportunities to communities, small business and individuals maximizing the opportunities created by potentially thousands of walkers/pilgrims passing by, throughout the year.
- A Camino Route is owned by the broader community and can bring social and economic change and benefits to all.

Towards a Tourism Strategy for the Berg River



Travelers spend their money on:

- accommodation,
- food and coffee,
- curios,
- transport and
- guides and all these services are supplied by small/micro businesses or individuals.

Other economic and educational opportunities

- Agents selling packages and tours
- School Camps
- Hiking trails using the accommodation and other logistical support but walking or cycling on linking routes more suited to the adventurous hiker or cyclist and in the case of the Berg River, river activities such as canoeing and fishing.
- Marketing and Utilization of resorts and excursions for day visits and activities such as camping, picnicking etc.
- Education in environmental sustainability (Cape Camino, 2017)

Main Project(s) - Phases

	“Berg Camino – journey from source to sea”		“Berg Tourism - Golden Mile”	
Description	<p>Establish a walking route along the river (spiritual focus by definition) but also used as a hiking trail for wellness, walked or cycled. Camino offers a broad range of opportunities to communities, small business and individuals maximizing the opportunities created by potentially thousands of walkers/pilgrims passing by, throughout the year. The Camino Route is owned by the broader community and can bring social and economic change and benefits to all. The vision is to create +/-300km Camino (15-21 days walking). The route will be developed in three legs over three years, beginning at Velddrif to Misverstand Dam. Development is an organic and dynamic process so the division of work into set time frames is simply a guideline. The route incentivizes locals to clean up and maintain a pristine and comfortable walking environment. And brings awareness to the challenges we face in the degradation of our magnificent flora and fauna (Cape Camino, 2017).</p>		<p><i>This initiative is dependent on administrative processes at the Municipality.</i></p> <p>The identified “Golden mile” of this project is the Drakenstein municipal area in Paarl with the beautiful yet underutilised Arboretum as a key feature and potential starting point for establishing this route, ending at the Lady Grey bridge (later to Paarl WWTW and bird sanctuary). This initiative could start with the first event taking place in the Drakenstein area and then becoming a permanent ongoing tourism attraction for the area and in essence making the Berg River the front garden of Paarl town with a few kilometres of waterfront accompanied by all the business and recreation associated with a beautiful river system.</p>	

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">FY 2017/2018 Phase I</p>	<p>October 2017-March 2018 Objectives: concept, ownership, vision, name and logo</p> <ul style="list-style-type: none"> ● The objectives are for the central activities but provided throughout the year to extend the ownership and participation as people learn and become excited about joining the project. Ownership is organic. ● Establish sacred meaning of river, sacred stories, mythology and legends on the river and surrounds. ● Create ownership from San, local disadvantaged communities, land owners, farm workers. ● Create a vision shared by the ownership group. This is translated into a document with pictures and into Afrikaans. ● Create a hype from early marketing of the Berg River Camino ● Start to Plot and walk route, leg 1, utilizing relationships established by WCDOA. 	<p>The first phase of the project focusses on a section of the Middle Berg River quaternary catchment. Actions may at first focus on the Middle reach of the river (simultaneously with initial stakeholder engagement in other river reaches) and will be expanded along the entire Berg River going forward. WCDOA is engaging with Drakenstein Municipality to address necessary policy and strategic alignment and to establish MoA. This process can run parallel to the Berg Camino establishment.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">FY 2017/2018 Phase II</p>	<p>1 April 2018-31 July 2018 Plotting the route and creating the essential stops Route and Service Provider Development</p> <ul style="list-style-type: none"> ● Continue to walk route; collecting, registering, and supporting service providers. ● Recording Service Providers on google maps ● Ensuring understanding and ownership from stakeholders as the route unfolds. ● Ensuring broad based ownership; communities, farmers, farm dwellers, individuals, organizations, municipalities. Identifying projects that need help with Organizational Development 	


FY 2017/18 Phase III	<p>1 August – 30 November 2018 Systems, Signage and Marketing</p> <ul style="list-style-type: none"> ● Development of operations manuals for service providers. ● Signage ● Website adjustment, apps ● Marketing material, maps ● Announce launch competition. Manage applicants 	
<p>Evaluation and Planning</p>		

WCDOA: SRM LandCare ~ Ongoing activities:

- Partnership with DEA&DP to rehabilitate the river, supported by the Berg River Improvement Plan (BRIP)
- Cleaning the river and clearing alien vegetation
- Maintaining the Kluitjieskraal Nursery to produce indigenous vegetation for the rehabilitation of the river
- Discussions with product/land owners regarding Camino, sporting activities and logistics around trail building and events
- Engaging with municipalities to set up agreements for taking work forward and linking to existing plans, projects and budget cycles
- Investigating the need for a management body/"PPP" for the Berg River

WCDOA: SRM LandCare ~ Next Steps:

- Circulation of draft strategy for comment and obtaining approval
- Establish Berg Camino
- Establish Memorandum of Agreement with Drakenstein Municipality to move forward on trails (initiate similar process with other municipalities)
- Establish work group under Berg River Implementation Plan (BRIP)
- Investigate the establishment of a Public Private Partnership that would replace workgroup and ensure the economic sustainability of tourism for the entire river



Developing the Berg River as a tourist destination is dependent on the successful match of resources and activities, communication, collaboration and marketing. It is an opportune time for government departments and the private sector to connect on shared interests and stakeholders are therefore encouraged to get on board and find ways to be part of the venture: *a journey from source to sea.*

1.1 Goals and objectives

The goal of the project is to develop an agri-tourism strategy (to be used as a working document) to support the coordination and development of product linkages that can facilitate sustainable economic growth and opportunities for job creation, environmental protection and social benefits for the Berg River community. A tourism route is an opportunity to bring together a variety of attractions and activities under a unified theme that will increase the number of visitors to spaces along the river and contribute to viability of the products and the management of the river.

