

**CHIEF EXECUTIVE OFFICER  
EXECUTIVE SUMMARY**

The essence of this report is to share a tourism journey of progress with an unwavering commitment and dedication to achieve excellence. I joined the NCTA in 1998 as the Chief Executive Officer. The infancy years we were faced with many challenges relating to limited resources and organizational infra-structure. The period 1999-2001 focused on developing and implementing an organizational and an institutional framework to execute our mandate efficiently and effectively. Resultantly the years ahead reflects a remarkable tourism growth trajectory and a corporate governance of excellence.

The provincial investment into tourism resulted in high returns over the years, with a positive impact that extended beyond the province to the rest of the country. The value is inherent in the fact that by promoting the unique Northern Cape brand, its features and benefits as a tourist destination is really an investment in all aspects of the provincial fiscal health. Our successes over the years has been defined by the strategic management and consistency with which we communicate with the domestic and international market. We are resilient in the face of any who doubt that we can sustain the momentum. In a province where dreams have indeed come true, it is vital that everyone must pull together. This is a core Northern Cape strength. It is in our cultural DNA to work in partnership for the common benefit of Northern Cape communities. Through strategic partnering, we can continue to secure ongoing commitment and unfailing dedication. Through good corporate governance, the NCTA is able to effectively lobby for further public-private sector support. It is only by believing in ourselves ahead of others believing in us, that we can truly promote all that is positive in the media. This is the essence of the *I Love Northern Cape* Brand. Team Northern Cape survives as a function of our passion for the tourism product of the Northern Cape and the people of the Northern Cape Province. Along the way, we have gained many lessons that now pave the way for an even more successful future to enhance and address our **TRIPLE P** Challenges:

**AWARDS**

- 2001 - Indaba (Exhibition Excellence)
- Unqualified Audit
  
- 2003 - Namibia Expo (Runner up – International)
- Unqualified Audit
  
- 2005 - PMR (Gold)
- Unqualified Audit
  
- 2006 - Outdoor Experience Adventure (Premier Award)
- Kagiso Exhibitions & Events (Silver Award)
- Getaway Show (Heading out exhibitor)

- Outdoor Experience Adventure (Premier Award for the Best Stand)
- Unqualified Audit
- 2007 - SATSA
- Cape Outdoor Adventure & Travel Experience
- Outdoor Adventure & Travel (Gold)
- Unqualified Audit
  
- 2008 - Indaba (Silver Award winner)
- Best place to go (Getaway Show)
- Outdoor Adventure & Travel (Best Stand)
- Kagiso Exhibitions & Events (Bronze for stand excellence)
- Unqualified Audit
  
- 2009 - “Best Naturalistic Destination’ International Luxury Tourism Award
- Indaba (Stand award winner)
- DSTV Getaway Show (Best Destination to go to)
- Unqualified Audit
  
- 2010 - Indaba (**Platinum Award** for the Best Stand Awards)
- **Platinum is the highest achievement for a Domestic Marketing Agency**
- Indaba (Best Ambassador Award)
- Indaba (Best Overall Performance)
- Unqualified Audit
  
- 2011 - PMR Diamond Arrow Award for Leaders and Achievers
- Outdoor Adventure Show (Silver Award for Best Stand)
- Namibia Expo (Silver Award in the category ‘Best Stand’)
- Namibia Expo (Bronze Award for the best entrepreneur)
- Unqualified Audit
  
- 2012 - Beeld Holiday Show (Silver Award in the category “Destination Marketing Organization”)
- Unqualified Audit
  
- 2013 - Business Destinations 2013 Travel Awards (Best Destination for Sport Tourism)
- Business Destinations 2013 Travel Awards (Best Extreme Sports Destination)
- Clean Audit with no emphasis
  
- 2014 - Getaway Show (The Best Local destination)
- Clean Audit with no emphasis
  
- 2015 - The Beeld Holiday Show (Gold Award, for the Best Destination)
- Leading Sport Tourism Destination in Africa 2014 by Business Destinations
- Voted as No 6 must do world region by **Rough Guides 2016** (only region in Africa to be nominated and competitors included Alaska, USA, Gujarat India, Tasmania in Australia , Quebec in Canada, Tohoku in Japan, then NC in South Africa, Lombok in Indonesia, Calabria in Italy, Castilla Y Leon in Spain and finally in no 10 position Western Isles in Scotland).
- Afrika Burn voted as one of the must attend events in 2016 by the prestigious Sunday Times Travel Magazine UK ‘essential guide to events and festivals 2016

- Clean Audit with no emphasis

# **PERFORMANCE**

**1999 - 2016**

## **1998 - 2001**

### **INCORPORATION**

The company, Northern Cape Tourism Authority was incorporated on 8 October 1997 under Certificate of Incorporation of a company not having a share capital.

### **GOVERNANCE**

The following Board members were appointed by the Premier of the Northern Cape in terms of Section 9.2 of the Articles of Association of the Company

#### **Board of Directors**

- Mr P van Niekerk (Chairperson)
- Mr T Makweya
- Mr R Stoltz
- Mr D Jacobs
- Mr P van Niekerk
- Mr H van Eck
- Mr G Akharwaray
- Ms M Lekhoathi
- Ms E Voight
- Mr C Morden
- Mr J Lensing
- Mr J Mapanka
- Mr E Jooste
- Ms S Mampe
- Mr F Bason
- Mr F Wyngaardt

#### **Organisational Structure**

**(Refer to attached Addendum D)**

### **PERFORMANCE INFORMATION**

**NCTA comprises of two key focus areas:**

- Division I: Tourism Promotion; and
- Division II: Witsand Nature Reserve

## **2001 - 2002**

### **GOVERNANCE**

#### **Board of Directors**

- Thabo Makweya (Chairperson)
- Goolam Akharwaray
- Colin Fortune
- Don Jacobs
- Mary Lekhoathi
- Joshua Losper
- Siphso Mampe
- Abraham Marais
- Moire Marais-Martin
- Joe Masela
- Julius Mutyorauta
- Brian Roodt
- Roelof Stoltz
- Hendrik van Eck

### **PERFORMANCE INFORMATION**

#### **NCTA comprises two key focus areas:**

- Division I: Tourism Promotion; and
- Division II: Witsand Nature Reserve

#### **Performance**

- 1038 entries (tourist attractions, tourism service providers and tourist product owners) were registered in the Northern Cape Tourism Marketing Database
- Northern Cape received 906 348 domestic tourism trips
- Of all domestic tourism trips undertaken in South Africa 2.7% were to destinations in the Northern Cape Province
- Northern Cape received between 2% and 3% of all international tourist trips made to South Africa
- Northern Cape was advertised in taxi cabs in London for a full year
- NCTA exhibited at the IITP African Peace Through Tourism Conference in Mpumalanga
- Special travel packages were put together to capitalize on pre and post World Summit for Sustainable Development travel business
- Hosted a Turkish Television Crew who concentrated on off the beaten track places
- Hosted a Benelux Media Group to counter ongoing negative publicity about South Africa in Holland and Belgium
- NCTA hosted eight London cab drives to amplify the positive effects of marketing generated by the first-hand experiences the cab drivers had in the Northern Cape
- 30 International travel agents attend a Pre and Post Indaba tour
- Ten Italian travel agents, tour operators and journalists toured the province

- Ten USA travel agents from the USA Travel Academy that specialized in upmarket travel business visited the province
- Chinese delegation visited the province during the staging of the Northern Cape Investments Seminar and Trade Expo 2001
- Monthly interviews were held on the Kimberley Community Radio stations with the aim to convey the NCTAs activities for promoting tourism as well as creating an awareness of tourism business opportunities and trends that exist in the province
- Various travel related snippets were flighted on SABC 2 and 3 as well as on MNET and DSTV
- The provincial winner of the National Tourism Month School Project was won by William Pescod High School – William Pescod became the runner up in the National Competition
- Manny's Guest House was awarded the Provincial ETEYA Award (Emerging Entrepreneur of the Year Award)
- A range of colour leaflets were printed depicting the SMMEs in the province
- Website received 1 379 482 for the period under review amounting to an average of 2 522 requests per day
- Tourist Information Kiosk was established at the Kimberley Airport
- Two tourist information centres were set up in the Mier region
- A new tourist information point was created in Kookfontein in Namaqualand
- A total of 64 tourist guide applications were received for registration and processing
- NCTA supported a formerly disadvantaged student to participate in the Amathuba Project which included an internship in Germany
- The CEO participated in a JICA Group Training Course for the promotion of small and medium-scale enterprises in Japan
- NCTA supported meritable emerging entrepreneurs by designing and printing of brochures and business cards, organizing training workshops, channeling tourism related business to the emerging tourism enterprises and facilitating access to important tourist exhibitions
- Hero Missionary Route was conceptualized during the period under review
- Brand new accommodation facilities and a tourist information centre was inaugurated in Kookfontein
- NCTA was instrumental in facilitating the development of Cornellskop and the Wondergat as well as the upgrading of roads leading to community operated tourist facilities in the Rooiberg area.