The objectives of the project are aligned to the Domestic Tourism Growth Strategy 2012-2020 and can be summarised as follows:

- WCDOA and partners to continue to work towards cleaning and rehabilitating the river system and maintaining it. The participation and cooperation of industry will support sustainable maintenance for years to come
- Focus on the strengths and unique selling points of the Berg River to establish and expand a vibrant and sought-after destination brand
- Establish active partnerships and ensure buy-in and participation of role players in tourism including political leaders, local tourism associations, the private sector and local communities
- Increase tourism expenditure
 - Innovation of operations, attractions and offerings
 - Leverage the use of existing products and introduce new products
 - Fostering a (domestic) culture of travel
- Increase tourism volume
- Enhance measures and efforts aimed at addressing seasonality and equitable geographical spread
 - Map products along Berg River
 - Promote all year round use of existing tourism assets/facilities
 - Differentiated marketing (Drakenstein Local Municipality, 2014)
- Enhance the level of culture of tourism/travel among South Africans
 - Develop and implement tourism awareness-education programmes/campaigns
 - Enhance training of tourism product owners, employees and neighbouring communities (Department of Tourism, 2012)
- Establish active partnerships and ensure buy-in and participation of role players in tourism including political leaders, local tourism associations, the private sector and local communities

The project goals and objectives are well aligned with strategic objectives throughout the province, namely (but not limited to):

- WCDOA Departmental Strategic Goals DSG4: "Protect, enhance and promote the use of our natural resources in a sustainable manner (within the constraints of climate change) to ensure food security"
- WCDOA DSG 5: "Increase agricultural economic opportunities in selected rural areas based on socio-economic needs over a 10 year period"
- Western Cape (WC) Provincial Strategic Goals PSG1: "Create opportunities for jobs and growth"
- WC PSG3: "Increase wellness and safety and tackle social ills"
- WC PSG4: "Enable a resilient, sustainable, quality and inclusive living environment"
- WC PSG5: "Embed good governance and integrated service delivery through partnerships and spatial alignment"
- WC Green Economy Strategy; Driver 4: "Smart-agri Production"
- WC Green Economy Strategy; Enabler 3: "Knowledge Management"
- OneCape 2040; Ecological Transition Goal 2: "The Western Cape is a recognised leader and innovator in the Green Economy"
- NDP Ch3: "Economy & Employment"
- NDP Ch6: "Inclusive rural economy"
- NDP Ch7: "Positioning South Africa in the World"
- NO4 (5): "Spatial imbalances in economic opportunities are addressed through expanded employment in agriculture, the build programme and densification in the metros"
- NO4 (8): "Economic opportunities for historically excluded and vulnerable groups are expanded and the growth and development in small business and cooperatives is improved markedly"
- NO4 (10): "Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and supporting the development of new industries"
- NO7 (3): "Rural services and sustainable livelihoods"
- NO7 (4): "Improved employment opportunities"



Towards a Tourism Strategy for the Berg River

and promotion of economic livelihoods”

- NO7 (5): “Enabling institutional environment for sustainable and inclusive growth”
- NO7 (6): “Growth of sustainable rural enterprises and industries characterised by strong rural-urban linkages, increased investment in agro-processing, trade development and access to markets and financial services– resulting in rural job creation”
- NO8: “Responsive, accountable, effective & efficient local government
- NO10 (1): “Ecosystems are sustained & natural resource used efficiently”
- NO10 (2): “Reduced greenhouse gas emissions, climate change impacts and improved air/atmospheric quality”
- NO10 (3): “Sustainable environmental management”

1.2 Scope

- Desktop research towards a tourism strategy for the Berg River
- Identify and engage with relevant stakeholders to inform and update the strategy
- Suggest focus areas linked to projects and actions
- Get buy in from all stakeholders included in this strategy and written commitment towards implementing projects and actions

1.3 Limitations

- WCDOA mandate
- Funding
- Capacity
- Buy-in from public and private sector
- Municipal approvals and collaboration
- Input from other government Departments

2 Strategic Context for Berg River Tourism Strategy

The Berg River Tourism Strategy needs to be aligned with relevant policies and programmes at different government levels.

Constitution of South Africa, Act 108 of 1996

Municipalities have a responsibility to exercise the developmental mandate across all functions delivered at local level – including the development and marketing of the tourism sector. The aim of developmental tourism is to increase local incomes and to create job opportunities through enhancing the community's ability to create enterprises.

Schedule 4A of the Constitution lists Tourism as a functional area of concurrent national and provincial competence. Section 4B of the Constitution identifies local tourism as a local government functional area to the extent set out in sections 155(6) (a) and 7 of the Constitution.

The Constitution of the Western Cape 1998

The Western Cape Constitution states that the Western Cape government must adopt and implement policies to actively promote and maintain the welfare of the people of the Western Cape, including (inter alia) the creation of job opportunities and the promotion of a market-oriented economy (Chapter 10:81).

White Paper on Development & Promotion of Tourism in South Africa (1996)

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 highlights missed opportunities for tourism in South Africa and notes that tourism planning has been under resourced and inadequately funded. Other constraints outlined in the White Paper range from inadequate environmental protection, lack of inclusive growth, to lack of infrastructure and issues of safety and security.

According to the White Paper (1996) the following are key principles guiding tourism:

- Tourism to be private sector driven; hence the need to work towards a Public Private Partnership (PPP) towards shared goals
- Effective community involvement will form the basis of tourism growth
- Tourism development will be underpinned by sustainable environmental practices
- Tourism development is dependent on and the establishment of cooperation and close partnerships among key stakeholders
- Tourism will be used as a developmental tool for the empowerment of previously disadvantaged communities and should focus on the empowerment of women in such communities
- Tourism development will take place in the context of close cooperation with other states within Southern Africa
- Tourism development will support the economic, social and environmental goals and policies of government

Some of the White Paper objectives that are relevant to the Berg River Tourism Strategy are listed below:

- To generate economic growth by aggressive development, marketing and promotion of tourism
- Establish tourism as a priority
- Create sustainable employment and optimise opportunities for SMMEs
- To promote domestic tourism amongst all South Africans
- To create a conducive tourism investment climate
- To encourage linkages between tourism and other industries to curb leakages and stimulate the multiplier effect
- To provide tourism building programmes, especially aimed at previously neglected groups
- To encourage the active participation of all in tourism development, particularly at the local level
- To empower local communities through community tourism initiatives
- To make tourism a leading South African industry in responsible environmental practices
- To ensure environmental management principles for all tourism projects
- To encourage the conservation and sustainable use of tourism resources (Republic of South Africa, 1996)

While this strategy was initiated by the WCDOA, various stakeholders should provide input and take responsibility for the implementation in terms of their mandates, planned and current projects.

Table 1: Roles and Responsibilities

<i>Roles and Responsibilities of Local Government</i>	<i>Roles and Responsibilities of the private sector</i>	<i>Roles and Responsibilities of communities</i>
Establish Public Private Partnership		
<ul style="list-style-type: none"> ● Responsible land use planning, urban and rural development ● Control over land use and land allocation ● Provision and maintenance of tourist services, sites and attractions ● Provision of road signs in accordance with the nationally established guidelines ● Market and promote specific local attractions and disseminate 	<ul style="list-style-type: none"> ● Collaborate with government in planning, promoting and marketing tourism ● Involve local communities and previously neglected groups in the tourism industry through partnerships; and ● Represent the interests of private business on the boards of national, provincial and local tourism bodies 	<ul style="list-style-type: none"> ● Organise themselves to play a more effective role in the tourism industry and interact with government and role players ● Seek partnership opportunities with the established tourism private sector ● Participate in decision-making with respect to major tourism developments planned or proposed for the area ● Have a representative voice in tourism structures

<p>information in this regard</p> <ul style="list-style-type: none"> ● Control public health and safety ● Facilitate the participation of local communities in the tourism industry ● Provide adequate parking ● License establishments in accordance with the national framework ● Promote and financially support the establishment of local publicity associations/community tourism and marketing organisations to facilitate, market, coordinate and administer tourism initiatives 		
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Source: White Paper on Development and Promotion of Tourism in South Africa (1996)

National Tourism Strategy

A National Tourism Sector Strategy (NTSS) has been developed by the National Department of Tourism to direct tourism in South Africa. Key points of the strategy are noted below.

Theme 1: Tourism growth and the economy

1. To grow the tourism sector's absolute contribution to the economy
2. To provide excellent people development and decent work within the tourism sector
3. To increase domestic tourism's contribution to the tourism economy
4. To contribute to regional tourism economy

Theme 2: Visitor experience and the brand

5. To deliver a world-class visitor experience
6. To entrench a tourism culture among South Africans
7. To position South Africa as a globally recognised tourism destination brand

Theme 3: Sustainability and good governance

8. To achieve transformation within the tourism sector
9. To address the issue of geographic, seasonal and rural spread
10. To promote "responsible tourism" practices within the sector
11. To unlock tourism economic development at a provincial and local government level

Provincial Tourism Strategy

The Department of Economic Development and Tourism (DEDAT) has the Provincial statutory and legislative mandate for tourism. It responds to all the elements of the tourism industry, including tourism development, tourism regulation and tourism marketing. The Tourism, Trade and Investment Act, 2013 provides for tourism destination marketing to be implemented in the Wesgro public entity.

Tourism is one of the significant job creating sectors in the province but, according to the Department of Economic Development and Tourism, has not achieved its growth and job creation potential. As a tourist destination, the province demonstrates obvious advantages but challenges that will be addresses by the Department of Economic Development and Tourism, within the next 5 years include:

- Awareness: The Western Cape will develop a clear tourism brand and co-ordinate tourism marketing efforts within the province amongst SA Tourism, the City of Cape Town, other municipalities and Wesgro. The Department will identify key source markets that can grow relatively quickly.
- Accessibility: In improving accessibility to and within the Province, the Department will agitate for a simpler and easier visa processes particularly for identified growth markets and address issues regarding flights to the Western Cape. Within the Province, the Department will address issues regarding tourist logistical issues and impediments for tourists to move easily within the Province.
- Attractiveness: It is recognised that the Province attractiveness is underdeveloped, particularly its cultural and heritage components that accentuates its unique history. Over the following 5 years the Department will develop its attractiveness as a tourist destination. Department of Economic Development and Tourism – Annual Performance Plan 2016/17 17
- Seasonality: It is recognised that a sustainable tourism industry has to address counter seasonality. In doing so the Department will grow winter tourism to supplement peak tourism times through further niche development (DEDAT, 2016).

Cape Winelands Regional Local Economic Development Strategy

The Cape Winelands Regional Local Economic Development Strategy (RLED) notes a number of tourism interventions. In particular, the RLED notes that Stellenbosch and Paarl are popular for day visitors, particularly for visiting wine routes. There are numerous established tourism routes that provide opportunities for creative products and destinations. The main tourism offerings for the District are:

Table 2: Cape Winelands District Municipality RLED Strategy

Main tourism offerings	Opportunities for entrepreneurs	Constraints	Key projects to be unlocked
<ul style="list-style-type: none"> ● Food and wine ● Adventures and eco-tourism ● Business and events ● Health and wellness ● Culture and heritage ● Romantic travel 	<ul style="list-style-type: none"> ● Eateries ● Visits to traditional healers ● Visits to community icons ● Walking tours ● Township entertainment ● Exploring rural lifestyles 	<ul style="list-style-type: none"> ● Limited information on client needs and preferences ● Seasonal nature of tourism within the district ● Limited alignment of strategies between neighbouring municipalities ● Budget constraints of tourism desks 	<ul style="list-style-type: none"> ● Craft products ● Further accommodation facilities ● Health tourism facilities ● Recreation and sports related facilities ● Upgrade of tourism infrastructure ● Specialised farm and township tours ● Agri-tourism and eco-tourism ● Summer tourism activities ● Calendar of events of social and cultural activities ● Support cross border projects

West Coast District Municipality Regional Economic Development Strategy

The West Coast District Local Economic Development Strategy (WC REDS) is a five year implementation plan aimed at accelerating economic growth, job creation, and empowerment. Some of the District's tourism objectives and strategic initiatives are listed in the table that follows (West Coast District Municipality, 2007). The strategy also refers to supporting the agricultural sector with "buy local" campaigns and by identifying ways of utilising infrastructure for other uses in seasonal activities.

Table 3: West Coast District Municipality RED Strategy

Tourism objectives	Strategic initiatives	Constraints	Tourism development opportunities
<ul style="list-style-type: none"> ● Intensify brand awareness and align product marketing to Cape Town, SA and International markets ● Strengthen tourism product supply chain to create jobs and improve quality and authenticity ● Position the West Coast District as a premier family tourism destination for the domestic market 	<ul style="list-style-type: none"> ● Strengthen links between the regions tourism forum and local offices ● Develop network of meanders that integrate attractions, stay-overs and community tourism, link to major routes (include signage) ● Articulate and market West Coast theme tourism (seafood, fishing, adventure, ecology) 	<ul style="list-style-type: none"> ● Limited funding ● Limited capacity ● Alignment between strategies of neighbouring municipalities 	<ul style="list-style-type: none"> ● Flowers ● Adventure ● Wine routes ● Whales, fishing, coastal experiences and culture ● Mountains and wilderness, nature and scenic routes ● Bird watching ● Heritage and culture ● Fossils and bushman art ● Food routes

Stakeholders and Roles

Cooperative governance remains pivotal to creating an enabling environment for successful delivery. Stakeholder engagement is crucial for buy-in to the strategy and implementation of the action plan.