## 2002 - 2003

### Performance

- The daily average of successful visits to the website increased by 641 per day compared to 2001/2002
- Website records a growth of 25.4% since 2001/2002
- Mini tourism expo was held by the NCTA during the Gariiep Festival
- A total amount of 20 SMMEs from previously disadvantaged communities attended Indaba to showcase their offerings
- NCTA together with the private sector played host to the first leg of the Global Extreme International Adventure Sports series in the Green Kalahari Region. The event received international television, radio and print publicity
- Northern Cape province staged the second annual Northern Cape Trade Expo and Investment Seminar.
- NCTA accompanied a delegation to Swaziland to enhance the NEPAD initiatives through tourism related activities
- Northern Cape Province was shortlisted to host the Eco Challenge 2003, a prestigious international adventure extreme sport event. Northern Cape captured the attention of international organizations and received fantastic exposure
- Kimberley hosted the WSSD Pre-Summit. 300 delegates attended the event. The IPIS generated huge media coverage especially domestic and international television coverage
- NCTA hosted an official event opening function for the Sri Lankan cricket team. NCTA facilitated an opportunity for 1 500 learners from all regions throughout the province to attend the matches played in Kimberley.
- An exhibition was held at the WSSD – the NCTA display proved to be one of the most televised stands in the Ubuntu Village thus strengthening an awareness of the Northern Cape as a destination
- Pre and Post WSSD tours were staged for delegates in the province
- Editors from Beeld, DFA, ETV, Radio 702, SABC Radio News SABC 2 and Sowetan were hosted in the province to generate publicity
- A pre cricket World Cup Media Tour consisting of media representatives from India, Kenya, Pakistan, Sri Lanka, United Kingdom and United States was held in the province
- Learners from Duineveld High School in Upington participated in the annual Tourism Month Schools Competition. They received the top award
- A special tourism awareness campaign was held at the Violsdrift border post. All travelers were given an information package and encouraged to explore the local tourist attractions.
- A Missionary Route Video was commissioned. The video was made available for broadcasting purposes as well as for distribution.
- The De Aar Tourist Information was launched and opened
- The North South Route, a community based tourism initiative that benefited no less than nineteen communities along the N7 national road was developed
- NCTA was involved in the poverty alleviation projects:- Lower Orange Youth Creations, Hantam Kareeberg Express, Mier Tourism Development and the Riemvasmaak Eco Tourism Project
- Drafting of a Tourism Master Plan was commissioned.
- A total number of 59 tourist guide applications were received for registration. 17 were from previously disadvantaged individuals





## **2003 - 2004**

### **GOVERNANCE**

The following Board of Directors were appointed in accordance with the Provincial Tourism Act (Act No. 5 of 1998)

#### **Board of Directors**

- Moira Marais-Martin (Chairperson)
- Colin Fortune
- Don Jacobs
- Joshua Losper
- Albert Mabunda
- Joe Masela
- David Mbondezi
- Roelof Stoltz
- Hendrik van Eck

#### **Performance**

- 20 Consumer journalists from the United Kingdom were hosted in the province
- "License to Discover South Africa" TV campaign was launched together with South African Tourism
- Northern Cape icons (bushmen paintings, bows and arrows, semi-precious stones etc) were sent to Germany and the United Kingdom to form part of travel agencies window displays
- Generic adverts were designed to create maximum target market awareness
- Northern Cape Television snippets appeared on SABC 2 & 3, 50/50 and Morning Live
- Production of a marketing and promotional brochure for the Karoo district
- Klipkolk Guest House was announced the provincial winner for the ETEYA awards
- Riemvasmaak community were assisted to ensure their sustainability by attending the INTAC Skills Development Project
- Northern Cape hosted the national World Tourism Day celebrations in Upington – 700 people attended the event
- 500 school learners and Technicon students were involved in the World Tourism Day celebrations
- 14 representatives from various media outlets attended a pre tourism month Northern Cape tour.
- A successful N12 Promotional Campaign was held – Advertising took place in the form of both print and electronic. Special promotions including competitions were held. 10 information points throughout the province were manned.
- Following international shows were attended: Utrecht Vakantiebeurs, BIT in Italy, ITB in Berlin
- 15 SMMEs attended Indaba
- First phase of the upgrading of the access road to the Kgalagadi Transfrontier Park in process
- Mr Andries Mokgele was announced provincial tourist guide of the year
- Series of advertisements appeared in the following magazines: Indwe, Zud Afrika, Factfiler, DFA, Volksblad, Die Burger, Kuruman Bulletin, Die Echo, Sun & Business Tourism, Getaway

## 2004 - 2005

### PERFORMANCE INFORMATION

#### NCTA comprises of three key focus areas:

Division I: Tourism Promotion;  
Division II: Witsand Nature Reserve; and  
Division III: Community Tourism Development

#### Performance

- The number of international tourists increased by 14%
- Domestic travelers have increased by 16%
- The number of internet users showed a significant rise attracting a total of 1 253 625 users
- The need to collectively brand the Northern Cape through uniformly styled advertisements supported by all the regions in the province culminated in the design of a brand new advertising campaign
- The provincial government invested one million rand in the Sho't Left campaign to specifically promote the province as a destination for all domestic travelers.
- Various domestic and international travel and trade shows were attended further promoting the province to key markets; The Northern Cape stand at the Namibian Holiday & Travel Expo was awarded the "first runner-up" prize in the international destination category during an awards ceremony.
- The Northern Cape Tourism Authority further participated in the Emerging Tourism Entrepreneur of the Year Award which was won by Benny Setsetse of Motsamai Tours & Safaris. Setsetse was also voted as the Emerging Tourist Guide of the Year in the Northern Cape, while Piet van Heerden received the award for provincial tourist guide of the year.
- Tourism awareness is created through using the Tourism Month campaign which was celebrated in the Frances Baard region supporting the disadvantaged communities in this region
- The provincial Schools Tourism Competition was won by the !Xunkhwesa Combined School in Platfontein
- The Northern Cape Tourism Authority participated in the Fundi television "shoot" broadcasted on SABC 2, Engen Cleanest Town of the Year Competition, hosting the national Environment Day launch in Ritchie, the Platfontein Arbor Day, Kamiesberg Cultural Festival, Apollo Film Festival, and a programme to facilitate access to destinations for people with disabilities - the Sho't Left "It's Accessible in South Africa" campaign.
- The Northern Cape Tourism Authority, together with the Diamantveld Visitor Center, the Arrive Alive campaign, newly trained bird guides (all historically disadvantaged individuals) and other stakeholders engaged in a campaign to promote the use of the N12 national route during the 2004 festive season.
- A satellite tourist information office was established at the Shell Ultra City in Kimberley, while the Diamantveld Visitor Center extended its office hours to 20:00 in the evenings.
- Media groups hosted from Canada, America, the UK as well as China
- Going Nowhere Slowly programme, broadcasted on SABC 2, who eventually found "nowhere" near Vanwyksvlei in the Northern Cape
- The Kimberley Airport was branded in the spirit of Heritage Day which saw President Thabo Mbeki making his keynote Heritage Day address on the day in Galeshewe, Kimberley. In addition, the

Northern Cape Tourism Authority operates an unmanned information kiosk at the airport which is serviced twice a week.

- Northern Cape Tourism Authority, and its partners such as the Department of Tourism, Environment and Conservation and Tourism Entrepreneurship Programme offered emerging entrepreneurs business management training, who were offered the opportunity to showcase their products at travel and trade shows
- A total of 111 accommodation establishments have been graded, of which 8% of the establishments are owned by previously disadvantaged entrepreneurs.
- A provincial chapter of the National federation of Tourist Guides was established during the period under review of which 60 tourist guides have been registered
- The Northern Cape Tourism Authority became a member of the Association for the Promotion of Tourism to Southern and East Africa as it would greatly benefit from the organisation's networks, databases and campaigns to promote the area as a holiday destination internationally and is also a member of SATSA

## 2005 – 2006

### Performance

- A new brand and corporate identity for the NCTA was adopted
- NCTA participated and attended no less than 20 tourism expos and related events to create awareness of the province as a destination and to sell its offerings to prospective trade customers, travelers, internationally and domestically
- Hosted the International BMW GS Challenge underlining the province's status and ability as an events destination. More than R2 million was injected into the small town of Loxton where the event was staged
- Witsand Nature Reserve recorded its best occupancy rates since the building of the new chalets
- Ekhaya Guest House was awarded the National Emerging Tourism Entrepreneur of the Year Award
- Total amount of 110 PDI tourism enterprises were supported through exhibitions access and marketing support
- The Northern Cape Provincial Government launched the new Tourism Whitepaper
- The NCTA website was re-designed and received 1 035 600 visits during the period under review – an average of 86 300 hits per month
- A new Advertising campaign was implemented to re position and accelerate the roll out of the new provincial tourism brand and identity
- A special advertising campaign was launched to communicate with target publics regarding events such as tourism exhibitions, tourism month, flower power, and the Sho't Left Campaign
- NCTA attended the Chinese Trade and Investment Outward Mission to promote the province as a tourist and investment destination
- 13 SMMEs attended Indaba
- NCTA together with one SMME from Kimberley Bird Guides attended the Nan Fei Total in China
- A local San artist was the focus during a tourism workshop with 350 German tour and safari operators in Cape Town. NCTA was given the opportunity to deliver a strong promotional message and high visual impact to showcase the province as a destination to this important market
- A breakfast presentation was held by the NCTA in Johannesburg. Tourist guides, travel agents and safari operators attended the event
- Sho't Left Campaign was launched to encourage the community of the Northern Cape to take more short leisure trips in their own province. Special and affordable packages were advertised in the media
- Kgalagadi Region played official host to the World Tourism Day in the Northern Cape Province
- The following media and educational tours took place: Australia: 9 tour operators, DERTOUR: 3 different groups, Pre and Post Indaba tours: 9 international tour operators, Pure Adventure: 6 Germany based adventure specialists
- Northern Cape Presentation DVD containing information of a wide-range eg tourism safety, infrastructure, climate etc was produced