Table 4: Public Sector Roles and Legislative Mandate and Strategic Alignment

And Department/Programme Role	Legislative mandate/Strategic Alignment
<p><i>Department of Agriculture: Sustainable Resource Management</i></p> <p>The Western Cape Department of Agriculture (WCDOA) provides a wide range of development, research and support services to the agricultural community in the Western Cape</p> <p>The Sustainable Resources Programme is to provide sustainable resource management solutions and methodologies through the provision of agricultural engineering and LandCare services, pro-active communication, facilitation and implementation of projects as well as technology transfer to our clients and partners.</p>	<p><i>Promote the implementation of sustainable use and management of natural agricultural resources through regulated land use (Act 43 of 1983 and Act 70 of 1970)</i></p> <ul style="list-style-type: none"> ● WCDOA Departmental Strategic Goals DSG4: “Protect, enhance and promote the use of our natural resources in a sustainable manner (within the constraints of climate change) to ensure food security” ● WCDOA DSG 5: “Increase agricultural economic opportunities in selected rural areas based on socio-economic needs over a 10 year period” ● Western Cape (WC) Provincial Strategic Goals PSG1: “Create opportunities for jobs and growth” ● WC PSG3: “Increase wellness and safety and tackle social ills” ● WC PSG4: “Enable a resilient, sustainable, quality and inclusive living environment” ● WC PSG5: “Embed good governance and integrated service delivery through partnerships and spatial alignment” ● WC Green Economy Strategy; Driver 4: “Smart-agri Production” ● WC Green Economy Strategy; Enabler 3: “Knowledge Management” ● OneCape 2040; Ecological Transition Goal 2: “The Western Cape is a recognised leader and innovator in the Green Economy” ● Project Khulisa: Boost awareness, improve accessibility, boost attractiveness e.g Cycling Capital of Africa & Madiba Legacy Tourism Route ● NDP Ch3: “Economy & Employment” ● NDP Ch6: “Inclusive rural economy” ● NDP Ch7: “Positioning South Africa in the World” ● NO4 (5): “Spatial imbalances in economic opportunities are addressed

	<p>through expanded employment in agriculture, the build programme and densification in the metros"</p> <ul style="list-style-type: none"> ● NO4 (8): "Economic opportunities for historically excluded and vulnerable groups are expanded and the growth and development in small business and cooperatives is improved markedly" ● NO4 (10): "Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and supporting the development of new industries" ● NO7 (3): "Rural services and sustainable livelihoods"NO7 (4): "Improved employment opportunities and promotion of economic livelihoods" ● NO7 (5): "Enabling institutional environment for sustainable and inclusive growth"NO7 (6): "Growth of sustainable rural enterprises and industries characterised by strong rural-urban linkages, increased investment in agro-processing, trade development and access to markets and financial services– resulting in rural job creation" ● NO8: "Responsive, accountable, effective & efficient local government" ● NO10 (1): "Ecosystems are sustained & natural resource used efficiently" ● NO10 (2): "Reduced greenhouse gas emissions, climate change impacts and improved air/atmospheric quality" ● NO10 (3): "Sustainable environmental management"
<p><i>Department of Environmental Affairs and Development Planning</i></p> <p>The DEA&DP's mission is to promote a resilient, sustainable, quality and inclusive living environment in support of human well-being.</p>	<ul style="list-style-type: none"> ● Medium Term Strategic Framework ("MTSF") 2014–2019: Section 6.10 Protect and enhance our environmental assets and natural resources" ● WC PSG1: "Create opportunities for jobs and growth" <ul style="list-style-type: none"> ○ Departmental Strategic Objective (DSO): Opportunities for the green economy and biodiversity economy established. ● NDP Ch3: "Economy & Employment" ● WC PSG2: Improve education outcomes and opportunities for youth development. <ul style="list-style-type: none"> ○ DSO: Opportunities for the green economy and biodiversity

Towards a Tourism Strategy for the Berg River

	<p>economy established.</p> <ul style="list-style-type: none"> ● NDP Ch5: “Environmental sustainability and resilience” ● WC PSG4: Enable a resilient, sustainable, quality and inclusive living environment <ul style="list-style-type: none"> ○ DSO: Maintenance and sustainable use of agricultural and ecological resources and infrastructure. ○ DSO: Improved settlement functionality, efficiencies and resilience. ○ DSO: Improved climate change resilience and lower carbon Province. ● WC PSG5: Embed good governance and integrated service delivery through partnerships and spatial alignment. <p>DSO: Efficient, effective and responsive governance.</p>
<i>Department of Economic Development & Tourism</i>	
<i>Department of Water & Sanitation</i>	
<i>Department of Transport & Public Works</i>	
<i>Department of Social Development</i>	
<i>Department of Community Safety</i>	
<i>Cape Winelands District Municipality</i>	

Towards a Tourism Strategy for the Berg River

<i>Drakenstein Local Municipality: LED</i>	
<i>Drakenstein Tourism Association</i>	
<i>West Coast Tourism</i>	
<i>Swartland Tourism</i>	
<i>Berg Rivier Tourism</i>	
<i>Franschhoek Tourism</i>	
<i>CapeNature</i>	
<i>Bergriver Estuary Management Forum</i>	
<i>WESGRO</i>	
<i>Casidra</i>	
<i>Berg River Irrigation Board</i>	
<i>Berg River Implementation Programme</i>	Task 8: Tourism opportunities in the catchment Creating tourism and associated entrepreneurial opportunities in the catchment by utilising adventure and eco-tourism to promote awareness of the natural environment and river system

3 Tourism Situational Analysis

The demand side of tourism comprises those needs and motivations that drive individuals to become tourists. It becomes the basis of defining tourist segments and markets. Demand issues are around who comes to the area, why, what they do when in the area, how long they stay for, where they come from etc. In this section, the tourism market in the Western Cape and the Cape Winelands are considered.

3.1 Overview of Regional Visitor Trends and Patterns: Cape Winelands (2016)

The trends for the Western Cape Province for January to July 2016 indicate that 40.2% of visitors to the province were from the overseas market with source markets mostly from Germany, United Kingdom, Netherlands and United States. These visitors' main purpose of visit was for holiday/leisure and the majority travelled in pairs. Similarly, at a district level for the same period, 50.3% of respondents in their study were from overseas markets. As per the past five years, the top international source markets were Germany (26.1%), followed by the United Kingdom (20.69%) and the Netherlands (10.6%). The trend was for short visits to the region, mostly one or two nights stay. The purpose of visit was holiday/leisure and both domestic and international visitors enjoyed the wine tasting and gourmet experiences, coupled with scenic drives available in the region (WESGRO, 2016).