## 2006 – 2007

### Performance

- Hosting of the first provincial tourism conference
- Launch of the new Northern Cape Tourism Brand
- Launch of the 'Know Your Brand' campaign
- A range of tourism promotional television snippets for the province were produced pertaining to the 'Know Your Brand' campaign first screening took place at Indaba
- Implementation of the Northern Cape Tourism branding strategy noted as one of the most progressive brands in the industry appealing to the traveller as opposed to the tourist
- High profile international media familiarisation campaigns
- Scooping awards
- The Northern Cape is performing in the top 30% of the country and is one of only three provinces that shows tourism growth over the period
- Tourism figures has increased by 8%
- The province is frequently being featured on the national carriers in-flight magazine namely Sawubona
- 5 persons trained in Tourism Destination Management course.
- Brand awareness through Billboards, access roads – N12, N14, Kuruman, OR Tambo, cape Town International, Milnerton
- Key media hosted, Editor Etihad airlines for their in-flight magazine, German travel writer, Japanese journalist and Dutch TV directors
- Familiarisation trips included: Benelux Travel Academy; Netherlands Travel Academy; Pre-Indaba tour.
- Foreign Embassies hosted Austria; Canada; Czech Republic; Indonesia; Italy; Portugal; Switzerland; United Kingdom of Great Britain; Ambassadors hosted, Philippines; Yemen; Iraq; Sri Lanka
- Northern Cape Tourism Promotional DVDs screened free of charge on international television channels, national and international flights, as well as on the Blue Train

## **2007 – 2008**

### **PERFORMANCE INFORMATION**

**The NCTA comprises of the following key focus areas:**

#### **Programme 1: Marketing Services**

**KPA 1:** Brand Management and Promotion

**KPA 2:** Domestic Marketing

**KPA 3:** International Marketing

**KPA 4:** Route Development, Facilitation and Packaging

**KPA 5:** Market Research and Information Management

**KPA 6:** Special Strategic Projects

#### **Programme 2: Witsand Nature Reserve**

##### **Performance**

- High profile international media familiarization campaigns.
- Measurable growth and expansion of at least 10% p.a. in attendance of each local event supported by NCTA.
- 513 participants who each travelled with an approximate 1.5 family members attended the prestigious BMW Annual Gathering at Victoria West.
- A 57.5% increase in Namaqualand accommodation figures as a direct result of an extensive flower advertisement campaign.
- Hosting of 18 Ambassadors, 5 Trade Commissioners and VIPs, including a National Parliamentarian during a tourism visit to Kimberley as well as Dubai VIP delegation which was exposed to diamond mining. An exchange programme was fostered. In addition, the Northern Cape Province visited Asia to follow up trade discussion, with the role of the NCTA delegation to market and promote the Northern Cape with special focus on diamonds and safari.
- Tourism growth among local communities is much in evidence as we work hard to transform perceptions into a positive one whereby Northern Cape communities are learning to enjoy their right to experience leisure-based tourism offerings within their community and / or region.
- The Northern Cape website exceeded a million hits per quarter, with the next target a million per month – well ahead of the South African Tourism Website. This represents a tremendous success for the Northern Cape, a success that can also be attributed to the ongoing acceptance of our new brand in the broader tourism industry. The Northern Cape website comes up as Number 1 when Googling 'Northern Cape.'
- The Galeshewe Tourism Route will be completed June 2008, while the Colesberg Tourism Information Centre and the Danielskuil Tourism Information Centre are due to be launched 5 September 2008.
- The opening of border posts as Mata Mata and Sendelingsdrift are driving new markets into the Northern Cape. Large tour operators are already signed up for this additional leg of business, with the year ahead expected to result in a considerable increase in visitor traffic to the province via these borders.
- NCTA will embark in future on joint marketing initiatives with South African National Parks, inclusive of Witsand, with these Parks being a significant selling point around the Soccer World Cup of 2010.

- With the access road to Kgalagadi due for completion by December 2008, Northern Cape is poised to benefit from the joint packages partnership with Cape Town Routes Unlimited that is already in progress. A similar partnering arrangement with Free State Tourism and North-West is also being sought, not least collaboration with Spoornet for various train packages to Kimberley and De Aar, where a steam train comes into being during 2009.

## **2008 – 2009**

### **TRANSITIONAL ARRANGEMENTS**

The section 21 establishment is in the process of being transformed to a fully fledged public entity. We have made major strides in this process as the new Northern Cape Tourism Entity Act, 2008 (Act No. 5 of 2008) is in the final stages of being gazetted. When this action takes place the Section 21 Company will be dissolved and the public entity will come into operation

### **GOVERNANCE**

#### **Board of Directors**

- 1 Resignation received: Mr H van Eck.
- 1 Appointment: Mr A Florence

### **ORGANISATIONAL STRUCTURE**

The fact that the Marketing Manager resigned in March 2008 created a situation which necessitated the CEO to play a more functional role in ensuring that objectives were met. With the assistance of the Premier's office, a Job Evaluation process was done which assisted with the expansion of the now approved organizational structure. This process resulted in the appointment of two General Managers who head up the Corporate Services and Marketing units respectively. The expansion of the Corporate Services unit also resulted in the appointment of a Human Resources Practitioner.

**(Refer to attached Addendum E)**

### **PERFORMANCE INFORMATION**

#### **Performance**

- Treasure Campaign implemented, via agreements between NCTA, Network#BBDO, and Thompson Tours, resulting in, among other achievements, a 73% increase in February 2009 bookings on the previous February figure.
- Inaugural Tourism Awards programme, held on Tourism Day. Tourism Day celebrated in Pixley Ka Seme District Municipality. Aside from choral, dance and storytelling, a kite flying and Karoo Lamb Outdoor Cooking Competition, an awareness campaign on the importance of litter management and the effects of climate change was successfully implemented among 390 learners from surrounding schools.
- Extensive coverage of the province throughout the 13 episodes of Northern Cape Amazing Race on SABC 2, including opportunities to target social and community tourism and job creation through tourism for the different towns and places. 19 % of South Africans choose to watch SABC TV.
- The Northern Cape website hits increased to 2 201 583 as compared with 2008's 1 843 719 hits or 2007's 860 163 hits. The website was voted "Miss Tourism 08" website for the year. Tourism Update's Nikki Moore surveyed all the Tourism Authorities websites in South Africa. Northern Cape Tourism was officially selected as the Best Website in 2008.
- Significant strides have been made in terms of poverty alleviation projects: the Colesberg and Danielskuil Information Centres were launched in October 2008, while the Galeshewe Tourism Route project will be handed over in April 2009. The Kgalagadi Access Road project launches in June 2009.



- The NCTA and DETC will commission a study to undertake an impact assessment of all events in the Northern Cape and to develop a strategy for support to enhance the economic impact for the local and broader Northern Cape economy.
- Accommodation establishments in Namakwa region showed an occupancy rate of 95% i.e as a result of the successful 2008 Flower Campaign.

## 2009 – 2010

### Performance

- The impact of the global economic crisis was starting to take a grip and thus innovation was the order of the day. This represented the year in which the province saw less foreign arrivals – but then so did South Africa and the rest of the world. The NCTA took the bold and crucial step of successfully bidding for the Bloodhound Project and Maloof Money Cup in a bid to reposition as a premier extreme sports events destination.
- The Northern Cape website hits increased by 27% to a total of 6,837,949 as compared with 2008/09's 1,843,719 hits or 2006/07's 860,163 hits. Unique visitors to the site increased by 22%. 2.6 million pages were visited which represents a 7% increase over the same period the previous year. The significance of this trend is that visitors remain longer on the site. An ever increasing fan base as a result of these increased bids to extend the reach of our brand resulted in website hits trebling in the period 2007-10.
- This was the year in which the NCTA attained serious recognition by peers within the travel trade as a progressive, fiercely competitive champion of tourism.
- These achievements were directly related to the fact that the Northern Cape Provincial Government ever steadily increased its investment into the NCTA.
- In excess of R2 billion tourism expenditures (2008).
- Northern Cape Northern Cape has the fourth highest ratio of total tourism receipts (i.e. expenditure by tourists) as percentage of provincial GDRP (Gross Domestic Regional Product) at 3.8%.
- The Northern Cape attracted R1,800 in foreign and domestic tourism expenditures per citizen, the fifth highest of all provinces.
- Northern Cape recorded the highest average domestic tourist receipts per capita of ZAR800 and domestic tourism receipts accounted for 1.7% of GDRP in 2008, the third highest of the provinces.
- The ratios of international tourism receipts per capita population and as percentage of GDRP at SAR980 per capita and 2.3% of GDRP are fifth highest and seventh highest of all provinces, respectively.
- Domestic tourist arrivals in the province increased from approximately 600,000 in 2007 to approximately 800,000 in 2008, with a commensurate market share increase of 0.7 percent, from 1.7 percent to 2.4 percent. Similarly, domestic tourism receipts increased from R500 million in 2007 to approximately R900 million in 2008, resulting in the provinces share of domestic receipts increasing from 2.5 percent to 3.4 percent. Northern Cape recorded the highest average expenditure per trip of R1,170, compared to e.g. the Western Cape (R970 per trip) and Kwazulu-Natal (R750 per trip).
- However, the average length of stay of domestic tourists in the province declined from 4 days in 2007 to 3.7 days in 2008, which is of concern and indicates that the majority of tourists visit one area of the province only.
- The province, however, only attracted approximately 684 000 foreign tourist nights in 2008, which means that there were on average 1,875 foreign tourists in province per day. Expenditure by foreign tourists in the province was approximately R1,1 billion in 2008, slightly more than expenditure by domestic tourists. The province has suffered a decline in foreign tourism bednights over the past three years, from approximately 1,2 million visitor nights in 2006 to fewer than 700,000 in 2008.
- Hosted World Tourism Day during September 2009.
- Facilitated and presented a stunning carnival during the 50-Days to the 2010 FIFA World Cup™ kick-off celebratory event.
- Significant strides have been made in terms of poverty alleviation projects: the Galeshewe Tourism Route was completed and handed over and the Kgalagadi Access Road project was completed.
- Presentation and subsequent broadcast of the very successful 13 episodes of Northern Cape Race, with an estimated 19 percent of South Africans watching SABC TV on a weekly basis. Approximately 3,468,000 viewers per flighting watched the Northern Cape Race.
- One of the measures of success is the NCTA's responsiveness to the changing needs and HR circumstances of the industry, hence the adoption of a new HR policy manual not only encapsulated the vision and guiding principles of how the organisation intends to manage people in the future, but also provides a practical tool to assist everyone in realising that vision. Through this, the organisation trusts that

this emphasis on expansion of resources will further enhance customer service and that a performance oriented culture will gradually evolve.