Table 5: Overview of Visitor Trends and Patterns: Cape Winelands

Overview of Regional Visitor Trends and Patterns: Cape Winelands	
Tourism Indicator	
% Share overseas visitors	50.3%
% Share domestic visitors	48.9%
Top international markets	Germany (26.1%)
	United Kingdom (20.6%)
	Netherlands (10.6%)
Top domestic markets	Western Cape (79.4%)
	Gauteng (10.9%)
	KwaZulu-Natal (3.8%)
Main purpose of visit	Holiday/leisure (97.7%)
	Honeymoon/leisure (0.7%)
	Education (0.7%)
Most common age group	36-50 years (35.5%)
	51-70 (22.3%)
	<20 (20.9%)
Most common travel group size	Pairs (55.5%)
	Alone (17.3%)
Most common length of stay	1 night (46.1%)
	2 nights (30.8%)
	3 nights (11.3%)
Top information sources	Internet/websites (35.5%)

	Visitor Information Centres (27.3%)	
Most common average daily spend	R1001-R2000 (33%)	
Type of accommodation	Self-catering (36.1%)	
	Guesthouse (20.8%)	
Top activities	International	Domestic
	Wine tasting (44.3%)	Wine tasting (27.9%)
	Scenic drives (15.9%)	Scenic drives (16.9%)
	Gourmet restaurants (11.2%)	Gourmet restaurants (13.1%)

Source: Wesgro (2016)

3.3 Overview of Regional Visitor Trends and Patterns: Cape West Coast (2016)

Between January and July 2016, the region welcomed a share of 21.4% of visitors from international markets, from Germany, the United Kingdom and the Netherlands. Domestic travellers accounted for 77.3% of visitors in this period. The trend was for short visits to the region, mostly one or two nights stay. The purpose of visit was holiday/leisure and both domestic and international visitors enjoyed scenic drives, culture/heritage, gourmet restaurants, flower viewing and wine tasting (WESGRO, 2016).

Table 6: Overview of Regional Visitor Trends and Patterns: Cape West Coast

Overview of Regional Visitor Trends and Patterns: Cape West Coast	
Tourism Indicator	
% Share overseas visitors	21.4%
% Share domestic visitors	77.3%
Top international markets	Germany (30.7%)
	United Kingdom (28.5%)
	Netherlands (10.1%)
Top domestic markets	Western Cape (59.6%)
	Gauteng (18.5%)
	KwaZulu-Natal (5.2%)
Main purpose of visit	Holiday/leisure (91.6%)
	Business (5.3%)
	Visiting friends/relatives (1.7%)
Most common age group	51-70 (42.3%)
	36-50 (26.5%)
Most common travel group size	Pairs (54.5%)
	Alone (19.6%)
Most common length of stay	1 night (42.1%)
	2 nights (30.2%)
	3 nights (11.2%)
Top information sources	Word of mouth (30.6%)

	Internet/websites (25.6%)	
Most common average daily spend	R201-R500 (36.4%)	
Type of accommodation	Self-catering (43.4%)	
	Guesthouse (18.2%)	
Top activities	International	Domestic
	Scenic drives (27.8%)	Scenic drives (23.3%)
	Outdoor activities (14.6%)	Culture/heritage (13.3%)
	Gourmet restaurants (9.7%)	Flowers (13.1%)

Source: Wesgro (2016)

Using an estimate of 200 000 pilgrims and other users of the route (and linked activities), spending approximately R5000, the estimated value of the Berg Camino could amount to R1 billion per year. It is further estimated that for every tourist, 8 people are employed either directly or indirectly (Womack, 2015).

3.4 Tourism Products

The supply side of tourism focusses on the products and services that exist within a buffer distance from the river to meet tourist demand. The Berg River traverses areas that have the potential to offer visitors a range of tourism products based on cultural and natural assets, sporting opportunities and agricultural activities. These opportunities are referred to below and should be expanded upon as required.

- **Wine industry:** Wineries and related tourism products are popular in the area and considered to be an anchor for tourism in the area. Outdoor activities, scenic drives, cultural and heritage attractions are also dominant reasons for visits to the area. The Berg River is an opportunity to link activities.
- **Events:** Some farms offer conferencing facilities and host events such as weddings and other celebrations. Events can be used to address seasonality in the area. Annual events such as Riebeeck Valley Olive Festival, Berg River Marathon, Cape Epic etc.
- **Adventure and Sports:** The Berg River offers potential for water sports, cycling, hiking and running. More can be done to grow this offering as these activities can be done independently by tourists. Renowned golf courses are located along the river, associated with lifestyle/security estates. Increasing access to the river is of security concern to these estates, however, they would be interested in once off events that can be managed in terms of security and access.
- **Infrastructure and Transport Services:** Infrastructure refers to roads, rail, airports, harbours, signage and information and communication technology. The Berg River, Paarl is easily accessible by road, the N1 highway being the most important route in this regard. Most roads are tarred and gravel roads provide access to numerous farms. Infrastructure

also refers to services provided such as hiking trails and cycling tracks, pavements etc. Insufficient public transport in the area makes it difficult for tourists to visit between towns, extend stays or may have safety implications when visiting wine farms. If the adventure tourism products are promoted, there is potential to attract young backpacker market. These tourists generally do not have their own transport and public transport will be an important consideration for visiting the area. The lack of safe and reliable public transport may impact tourist stays in terms of not visiting other neighbouring towns or in the case of wine routes, being over the drinking limit on return.

- Tourism signage is important for the development of the tourism sector, not only directional signage but serving as a marketing tool for the destination. Good signage provides a sense of arrival and encourages tourists to make use of products on offer. It is noted that road signage is to be approved at a provincial level and the 'red tape' is a constraint. Apart from road signage, hiking and running trails, cycling tracks and walking

Soft Infrastructure/Human Resources

- Tourism skills and training
- High quality skills and service is crucial to operating competitively in the tourism sector.

Marketing

- Cape Camino
- Agri-tourism in the Berg River is currently not marketed as brand
- Signage in the area – brand or route needs focus
- Website and social media presence

International Markets

- Cape Camino
- Indaba – Durban
- Netherlands SA Tourism Roadshow
- WTM / Ecco Roadshow
- Namibia Tourism Expo – Windhoek
- India SA Tourism Roadshow

Domestic Market

- Cape Camino
- Beeld Holiday Show
- Cape Getaway Show
- Gauteng Getaway Show

3. 5. SWOT Analysis

A SWOT Analysis is meant to direct and inform the Tourism Strategy (and is grouped by focus areas discussed in section 4). The strengths and weaknesses are influenced by internal aspects of tourism and micro-economy. Opportunities and threats are determined by market and macro-economic forces (external forces). The idea is to sustain strengths, reduce weaknesses, grasp opportunities and negate threats.