## **2010 - 2011**

### **TRANSITIONAL ARRANGEMENTS**

On 1<sup>st</sup> April 2010 when the Northern Cape Tourism Entity Act, 2008 (Act No. 5 of 2008) came into operation, the Section 21 Company was dissolved and the Public entity came into operation. The organisation was aligned to the requirements of the PFMA, Treasury Regulations governing a public entity and the Northern Cape Tourism Entity Act, 2008 (Act No. 5 of 2008).

### **GOVERNANCE**

#### **Board of Directors**

The following persons were appointed as Board of Directors for a period of 5 years:

- Mr K Phentela (Chairperson)
- Ms B Bopape
- Mr A Vass
- Mr R Williams
- Mr J van Vuuren
- Mr R Loko
- Ms A van Wyk

**The NCTA comprises of the following key focus areas:**

#### **Programme 1: Marketing Services**

**KEY PERFORMANCE AREA 1:** Brand Management and Promotion

**KEY PERFORMANCE AREA 2:** Domestic Leisure Marketing

**KEY PERFORMANCE AREA 3:** International Leisure Marketing

**KEY PERFORMANCE AREA 4:** MICE and Events Development

**KEY PERFORMANCE AREA 5:** Market Research and Information Management

**KEY PERFORMANCE AREA 6:** Special Strategic Projects

#### **Programme 2: Corporate Services**

**KEY PERFORMANCE AREA 7:** Administration Services

**KEY PERFORMANCE AREA 8:** Financial and Payroll Services

**KEY PERFORMANCE AREA 9:** Human Resources and Organizational Development

**KEY PERFORMANCE AREA 10:** ; Corporate Governance and Special Projects

#### **Programme 3: Witsand Nature Reserve**

**KEY PERFORMANCE AREA 11:** Witsand Marketing

**KEY PERFORMANCE AREA 12:** Witsand Produce Development, Facilitation and Packaging

**KEY PERFORMANCE AREA 13:** Witsand Financial Payroll Services

**KEY PERFORMANCE AREA 14:** Witsand Corporate Governance

**KEY PERFORMANCE AREA 15:** Witsand Administrative Services

## 2010 – 2011

### Performance

- A positive in terms of the ever increasing impact of the global economic crisis that had begun in 2008 is that the NCTA, not least, was forced into a situation whereby an unprecedented level of ingenuity, creativity, 'out the box' thinking, networking and public-private sector collaborative engagement was brought to the fore.
- Participated as part of a Northern Cape delegation at the New York launch of Maloof Money Cup on 3 – 6 June 2010. Premier Hazel Jenkins and the delegation were introduced as the host of the South African event to take place in 2011. The Premier was also interviewed by the CNN representative on site and by Fuel TV.
- Hosted the Uruguay team and the 50-day countdown during the period of the 2010 FIFA World Cup™, with President Jacob Zuma present. The World Cup provided an ideal national focus for not only inter-provincial collaborations but also for the production of marketing materials such as booklets promoting the event and paved the way for future such joint marketing endeavours. We held exceptionally upbeat celebrations at the stadium, where a live satellite broadcast to Upington and Colesberg ensured that the communities from other Northern Cape regions also enjoyed access to the celebrations.
- An initiative undertaken by the National Department of Tourism aims to expand inter-provincial relationships e.g. a prominent presence for the NCTA at the V&A Waterfront which sees 21 million visitors per annum. We now also enjoy access to a database of tour operators that serve Western Cape routes.
- We hosted XC Africa 2010, the paragliding competition and community kite day. A total of 32 paragliding pilots competed. Along with their family & friends, a total of around 55 tourists were present in De Aar.
- The Barney Barnato Golf Challenge in 2010 paved the way for this tournament to be recognised as the largest amateur social golf tournament in Africa. A total amount of 400 visiting golfers participated from across South Africa. 10% participated from neighbouring states, East and West Africa, these included Zimbabwe, Tanzania and Ghana. Overseas visitors included several from Australia.
- In terms of measuring and tracking the tourism performance of the province, the media monitoring agency Meltwater News has been contracted to track the NCTA's media performance. Articles and mentions of Northern Cape increased by a whopping 120% compared against the previous year.
- The SALT initiative at Sutherland has attracted a great deal of interest (and by extension visitors) from the best of the global scientific community means that we are likely to attract a great deal of South Africa's (and the world's) scientific conferences – and, related to this, demand will increase for tours, festivals and events that best showcase the niche that a visitor interested primarily in science would expect to see on their conference itinerary.
- We increased our staff component to an optimal number, with clear role divisions. HR policies and practices have been developed and implemented and are reviewed annually e.g. Disciplinary Code of Conduct; HR Policies; Procedures Manual; Employee Leave Register. A performance management system is in place to improve staff capacity and performance. Employee wellness programmes are in place.
- It is estimated that our investment into tourism in Northern Cape will create no less than 110 direct permanent jobs through our programmes and hundreds more as our projects come on stream and the provincial tourism industry begins to perform better.

- Foreign tourism earned the provincial economy R700 million (Source: South African Tourism's Tourism Index reports for 2010). This was mainly achieved on the back of selling 528 000 bednights to our foreign visitors (Source: SAT Highlights of Tourism's Performance in 2010).
- Foreign visitor length of stay in the province is 5.6 nights, up by 1.7%. The average length of stay in the Northern Cape is higher than the national average of 4.4 days. Our province was one of only four to have achieved longer foreign visitor duration of stay (Source: SAT Highlights of Tourism's Performance in 2010).
- We ended the year on a 1.3% foreign market share (Source: SAT Tourism Index Q3 2010).
- In terms of our domestic tourism performance, we achieved a 1.8% share of total arrivals, a 2.1% share of total revenue, and a 2.2% share of total bednights (Source: SAT 2009 Domestic Report Provincial Scorecard, published on 31 August 2010).
- Like any other South African destination, the Northern Cape had to contend with the impact of the world economic recession. Despite this our domestic market showed growth with one report indicating a 3% market share for the province. We did, however, receive fewer foreign visitors in the last two years. A most promising sign though is that despite the economic recession we still achieved one of our key goals – the extension of the duration of stay of our visitors. South African Tourism reported in 2009 that there was a 14% increase in duration of stay where it regards foreign visits to our province.
- In terms of the share of bed nights spent in the province by foreign tourists, this increased from 1.5% in 2008 to 1.6% in 2009. The services sector still contributes approximately 50% to the local Northern Cape economy and continued its good growth performance during 2008.

#### **COMMUNITY AND SMME SUPPORT**

The NCTA is committed to meeting its strategic objectives through numerous interventions, not least those of transformation via SMME growth, for example, through rural tourism initiatives such as NCTA's partnering on community events.

<b>Projects</b>	<b>Direct Investment</b>
Local Festivals	R300 000.00
Flagship Maloof	R250 000.00
Special Projects	R226 000.00
Tourism Month	R750 000.00
Community Support	R128 000.00
FIFA 2010	R194 000.00
FIFA 50 Day celebrations	R305 000.00
<b>Total</b>	<b>R2 153 000.00</b>

## 2011 – 2012

### PERFORMANCE INFORMATION BY PROGRAMMES

*During the year under review the NCTA was no longer responsible for Witsand Nature Reserve.*

The NCTA comprises of the following two key focus areas:-

#### **Programme 1: Marketing Services**

#### **Programme 2: Corporate Services**

#### **Performance**

- Through good corporate governance, the NCTA is able to effectively lobby for further public-private sector support. We succeeded admirably against all odds and the Northern Cape will never again be perceived in the same manner as in the past. In terms of the Northern Cape Tourism Act, we have more than met all its objectives. We have dramatically advanced Brand Northern Cape as we secured global recognition with notable media imprints.
- A significant coup for our MICE bids was the official opening of the Mittah Seperere Convention Centre, which, with a capacity of 2,500, has the potential for future expansion.
- Unprecedented level of embracing the latest technology during the year under review, so critical to our success in the media and competitive international marketplace. Phase 1 of the new website achieved.
- A new organisational structure for tourism was approved while the Northern Cape Tourism Act was overhauled, culminating in the establishment of a new public entity responsible for destination marketing. The provincial tourism development and promotional strategy was improved with a clear emphasis now on creating three destination competitive advantages: real extreme sport; real extreme nature; and real extreme culture. The tourism budget is also considerably increased this year to R36 661 million. This stands in stark contrast to 2004 when only R4 million was made available for tourism development and promotion in the Northern Cape.
- It had been virtually two years since the decision was made to promote the province under the Extreme Northern Cape brand pillar. This repositioning exercise required a major catalyst to serve as an anchor project for the endeavour. Our hosting Maloof Money Cup proved to be the ideal vehicle.
- We shifted our focus from the likes of micro-managing Witsand Nature Reserve (which the NCTA no longer managed) to the implementation of a major turn-around strategy for socio-economic upliftment and broad-based black economic empowerment. The NCTA team benefited from a tremendous amount of skills transfer as we learned to think on the spot more than ever with the multi-tasking challenges that an event of the magnitude of our inaugural hosting of Maloof Money Cup commands. Our success in this regard was evident to Northern Cape locals, fellow South African and international media and tourism stakeholders. The legacy projects have been especially important. Anyone who visited Kimberley prior to MMC will likely on a return visit observe a raised awareness of the empowering skateboarding sub-culture among previously disadvantaged youths.
- Our focused group effort on the Extreme Adventure niche in addition saw us preparing for our hosting of the Bloodhound Challenge.
- In perusing the National Tourism Sector Strategy, it is evident that the NCTA is well within the objectives in terms of our utilising in particular the MICE segment to help increase in jobs and

develop skills within the province. The NTSS' inclusive, broader approach especially accounts for the rural areas and there was an unprecedented move afoot nationally to place far greater emphasis on cultural, heritage, and rural-based tourism. In this regard, the province continues to promote its full spectrum of extreme offerings, ranging from extreme sports to extreme adventure (eg Cape Namibia N7 Route), to extreme nature (eg wild flowers), to extreme culture, where visitors engage with indigenous communities such as the San.

- Tourist arrivals to South Africa in 2011 showed a slight decrease against that of 2010, with overall arrivals in 2011 at 1 950 359 and for 2010 the total figure was 2 010 439. Arrivals from the European continent was slightly down with 1 136 127 for the period January to November 2011 vs. 1 188 517 for the same period in 2010. North America showed a slight increase with 2011 figures at 313 244 and 2010 arrivals of 309 645 and the Asian market showed an improvement with 271 200 arrivals in 2011 vs. 239 223 arrivals in 2010.
- 54.7% of European visitors were repeat visitors, with up to 12 repeats with an average stay of 17 days and the Asian market an average of 16 days stays.
- Northern Cape performance in Quarter 2 2011 : 70.3% arrivals from Africa with 59% of that from Namibia, 8,7% Americas and 13,8 arrivals from Europe with UK at 4.6% of that total. During the same quarter for 2010, the province had 67.9% arrivals from Africa with 60.8% from Namibia and 18.4% from total European arrivals with UK predominantly featuring at 7.1%.
- Total bed nights for the province in Quarter 2 of 2011 was 114 956 vs. 67 221 in 2010 for the same period – a 71% increase.
- Domestic arrivals for the same time under review showed an improvement from 6.3 million in 2010 to 7,2 million in 2011.

## COMMUNITY AND SUPPORT

The NCTA continues to support and assist in the development of community and SMME projects. These initiatives have been actively encouraged to participate on national and international platforms, where NCTA has a brand presence. 35.7% of the NCTA's budget was spent on community development – a figure of 2,978 173.18

Marketing projects that have a direct Impact on SMME Development and exposure

Projects	Direct Investment
Local Festivals	195 000.00
Flagship Maloof	1 409 266.18
Special Projects – Bloodhound	594 907 00
Tourism Month	295 000 00
Community Support	384 000 00
Website	100 000 00
Total	2 978 173 18



## 2012 – 2013

### Performance

- Tourism was allocated R46, 675 million during this financial year, representing the second largest allocation after IEDS. This represents an increase on the previous year's allocation at 5.5% and implies that the programme allocation just about matches the eroding effects of inflation. The allocation includes an amount of R16, 427 million to the Northern Cape Tourism Authority (NCTA) to promote the province as an ideal tourist destination.
- The second edition of the Maloof Money Cup Skateboarding Championship in September 2012 has been a great success. The event was attended by approximately 8,046 patrons daily over the three days; this is an improvement on the 4,622 average daily attendances in 2011. With regards to enterprise development, 21 SMMEs and entrepreneurs benefitted through supplying and selling of goods and services at the event.
- MMC generated significant publicity, with 459 advertisements placed reaching an audience of 11.2 million viewers, the value of the media publicity is estimated at R1, 6 million. The event was broadcast in 140 plus countries across the globe. Editorial articles were ran in print, online, television and radio numbering 1996 reaching 1.2 billion viewers and readers valued at R96 million. The successes recorded have resulted in contractual agreement with Maloof Skateboarding LLC to extend the hosting of the event until 2015.
- In terms of social responsibility and community development, two community skate parks have been completed December in Kuruman and De Aar respectively and are providing much needed recreational facilities for youngsters in those areas. Two more parks are under construction in Upington and Springbok. The Skateboarding for Hope campaign rolled out in all five districts of the province and eight cities countrywide. The objective was to raise awareness and encourage active participation in the sport. This event managed to reach over 2,000 youths in different communities.
- In terms of the Bloodhound Supersonic Car (SSC) Engineering Adventure to be hosted in Hakskeenpan, within the Mier Municipality, the track is ready for testing, which will take place between March and April 2014. 4<sup>th</sup>-generation telecommunications technology is fully operational.
- The hosting of the first ever Kalahari Speed Week event took place from 22-30 September 2012 at Hakskeenpan. Over 3,000 people attended with 60 local community members working as drivers, builders, security and cleaners during the event. Water purification and potable ablution facilities utilised during this event will be used for the Bloodhound SSC event in 2014. Media generated for this event to date across all platforms nationally and internationally is 541 articles. These reached an audience of 71 million at a value of R12 million.
- As part of the rollout of our E-marketing strategy the NCTA has successfully developed and uploaded 14 social media site which include Facebook, Youtube, Twitter, Flickr, Foursquare, Google Places for the Northern Cape as well as the flagship events. Facebook Northern Cape has 706,566 friends across the world and 304 video clips on Youtube with 3.4 million views to date. The Maloof page has 1.8 million friends; 55,473 followers; 5,786 video uploads with 1.5 million views and 9,949 tweets.
- A Memorandum of Understanding concluded regarding rural tourism development for Riemvasmaak, Mier, the John Taolo Gaetsewe region, the Greater Richtersveld and coastal areas of Namaqualand. Construction of the coastal route signs are in process. The Arid Region Cultural promotion was staged in September 2012 at Mokala National Park. The Arid Experience website is in the process of being developed.
- In order to develop the SKA Science Visitor Centre in Carnarvon, we have submitted an application to the Department of Tourism. Funding will be available for this development in the 2014/15

financial year on a matching funding basis. This means that the department will have to commit funds in order to qualify for national funding.

- As part of the FIFA Soccer World Cup Legacy programme, public viewing areas (PVAs) were to be set up in communities across the country. LED screens have been installed in Upington, De Aar and Springbok respectively. Kumba Resources is to sponsor the installation of a LED screen for Kuruman.
- We have started the review of the Provincial Tourism Master Plan, with consultative workshops held to solicit inputs on the plan. These took place at Victoria West, Kimberley, Upington, Springbok, Colesburg, Kimberley, Upington and Springbok.
- Work is progressing on the Northern Cape destination website, with completion scheduled for May 2013. Northern Cape products have been submitted for review and uploading to the site. The target is to have 60% product upload by end May and the remainder by September 2013. Great emphasis has been placed on the promotion of the website and this is evident in the 19-27% monthly increase in visits for the year to date.
- Domestic tourist arrivals provincially have increased by 2% according to statistics from SA Tourism. In the New Growth Path, tourism was identified as one of the sectors to be prioritised for job creation; therefore it is critical that the sector grows for it to contribute towards job creation. The province welcomed 142, 000 tourists last year who went on an average 254, 000 trips. They stayed an average 4.4 nights spending R204 million. We are very happy with this performance and look forward to a much increased number of visits in the future given the positive feedback.
- NCTA placed 122 domestic adverts on destination and events reaching 7.3 million readers at a value of R4.4 million. Internationally it placed 13 adverts in the core markets of Germany and the UK reaching 2.2 million readers at a value of R4.8 million. Similarly the destination was featured in provincial, national and international media selling the Northern Cape as a desirable destination. Articles and stories numbering 17,864 were printed and aired on all media platforms reaching 8,3 billion viewers and readers at a value of R1.7billion.
- Indaba 2013 successes include 411 meetings held by stand representatives resulting in confirmed bookings and sales for tour operators and other product representatives on the stand set at an approximately R520, 000, with additional leads. At the Namibia Expo, confirmed bookings and sales were conservatively estimated at R636, 000. At World Travel Market, three joint marketing agreements (JMAs) were finalised with UK based agents.
- The SA Explore Road Show resulted in our negotiating with three tour operators to join forces to sell the Northern Cape to the Southern African markets of Chile, Argentina, Brazil, Paraguay and Uruguay.
- At the Italian Six Cities Road Show, we entered four JMAs with Italian operators and two with South African-based operators selling South Africa to Italy. 21 joint marketing agreements in place to date as a result of our presence at trade road shows and exhibitions. These include key source markets such as Germany, Holland, UK, and watch markets such as China and Italy, together with developing markets such as Scandinavia, Italy, Chile, Japan, Southern Korea, Uruguay, Argentina and Brazil. Our ***I Love Northern Cape*** campaign has been positively received in the market with complimentary responses from tourism stakeholders across the province, country and internationally. A monthly newsletter is produced and distributed to NCTA's database which stands at 8,000.
- Partnered with Tourism Radio City Guides to produce a mobi guide for the province, to be launched towards the end of March 2013.
- Tourism requires effective partnerships among national, provincial and local government, local communities and the private sector in order to thrive. We have succeeded in attracting the international investor who is willing to invest his or her dollars into hosting events in this unique, relatively environmentally unspoiled destination. The challenge now lies in persuading national government to invest in Northern Cape tourism products, of which there are plenty. Without

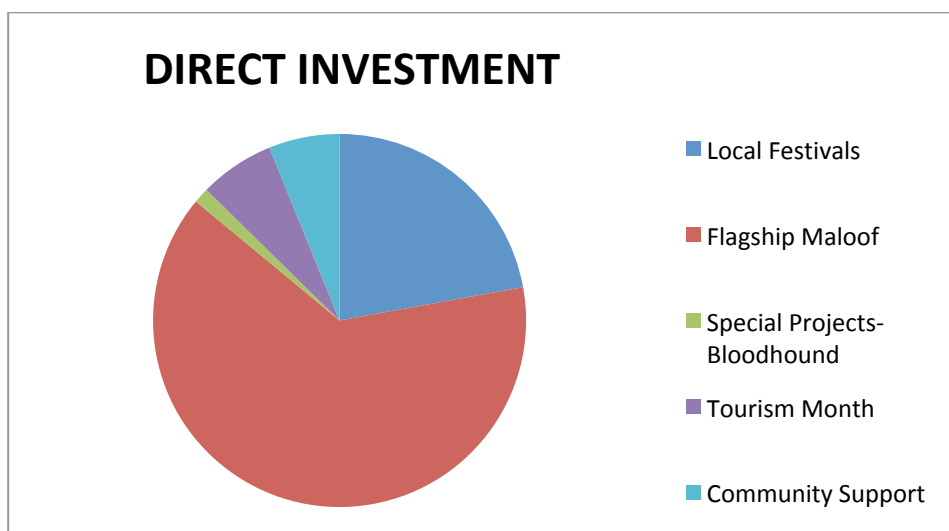
infrastructural investment, many products remain largely undiscovered by the visitor. In order to sustainably tell the authentic Northern Cape story to its fullest extent to the international and domestic visitor in equal measure, we require the likes of improved road accessibility in order to realise increased visitor numbers. Northern Cape is geographically the most isolated and the largest of the nine provinces. As such, we must continually work at improving transport accessibility into the province, by air, road and rail. It is only in so doing that we can truly bring about a sustainable increase in jobs, in particular those demonstrating a commitment towards broad-based black economic empowerment.