Table 7: SWOT Product Development

Tourist Product Development	
S	<ul style="list-style-type: none"> ● Diverse range of products - Adventure tourism, wine tourism, events tourism, sports ● Significant natural resources ● Proximity to Cape Town ● Competitive anchor product i.e. wine industry ● Diverse culinary experiences ● Natural resource endowment and mild winter ● Cultural and heritage ● Children and family oriented attractions ● Attractiveness of Rand-Dollar exchange rate
W	<ul style="list-style-type: none"> ● Lack of coordination ● Opening hours of products ● Insufficient backpacker or similar products to attract youth, adventure market ● Insufficient public transport for travelling between towns or between products ● Lack of routes or linkages to similar activities ● Insufficient leveraging off high profile events ● Lack of destination marketing ● Residents may not be tourist oriented ● Seasonality ● Insufficient parking
O	<ul style="list-style-type: none"> ● Improve management ● Lobby product owners to re-look accessibility in terms of opening hours/seasons ● Develop Berg River packages ● Create more products and infrastructure to attract youth ● Create awareness of products and services ● Opportunity of more sporting/adventure products and growing event tourism ● Interlinking products to bridge the gap in seasonality e.g. link with planned/existing DLTA events in shoulder/winter period ● Restaurants and accommodation benefits from tourism (especially with cycle events north to north west Hermon)
T	<ul style="list-style-type: none"> ● Poor/insufficient infrastructure to access the Berg River ● Security ● Lack of collaboration of government departments is a threat to potential markets

Table 8: SWOT Branding, Marketing, Communication

Branding, Marketing and Communication	
S	<ul style="list-style-type: none"> ● Close proximity to Cape Town makes for an easily accessible day trip or weekend getaway ● Well operating tourism information offices
W	<ul style="list-style-type: none"> ● Lack of coordination ● Lack of branding for Berg River Agri-tourism ● Incomplete tourism product database ● No calendar of events for Berg River ● No comprehensive map of agri-tourism/tourism products in the area/for Berg River
O	<ul style="list-style-type: none"> ● Improve management ● Improve marketing to attract weekend getaway market ● Offering unique experiences and packages of experiences ● Potential to link marketing of products ● Collaborative marketing to reduce costs e.g. DLTA campaigns ● Targeted marketing ● Improve marketing to address seasonality ● Comprehensive map and website of products in the area
T	<ul style="list-style-type: none"> ● Towns such as Stellenbosch and Franschhoek have similar product offerings and better known, also close to Cape Town

Table 9: SWOT Infrastructure

Infrastructure	
S	<ul style="list-style-type: none"> ● Good road infrastructure to reach area and surrounding products
W	<ul style="list-style-type: none"> ● Lack of coordination ● Limited signage ● Maintenance of natural attractions ● Safety and security
O	<ul style="list-style-type: none"> ● Improve management ● Promote use of local taxi services/bicycle hire ● Improve signage ● Increase cycling, hiking, running, walking routes ● Planned upgrades for Paarl CBD
T	<ul style="list-style-type: none"> ● Regulations regarding signage ● Lack of public transport from wine farms could lead to drinking and driving incidents

Table 10: SWOT Human Resources

Human Resources Development	
S	<ul style="list-style-type: none"> ● Some training initiatives
W	<ul style="list-style-type: none"> ● Lack of coordination ● Regulation around accreditation for skills development ● No skills audit ● Poor awareness of tourism
O	<ul style="list-style-type: none"> ● Improve management ● Awareness campaign for residents ● More formal training and skills development ● Community workshops/forums to consult and form strategy. Promote buy-in.
T	<ul style="list-style-type: none"> ● Poor service from unskilled personnel/resident can impact industry

4 Strategy Statement and Action Plan

The increase number of tourists to an area coupled with increase the length of stay, impacts job creation and income in the local economy. The strategic direction that the area should follow should be based on product demand and strengths, market segmentation and inputs from stakeholders. Following the SWOT analysis, this section considers focus areas – projects and actions - to sustain strengths, reduce weaknesses, grasp opportunities and mitigate threats in the agri-tourism space. The Berg River flows through an area that has a variety of product offerings that in combination can offer a competitive, unique destination.

Key Selling Points	Implications for Tourism Strategy
Wine industry	Wine should continue to be an anchor for the tourism industry, supported by linked products and activities
Natural attractions	Product and infrastructure development needed to support nature, adventure, sports etc. taking into account potential negative impacts associated with these events e.g. proper use and disposal of waste from chemical toilets.
Close proximity to Cape Town with good linking infrastructure	Tourism strategy should promote product development and marketing to the “weekend away” market, conferences and day tours. Transport infrastructure development should support this.
Route tourism	Focus on creating links between towns and products along the Berg River (offer a complete destination) using Camino concept. Link adventure- and eco-tourism activities and opportunities.

Towards a Tourism Strategy for the Berg River

Focus areas for the tourism strategy have been identified and noted for further discussion. The focus areas can be used as reference points to identify projects and actions for implementation (Langeberg Municipality, 2014)

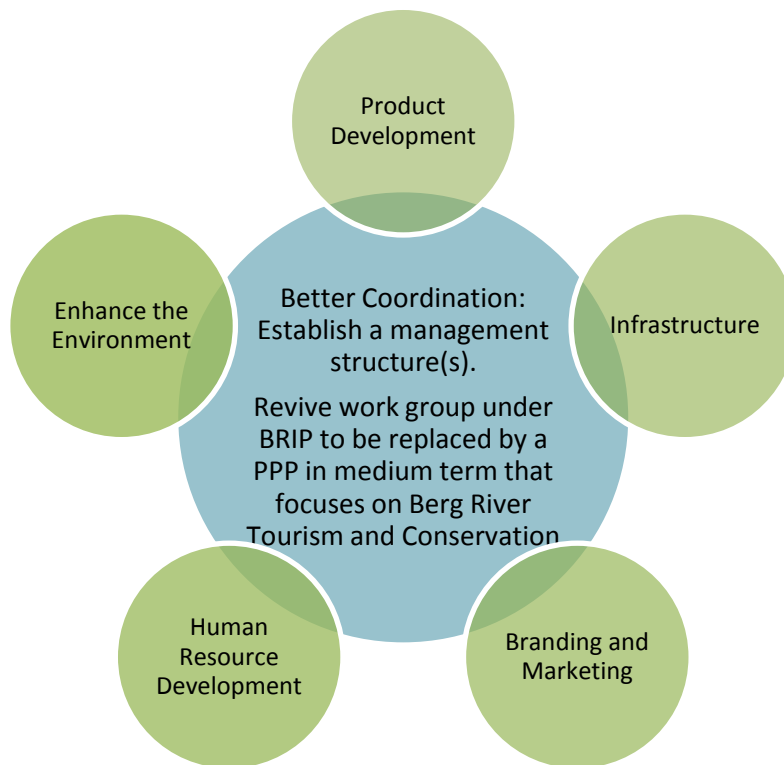


Figure 6: Berg River Tourism Strategy

4.1 Better Coordination

Table 11: Action Plan: better coordination

Objective	Project	Actions	Responsible Organisation
Better Coordination	Establish work group under Berg River improvement Plan (BRIP) to work towards the establishment of a Tourism and Conservation PPP.	Constitution/terms of reference	WCDOA
	Establish a PPP that would replace the workgroup and ensure the economic sustainability of tourism for the entire river		
	Establish MOAs with relevant municipalities		WCDOA & Municipalities
Compile service level agreement for Camino with appointed service provider		WCDOA & service provider	