The investment into tourism (especially into the marketing of major events) time and again shows returns in many areas, for example potential investors are enticed, community pride levels are raised, legacy projects are created, skills are developed, and jobs of a permanent or temporary nature are create

### COMMUNITY AND SMME SUPPORT

The NCTA is committed to meeting its strategic objectives through numerous interventions, including tourism transformation through the promotion of SMME growth. Significant tourism revenue was generated for SMME products during Indaba and the Namibia Travel Expo, as well as via the various event platforms. Advertising support for local and provincial radio stations and newspapers during Maloof Money Cup and Tourism Month was provided to SMMEs. Aukwatowa Tours was requested to assist with the Charley Boorman Extreme SA Adventure shoot. Pasella featured Tata Ma Tata Tours on three separate inserts. 7 culture-and heritage based community products were visited during a tourism month media and trade tour and showcased nationally and provincially. Our Indaba presence resulted in 339 meetings on our stand, leading to confirmed bookings and sales of R520 000. We held 223 meetings at the Namibia Tourism Expo with bookings and sales conservatively estimated at R636, 000.

By reducing barriers to business, we are able to include more SMME products in routes and itineraries. Six routes and 11 SMME products were featured in international and national media, while 18 SMME products were featured in tours and itineraries. The organisation offers further exposure to SMMEs through investment into local festivals (R755,779), our flagship Maloof Money Cup (R2,180,067), Bloodhound SSC Engineering Adventure (R45,642), and community support (R209,606). The Skateboarding for Hope legacy from Maloof Money Cup reached over 2,000 youth in eight cities countrywide. Our combined Special Projects investment has been R3, 413,444 during this financial year, notably one third of our budget.



<b>NO.</b>	<b>PROJECTS</b>	<b>DIRECT INVESTMENT</b>
1	Local Festivals	755 779
2	Flagship: Maloof	2 180 067
3	Special Projects: Bloodhound	45 642
4	Tourism Month	222 350
5	Community Support	209 606
	<b>TOTAL</b>	<b>3 413 444</b>

## 2013 - 2014

### GOVERNANCE

#### Board of Directors

One resignation: Mr F van Vuuren

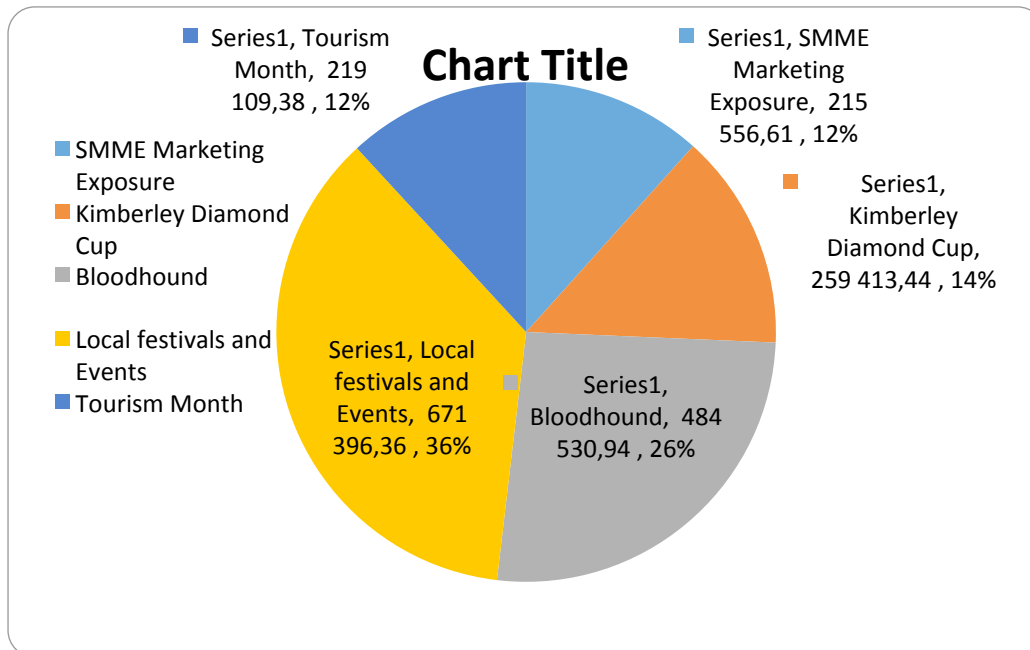
#### Performance

- Brand Northern Cape received more than 29 000 mentions in 211 countries, reaching an audience of 14.7 billion readers/viewers and achieving exposure worth R2 billion.
- Domestic Tourism continues to grow at 2%. International Leisure marketing was valued at R955 million in terms of 13 358 articles that reached 13.6 billion readers. According to San Parks, international visitors showed a positive growth of 19%, SADC visitors increased with 3% and domestic visitors showed a growth of 5% on arrival figures of 2012/13.
- We developed a provincial business plan and strategy for our convention bureau. This will boost our status as a Business Tourism Destination and allow us to pursue larger events and conferences. Our end goal is that of transformation.
- The NCTA participated in 52 events, with a visitor and participant count of 139,628, which is an increase of 22% if compared to the same period the previous year. The NCTA's focus on boosting cultural, heritage and rural tourism has resulted in positive spin-off reaching more corners of the province than ever before. The SMME beneficiation from our hosting of these events is tangible and widespread. Of notable importance is the media value afforded to tourism SMMEs, who would otherwise be unable to invest into marketing activations to this extent. A total of 104 adverts were placed reaching an audience of over 11 million with media value of R2 632 596.75
- The NCTA's embracing of technological advances has played a crucial role in advancing Brand Northern Cape. Northern Cape brand featured in 29022 articles, reaching 14.7 billion readers/viewers with a rand value of R2 billion across 211 countries. Articles increased with 17%, countries increased with 45% and reach increased with 23%. A key reason why we have built up the brand so well is that we are consistent in our messaging. We know which niche markets we are after and we do not deviate from this firm end goal.
- Our e-marketing campaigns and platforms, which we have pushed aggressively from the outset, show an excellent return on the investment made. Our new website [www.experiencenortherncape.com](http://www.experiencenortherncape.com) is completed and is currently first in the Google.com listings for Northern Cape.
- In terms of Domestic marketing, a total of 15 600 articles featured online, on radio, television and in print, reaching an audience of 1 billion with a media value of R1 billion (Source: Meltwater Monitoring service).
- In terms of International Marketing, we concluded 7 international joint marketing agreements for 2013/14 and 2014/15, 3 with South African companies selling Northern Cape internationally. The NCTA's positive relationship with media partners assisted in achieving extraordinary media presence and value for the destination, including our provincial flagship events. A total of 13 358 articles featured online, with an audience reach of 13.6 billion and a media value of R955 million (Source: Meltwater and Newsclip media monitoring service).
- Our Joint Marketing Agreements have generated a return of R5.1 million in revenue (room nights and spend for the province). 9 086 visitors were recorded at the 5 visitor centres across the province versus the 7692 of 2012/13. The core European markets are predominant, with Gauteng and Western Cape the provinces of origin.

- Uptington Airport reported total passenger traffic of 66 387 passengers, representing an increase of 23% on the previous year's 55 726 total passenger traffic. Kimberley Airport had 157 225 arrivals and departures versus the 151 405 of the previous year, an increase of 16%. The car rental industry has experienced a strong demand for vehicles from overseas visitors and the industry has experienced an increase of 14.2% in rental days. The average rental period for the period under review was 10.5 days and the Northern Cape offices reported a 58.6% increase.
- The Mittah Seperepere Convention Centre continues to perform well. The hosting of 83 business events over 76 delegate days and delegates totalling 53 947, represents an increase of 38% in terms of events hosted and 66% more delegates over the previous year. Rural, domestic, regional, and community-based tourism is stimulated through our hosting of large conferences and events. Our support of these events constitutes an increase of 6% with a visitor and participant count of 139,628, which is an increase of 22% if compared to the same period the previous year.
- On the Transformation front, 1 235 temporary jobs were created by the 52 local events supported, of which 10 are new events. In a bid to reduce barriers to business and support industry transformation, we are pleased that additional flights are now available to Kathu, Cape Town, Johannesburg, and Kimberley.

### COMMUNITY AND SMME SUPPORT

The NCTA is committed to meeting its strategic objectives through numerous interventions, including tourism transformation through the promotion of SMME growth. Our end goal is that of transformation. The NCTA participated in 52 events, with a visitor and participant count of 139,628, which is an increase of 22% if compared to the same period the previous year. The SMME beneficiation from our hosting of these events is tangible and widespread. Of notable importance is the media value afforded to tourism SMMEs, who would otherwise be unable to invest into marketing activations to this extent. A total of 104 adverts were placed reaching an audience of over 11 million with media value of R2 632 596.75.



## Total Investment

<b>Projects</b>	<b>Direct Investment</b>	<b>% Spend</b>
SMME Marketing Exposure	215,556.61	12%
Kimberley Diamond Cup	259,413.44	14%
Bloodhound	484,530.94	26%
Local festivals and Events	671,396.36	36%
Tourism Month	219,109.38	12%
<b>Total</b>	<b>1,850,006.73</b>	

## 2014 - 2015

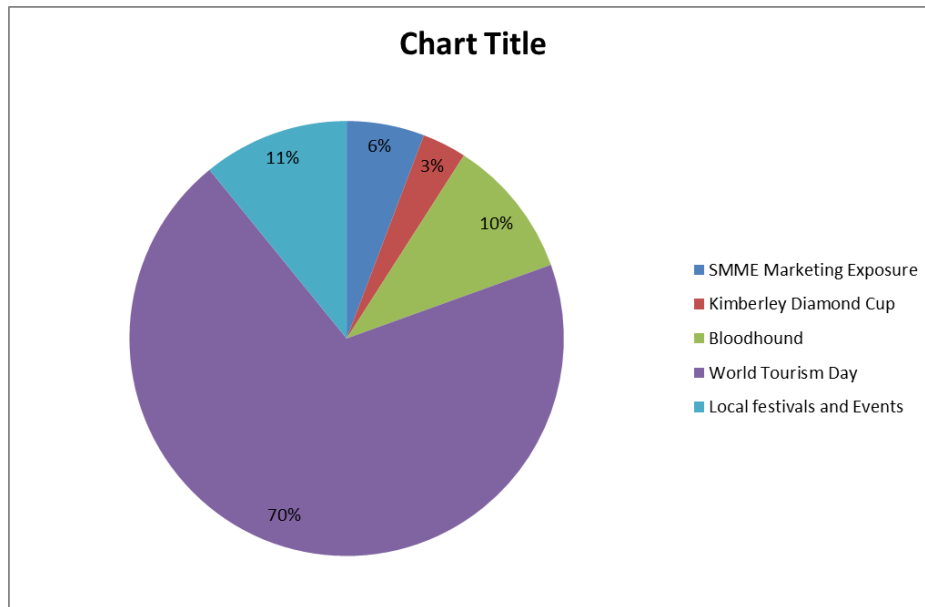
### Performance

- There was a marked increase of 244% in terms of activities on the Events page during the period April until June 2014 compared to the previous period. A 75% increase in attendance on the same period the previous year was observed. Attendance of the 8 new events supported during the period April until June 2014 represents 43% of the total event participants, which supports our initiative towards assisting local event organisers to create more such events.
- Our Joint Marketing efforts proved very successful in growing the awareness of the Northern Cape as a desirable holiday destination and thereby an increase of international arrivals to the province. A combined reach of 1,853395 for a combined value of R3.5m was achieved through 2 JMA's.
- The NCTA, together with provincial stakeholders, provided oversight management to the World Tourism Day 2014 celebrations at Hakskeenpan and worked closely with the appointed contractor in delivering a world class event in one of the most desolate areas of South Africa.
- The NCTA, DEDaT and DRPW together with the Bloodhound SSC team, implemented a successful media and technical activation of the 12 month countdown to the running of the Bloodhound Car in 2015 at Hakskeenpan.
- Insights into the estimated contribution of tourism in Northern Cape to the Northern Cape economy, based on the period October until December 2014, reveals that R14.2 million was the contribution for that period.
- Tourism Month was hosted in partnership with the National Department of Tourism and South Africa Tourism. Several hosted events allowed for representatives of the South African Tourism industry to experience personally the Northern Cape Experience and to become informed and enthusiastic ambassadors for the Northern Cape. Through our media hosting program the Northern Cape had significant coverage in key markets and the USA guide Fodor's has expressed good interest in the destination, one that they have neglected since the early 1990's.
- The released figures from South African Tourism for 2013 showed a total tourism spend for the Northern Cape of R0.8 billion, an increase in tourism arrivals, 175 446, total bednights at 961 796, length of Stay at 5.5 Nights. On the domestic front, 0.5 million trips were taken, an increase in market share from 5% in 2012 to 26% in 2013.
- Business Tourism highlights included the hosting of the Geological Society of South Africa's (GSSA) Kimberley Diamond Symposium and Exhibition (500 international and domestic delegates).
- 89 tour operators and travel agents were targeted during direct sales calls in Durban and at the Travel People's Trade Road show in Durban. At least 65% have expressed an interest in the Northern Cape as a leisure destination or business destination and requested itineraries, updates and requests for familiarisation visits.
- The NCTA's positive relationship with media partners assisted in achieving extraordinary media presence and value for the destination and for our provincial flagship events
- The NCTA was exposed to an estimated 31,814 delegates at the following International exhibitions/roadshows: Africa Travel Week (incorporating World Travel Market Africa; IBTM Africa; ILTM Africa). In terms of Domestic exhibitions, the NCTA was exposed to an estimated 50,634 delegates at the Food and Wine Show (Gauteng). During Indaba 2014, Minister of Tourism, Mr. Derek Hanekom, visited the Northern Cape Tourism stand, commenting that it is indeed a true reflection of the Northern Cape and that he was very impressed with the Northern Cape's performance. The Honourable Minister, during his visit to the South African pavilion at World Travel Market 2014, congratulated the Provincial delegation on the successful hosting of the World Tourism Day 2014 Celebration at Hakskeenpan.



## COMMUNITY AND SMME SUPPORT

The NCTA is committed to meeting its strategic objectives through numerous interventions, including tourism transformation through the promotion of SMME growth. Our end goal is that of transformation. 19 SMME products were featured during media and trade itineraries. 17 SMME products were featured in our e-newsletters.



### Total Investment

Projects	Direct Investment	% Spend
SMME Marketing Exposure	236 562.00	6%
Kimberley Diamond Cup	134 744.00	3%
Bloodhound	425 794.00	10%
World Tourism Day	2 846 795.00	70%
Local festivals and Events	444 588.00	11%
<b>Total</b>	<b>4 088 483.00</b>	

## **2015 – 2016**

### **GOVERNANCE**

#### **Board of Directors**

In accordance with the the Northern Cape Tourism Entity Act, 2008 (Act no.5 of 2008), the following Board Members were appointed:

- Mr C Fortune (Chairperson)
- Mr B Bopape
- Mr R Williams
- Mr R Loko
- Mr T Cogang
- Mr W Burger
- Mr V Barbery

### **ORGANISATIONAL STRUCTURE**

(Refer to Addendum F)

#### **PERFORMANCE INFORMATION BY PROGRAMMES: 2015 – 2016**

We produced our five strategic plan and annual performance plan for 2015//2016. The plan was developed in line with the basic minimum requirements issued by the national treasury as the framework for strategic plans. The APP takes into account all the relevant policies, legislation and other mandates applicable to the operations of northern cape tourism authority and accurately reflects the strategic outcome- orientated goals and objectives which Northern Cape will endeavour to achieve over the period 2016/2017 to 2020/2021.

#### **Programme 1: Marketing and Promotions**

**KEY PERFORMANCE AREA 1:** Brand Management and Promotion

**KEY PERFORMANCE AREA 2:** Domestic Leisure Marketing

**KEY PERFORMANCE AREA 3:** International Leisure Marketing

**KEY PERFORMANCE AREA 4:** Information Management and Destination Performance

**KEY PERFORMANCE AREA 5:** MICE and Events Development

**KEY PERFORMANCE AREA 6:** Special Strategic Projects

#### **Programme 2: Administration**

**KEY PERFORMANCE AREA 7:** Administration Services

**KEY PERFORMANCE AREA 8:** Financial and Payroll Services

**KEY PERFORMANCE AREA 9:** Human Resources and Organizational Development

**KEY PERFORMANCE AREA 10:** Corporate Governance and Special Projects

## Performance

The Provincial investment into tourism indeed continues to yield high returns, with a positive impact that extends beyond the province to the rest of the country. The value is inherent in the fact that by promoting the unique Northern Cape brand, its features and benefits as a tourist destination is really an investment in all aspects of the Provincial fiscal health. The period in review is no exception despite serious economic constraints nationally and internationally. The NCTA remains on a growth trajectory. The activities of Team NCTA during the year under review were undoubtedly underpinned by an unprecedented level of innovation, creativity, networking and public-private sector collaborative engagements resulting in the acknowledgement and status of Brand Northern Cape as a formidable competitor in the global tourism space. Our organisation continues to collect prestigious accolades, including most recently achieving:

- Voted Leading Sport Tourism Destination in Africa 2014 by Business Destinations
- Voted as No6 must do world region by **Rough Guides 2016** (only region in Africa to be nominated and competitors included Alaska, USA, Gujarat India, Tasmania in Australia , Quebec in Canada, Tohoku in Japan, then NC in South Africa, Lombok in Indonesia, Calabria in Italy, Castilla Y Leon in Spain and finally in no 10 position Western Isles in Scotland).
- Afrika Burn voted as one of the must attend events in 2016 by the prestigious Sunday Times Travel Magazine UK ' essential guide to events and festivals 2016
- We produced our five strategic plan and annual performance plan for 2015//2016. The plan was developed in line with the basic minimum requirements issued by the national treasury as the framework for strategic plans. The APP takes into account all the relevant policies, legislation and other mandates applicable to the operations of northern cape tourism authority and accurately reflects the strategic outcome- orientated goals and objectives which northern cape will endeavour to achieve over the period 2016/2017 to 2020/2021
- **Northern Cape Brand:** The Province remains true to its “Real” and “Extreme” positioning. This continues to stand us in good stead despite the fact that inflation has dipped into our investment. We have recently seen that this positioning was absolutely spot-on in terms of global travel trends, with key themes such as Disconnect to reconnect, Adventures off the beaten track, Multigenerational family travel and Rewarding cultural experiences as four crucial elements that will shape the way South Africa is packaged for the future. Brand performance continued its growth path and offered top of mind visibility to the trade and the travelling public. **A total of 62244 articles featured online, on radio, television and in print, (69% growth) reaching a potential global audience of 193 billion, (246% growth) generating a media value of R71 billion, (1665% growth) (Source: Meltwater Media Monitoring Service).**
- **Domestic Marketing remains high on our agenda.** We continue to focus on geographical spread, seasonality and destination promotion. Our activation campaigns have proven enormously successful, despite currency fluctuations. We have once again shown successes through our seasonal, cross-border, special interest and brand pillar campaigns. The three seasonally based domestic campaigns, namely Summer, Easter and Spring/Flowers, resulted in 68 articles (up from 56 the previous period under review), reaching a potential audience of 27 million (583,358 the

previous period), at a rand value of R309 million from R2, 7 million the previous year (**Source: Newsclip and Meltwater Media Monitoring Services and magazine articles**).