4.2. Product Development

It is important to develop tourism attractions and facilities to draw visitors to the area and encourage longer stays. The areas through which the Berg River flows has a wide range of products on offer. The proposed development of a Camino as well as the wine industry can be viewed as the anchors of the tourism industry in the region. Adventure, sport and nature tourism, and historical attractions are also visited in the area. There are a wide range of accommodation options to support the tourism industry. Projects are to be established to link products along the Berg River to create a complete destination. Product development is the function of the private sector, however, government institutions can identify opportunities to create an environment conducive to private investment in tourism products, improve marketing and increase number of visitors and length of stays.

There are few linkages between products of similar nature in areas traversed by Berg River. There would be more potential for tourism growth if the area could be marketed as a destination. The following routes or activities are suggested as projects for development:

- Berg Camino
- Adventure/eco - cycling, running, walking, birding, hiking
- Culture and heritage
- Farm tourism

Each of these routes would require relevant infrastructure and maintenance, signage, map and marketing. Designated paths for these activities currently do not exist along the river therefore there are an opportunities to develop such routes to attract visitors to the area. Issues of access and security should be considered, particular along security housing estates and golf estates. There is great potential to develop adventure tourism in the area, along and within the Berg River. Given natural endowments and close proximity to Cape Town, growth in these types of products can be expected. Associated transport infrastructure should be considered. Route development creates an opportunity for employment. Agreements would need to be set up with any private landowners. Ideally, all developed routes should be added to a route map or existing tourism maps and be digitally available.

Some examples include:

- Cape Camino
<https://capecamino.co.za/>
- Various routes under the West Coast Way
<https://www.westcoastway.co.za/>
- Hiking and trail running along the river and through municipal, private natural areas and private farms
- Cycling (particularly mountain biking) has been identified by Wesgro and Provincial Tourism Directorate as a target tourism sector.
-Cycling route from Cape Town to Plettenburg Bay proposed
<https://www.westerncape.gov.za/general-publication/cross-cape-cycling-route>

-Cycling routes through wine farms
(e.g.

<http://www.bikeandsaddle.com/trips/view/29>)



Figure 7: Cycle Stop, Helderberg Wine Route

Table 12: Action Plan: Product Development

Objective	Project	Actions	Responsible Organisation
Create & link products through routes to aid destination development	Create inter-linked hiking, cycling and walking trails along the Berg River	Identify suitable routes for further development; acquire relevant permission for route development	
		Upgrade or develop required route infrastructure	
		Create route signage	Product owner
		Include route in activity maps of broader area	
		Bicycle hire to traverse the length of the Arboretum (or on farms/to breweries)	Private Sector
		Explore linking up with Cape Town to Plettenburg Bay Cycling Route Project	
		Develop cycling routes north of Lady Loch/Hermon; "cycle stops" at farms	
		Link with Paarl MTB routes from Long Street, Paarl to WWTW and Drakenstein Prison	
		Connect with events companies to develop running/cycling routes and events on golf courses in the Paarl area and/or Berg River Marathon in Velddrif (July)	
	Create	Establish sacred meaning of river	Tender

Towards a Tourism Strategy for the Berg River

	Berg Camino - inter-linked spiritual, cultural and heritage route along Berg River	(stories, myths, legends). Identify cultural, historical or similar products in close proximity to the Berg River/link to route	
		Create ownership from local communities, register service providers	
		Upgrade products where necessary	
		Create route signage	
	Develop farm tourism route	Identify farm related products and activities in close proximity to the Berg River	
		Identify development opportunities related to farm activities	
		Create route signage	
		Include route in activity maps of broader area	Collaborate with West Coast Way Cape Town Tourism

Challenges indicated from survey responses:

- The action team to do it
- Collaboration between different regions e.g. West Coast and Cape Winelands
- Alien vegetation eradication Water Pollution from Land Base Activities, including Agriculture Illegal structures and pollution Illegal water abstraction River bank erosion
- Selling the opportunities. Getting people to work together. Involving the community as a priority. Putting the big picture together and breaking it down into bite size bits to deal with one at a time
- The Berg River Catchment strategy needs to acknowledge the initiative when its developed. The land ownership issue around the river and riparian zones needs to be clarified
- Funding and implementation taken that budgets are tight
- Health and pollution aspects
- Security
- Need to get community and businesses on board at an early stage to get buy-in and of course the Municipalities along the Berg Camino route
- Buy-in from riparian farmers to use private land
- Lack of capacity
- Getting buy-in of all land owners Various legal approvals required from government departments like DEA and "red-tape" Funding Maintenance of the route

4.3 Branding, Marketing & Communication

Table 13: Action Plan: Branding, Marketing, Communication

Objective	Project	Actions	Responsible Organisation
Coordinated marketing efforts	Develop brand for Berg River products	Appoint branding expert	Casidra
		Workshop branding development	
		Disseminate brand identity and ensure products incorporate branding	
	Create Develop marketing plan	Appoint marketing expert	Marketing strategist, West Coast Way
		Workshop marketing strategy	
		Implement marketing strategy	
		Include route in activity maps of broader area	
	Create partnerships for cooperative marketing	Identify potential marketing partners for marketing forum	
		Engage regularly	
	Objective	Project	Actions
Targeted marketing to identified target market groups through relevant tools	Develop brochures	Appoint service provider to create brochure	
		Distribute at strategic locations/trade events/expos/tourism stands/tour companies in surrounding area e.g. Live the Journey (Paarl)	
		Create digital brochure for relevant websites	
	Create digital platform	Develop website/ E-map/database e.g. Project Querida: Asian Biosphere Virtual Development Project	
		Develop social media presence	Camino West Coast Way
	Market products at relevant trade shows	Create partnerships for trade show marketing	WESGRO Agritourism SA
		Provide material for trade shows	
	Make use of relevant	Identify relevant publications	
		Create media releases	