- **International Marketing:** Our focus on the international arena remains Strategic. We adopt a focused cost effective and customer driven approach to play smarter in the increasingly competitive global market. We work closely with South African Tourism to leverage off their extensive marketing intelligence network, campaigns and business tourism initiatives. In terms of the global picture, the NCTA is in the same position as any other tourism organisation across the globe: every destination faces challenges at the best of times. **During the worst of times, namely the global economic crisis, pivotal strategic partnerships are increasingly forged in line with a 'strength in numbers' strategy.**
- **Market Research and Information Management:** Journalists and the travel trade alike are more easily convinced if we are able to show them dependable, relevant and segmented statistics for a particular sector that interests them. To this end, the NCTA's marketing strategies are enhanced through information management and valid, reliable market research. The investment made in the marketing campaigns, advertising, joint marketing agreements, media investment, e-marketing platform has showed an impressive return on our investment and contributed to increased destination awareness, subsequent arrivals and increased length of stay.
- **Media Fam trips educationals:** In partnership with SA Tourism resulted in 57 articles with a potential audience reach of 17 million at a rand value of R169 million.
- **Media campaigns:** 42 editorials were developed and distributed to media partners internationally. This resulted in a total of 38 841 articles (888% increase) reaching a potential audience of 153 billion (**225%increase**) at a rand value of (**R51 billion**) (**1487% increase**) **Source: Meltwater Media Monitoring Service**).
- **Joint Marketing Agreements:** Our joint marketing trade partnerships delivered a good return on our investment resulting in a total of 4548 rooms nights sold with a rand value of R7.1 million vs the 1 961 bed nights sold with a rand value of R 5.3 million in the previous financial year .
- **Social Media:** It is crucial to serve the needs of "**Millennials**" who actively embrace mobile technology and mobile payment methods. Travel websites serve as virtual shop windows which can be shared in real time. Opinions of fellow social media "friends" and "followers" are especially valued. Hence the NCTA continues to expand and increase our social media engagements. Our Facebook increased by 69%, reaching 2 million, with Twitter tweets increasing to 2 647, representing a 16% growth. YouTube views increased by 92% to a total 6 798 views. Our newly created Instagram page has 234 followers to date. The Northern Cape Events Facebook platform currently has a reach of 4.2 million (**Source: Social media performance statistics, Facebook, Twitter, and YouTube**).

Our website has been upgraded and is now fully, mobile and tablet compatible. We maintained our top ranking on the global search engines. For the period in review 140,502 visits were recorded, a total of 97,124 unique users visiting an average of 4.38-pages per visit and remaining on site an average of 2.39 minutes. Most travellers favour the affordable option after researching on travel review websites. They prefer to manage bookings themselves using online travel booking websites (**Source: South African tourism domestic insights study- April 2016**).

- **Effective Brand communication is a measure of our success, however attracting visitors and enticing them to return is where we truly benchmark ourselves:** The Northern Cape experienced a 34.7% decline in international arrivals to the province, a decrease of 2.1% in room nights booked and a consequent 12.7% decrease in foreign spend within the province. Although Northern Cape experienced a decline in tourism arrivals and spend, length of stay increased to 8, 3 nights from 5.5 in the previous year, with more international visitors including the province on their itinerary. This resulted in a 1.2% of total market share of international arrivals to the country. Our Domestic performance declined in the first three quarters of 2015. In the first quarter of 2016 there was increase in revenue as compared to the previous year. Domestic tourism was negatively affected by the economic recession and unemployment. In going forward we are working closely with South African Tourism and our provincial partners to make travel more affordable for the Domestic Market.

### **BUSINESS TOURISM (MEETINGS, INCENTIVES, CONFERENCE AND EVENTS)**

- An unprecedented focus on MICE and Events Development, continues to pay dividends. We continue to advance and complement our brand identity and aim to attract higher revenue visitors. Business tourists are both domestic and foreign investors and they facilitate increased trade in goods and services. **The Mittah Seperepere Convention Centre (MSCC)** recorded a total of 74 business events (81 341 delegates representing an increase of 44% over the previous period. This translates into a **R261 104 610.00** contribution to the provincial GDP - 65 % increase compared to the previous year. **(SAT and Stats SA Economic Indicators for determining the ROI and economic impact of events.)**
- The NCTA supported 50 events during the period of review. Participant and visitor attendance of 214 463, constituting an increase of 28% and a contribution of **R140 200 278, 00** to the provincial economy (**Grant Thornton**).

### **BEST CORPORATE GOVERNANCE RECORD**

Solid corporate governance practice is integral to optimal performance. The visionary leadership and the stability of the organization with a minimal staff turn-over enable the NCTA to achieve its goals more rapidly than many rival destinations. The NCTA has developed a staff component whereby every individual is responsible for managing a system as opposed to merely “having a job”. We value our staff, recognize their performance and appreciate them as people. This, in turn, feeds into our growth plan for the tourism industry. Training and Development forms an integral part of our organizational focus to equip staff on a continued basis to enhance service delivery within a challenging work environment. Continues emphasis has been placed on staff development to improve leadership and management through coaching and mentoring. . We are committed to promoting sustainable confidence in our conduct as an organization and as a corporate citizen.

- **Financial discipline** underpin our operations at every level, especially in light of ever increasing inflationary costs. We have built greater accountability for quality into the requirements for all managers such that the organization operates on purpose-driven principles at all times. We will continue to exercise prudence, while we explore new opportunities for both leisure and business tourism to enhance our tourism performance. The Entity achieved a clean audit for the financial year ending 31 March 2016.

- **Stakeholder relations:** Connecting with all layers of industry is critical for building beneficial cooperative relationships. The NCTA plays a leading role in marketing the province and in driving consumer demand. However, the delivery of the promise lies with the industry. Stakeholder reaction is critical for building a stable progressive tourism industry. The NCTA foster good tourism industry relations. In the absence of structured stakeholder institutions we engage in stakeholder meet and greet sessions to share industry related information with our regional partners, local partners and industry at large.

**The NCTA remains mindful of the challenges of emerging enterprises and therefore supports all efforts to strengthen that their sustainability:** Community-driven events represent a core aspect of our uniquely Northern Cape offering. As such, we pay lip service to grassroots representation as community buy-in helps ensure the success of any event to which the NCTA attaches its brand. As a rule of thumb and especially during event partnerships, the NCTA endeavours to invest one third of our budget on local beneficiation. We partner with the relevant government departments, local, provincial, product owners (routes), media (local and national) and e-marketing platforms to enhance SMME exposure. Networking platforms are created at our exhibitions, stakeholder meetings and trade meetings. The NCTA supported 50 provincial events and obtained employment figures for 39 of those events. The number of work days amounts to 142 and the total amount spend on temporary employment to **R1 263 815.00**. A total of 2 068 temporary employment opportunities were created. This represents an increase of 23% over the same period last year. Forty eight (**48**) SMMEs featured in a total of 26 articles, reaching a potential audience of **673 000** with a media value of **R5 million**.

While the global tourism outlook looks good we have to manage and address our challenges to stay competitive within an increasingly dynamic tourism industry. We are marketing in an enormously competitive global environment, however our efforts to improve our destination and visitor experience will not translate into increased tourist numbers unless we market well and continue to up our game, developing niche markets and keeping track of global trends. Investment is continually required, and consistent adherence to service excellence standards.

Tourism success is based on collaboration. Whilst our job is to create the demand appetite and desire to travel we are dependent on the Northern Cape's Tourism industry to ensure that we deliver exceptional services and attention to detail to enhance the quality of our tourism experience. Adequate tourism resource commitment at Regional and local government is critical to strengthen the marketing arm of the province.

We are committed to ensuring that we contribute towards the National Development Plan objective of contributing towards a respectable standard of living for all citizens through eradication of poverty and reduction of inequality. In going forward we undertake to:

- remain fierce fully proprietary over the protection and expansion of our provincial brand by instilling community buy in – that seeks to transform our provincial industry sustainably
- lobby for the upscaling of our provincial research capacity: to direct decision making amidst the many global economic challenges we face and to address the disparity of tourism research models currently employed.
- intensify our domestic campaigns with special focus on the provincial developed routes and the national domestic campaign.
- expand the provincial tourism package to enhance tourism visitation and length of stay.
- defend our core markets, but respond to emerging markets responsibility especially the Briggs (China) countries.
- expand of our E-Marketing Platforms both digital and social media to meet consumer demands and new trends.

- emphasize destination access and visitor mobility in the province.
- highlight and embrace Service excellence as a provincial priority.
- sign up more JMA nationally and internationally.
- expand our Business Tourism unit, with special focus on events.
- commit to improving stakeholder relations and partnering with relevant departments and private sector.
- enhance broad –based black economic empowerment, tourism SMME development and transformation.
- work diligently to retain our status of clean audit report and organizational professionalism.