Towards a Tourism Strategy for the Berg River

	media to reach target markets	Fund and place adverts		
Objective	Project	Actions	Responsible Organisation	
Ensure easily accessible tourism information for the Berg River routes to aid destination development	Create accessible database of all products	Source information from tourism associations, internet, government organisations		
		Verify all details on sourced databases		
		Disseminate database to relevant stakeholders		
	Provide information and visitor services to tourists			
	Develop a regularly updated events calendar	Conduct a monthly audit of events in close proximity to the Berg River		
		Create calendar (contribute to existing calendars)		
		Regularly distribute calendar to tourism stakeholders and media		
	Create product map of routes (print and digital)	Appoint service provider to create route map		
		Identify all products to be placed on map		
		Produce (print map and digital)		
		Distribute map to all tourism product owners and information centres etc.		

4.4 Tourism Infrastructure

Table 14: Action Plan: Infrastructure

Objective	Project	Actions	Responsible Organisation
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Ensure the local infrastructure is supportive of tourism growth</p>	<p>Improve access to tourism products by provision of relevant signage</p>		
	<p>Improve public transport in surrounding area e.g. Create link with "Baz Bus"</p>		

4.5 Human Resource Development

Table 15: Action Plan: Human Resource Development

Objective	Project	Actions	Responsible Organisation
Ensure awareness of the tourism sector by all residents	Conduct tourism awareness campaign for landowners/ residents near river	Conduct awareness workshop with councillors and municipal officials	
		Create awareness programme for front line staff not in tourism sector	
		Place updates on tourism in local newspapers	
		Create awareness programme for community members	
	Conduct tourism awareness and skills development for learners in close proximity to Berg River (e.g. Bridge House)	Create linkages with local schools e.g. UNESCO Man & Biosphere Programme/Querida Project	
		Facilitate school trips to tourism products	
	In 2016/17, unemployed youth will be trained in demand-led Tourism TVET skills training. These youth will also receive job-readiness training and access to work placement opportunities to enhance their employability.	Developing a public campaign on friendliness towards tourists and visitors; Providing recognition for companies that score highly on service excellence e.g. Journey to Service Excellence programme	DEDAT

4.6 Enhance Environment

Table 16: Action Plan: Enhance Environment

Objective	Project	Actions	Responsible Organisation(s)	
Improve Water Quality	River cleaning, alien clearing and rehabilitation	Systematic and regular cleaning of the river and clearing of alien vegetation, coupled with appropriate follow up	WCDOA: LandCare	
		Rehabilitate river banks with natural vegetation. Existing projects in collaboration with LandCare and Working for Water and private landowners	WCDOA: LandCare DEA&DP	
		Maintenance of Kluitjieskraal Nursery to produce indigenous vegetation for the rehabilitation of the river; opportunity to link with Drakenstein Nursery at the Arboretum	WCDOA: LandCare DEA&DP	
	Reduce nutrients at source	Leverage tourism opportunity to influence behaviour of neighbouring landowners	Farmers/landowners	
		Engage with landowners along the river	WCDOA: LandCare DEA&DP	
		Improve storm water management Future Project at Mbekweni	DEA&DP	
		Improve solid waste management	Municipalities	
		WWTW included in route – BRIP Green Drop Status Potential for educational tours (Paarl WWTW & Bird Sanctuary Project)	Paarl WWTW	
	Improve Air Quality	Air quality monitoring	Installation of air quality monitors along cycling tracks	DEA&DP

5 Quick Win Actions

The following quick win actions have been identified following ongoing stakeholder engagement, to unlock opportunities and growth in the sector and to build confidence towards the Berg River Tourism Strategy and Action Plan. Actions may extend to other municipalities in Berg River Catchment, as and when possible. These actions are subject to change given any additional input from stakeholders.

Table 17: Action Plan Priority Areas: Quick Wins

Action Plan Priority Area	
Information and Visitor Services	<ul style="list-style-type: none"> • Link to West Coast Way tourism route mapping and information services • Interactive map of Camino route and nearby tourism activities (link to Cape Farm Mapper)
Product Development	<ul style="list-style-type: none"> • Concept development for Berg Camino, identifying key stakeholders in private sector • Running/Cycling tracks in addition to Camino development. Inspection of exiting trails/paths and identifying where trails can be easily built on private land (as well as identification of constraints) • Linking to eco- and adventure tourism
Branding and Marketing	<ul style="list-style-type: none"> • CASIDRA tender • Marketing via established Camino concept • Link to “West Coast Way” marketing
Human Resource Development	<ul style="list-style-type: none"> • Strategic relationships: actively seek cooperation of variety of partners • MOAs with municipalities • Establish work group under BRIP • Employment as part of product development • Security • Training under the Journey to Excellence Project • Link to training facility at !Khwa ttu
Tourism Infrastructure	<ul style="list-style-type: none"> • Improve signage
Enhance the Environment	<ul style="list-style-type: none"> • River cleaning and alien clearing

6 Conclusion

Tourism is a strong contributor to the economic growth and social cohesion in the Western Cape and specifically in the areas traversed by the Berg River. Underutilised resources along the Berg River offer potential to develop the sector further, strengthening the economy, generating jobs and creating a more sustainable living environment for residents in the associated municipalities.

The strategy and action plan seeks to guide steps, in a number of suggested focus areas, to be taken for the region to benefit from tourism potential. WCDOA: SRM values the protection and sustainable utilisation of the Berg River and is attempting an innovative approach to achieving this goal; however the commitment of relevant stakeholders and the establishment of a PPP are critical to the development and success of the strategy.

Some quick win action have been identified in this working document for immediate impact while other projects, specifically the establishment of a Camino, are generated to meet desired medium to long-term objectives. Establishing a Camino is viewed as a suitable backbone to which other initiatives can link to. Given the challenges with transforming state owned land for adventure and agri-tourism, SRM has already identified strong partners in the private sector (farmers/landowners) that are keen to get involved with eco-, adventure- and agri-tourism. Actions under the other focus areas should complement the suggested product development.

This working document requires further input from relevant stakeholders, including commitment and existing or planned projects related to the Berg River that could assist in meeting objective of the strategy. All challenges noted by survey respondents need to be duly considered and addressed (for Camino and other suggested activities).

Recommendations for further research, elements of marketing and branding, as well as community involvement will continuously be updated in this working document.

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Towards a Tourism Strategy for the Berg River

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