

TOURISM
MASTER PLAN
2007



nelson mandela bay
MUNICIPALITY
PORT ELIZABETH | UITENHAGE | DESPATCH



**BACKGROUND, LEGISLATIVE & POLICY
FRAMEWORK, METHODOLOGY AND
STAKEHOLDER ENGAGEMENT PROCESSES**

1. INTRODUCTION

1.1 BACKGROUND

Asante Management and Development Services, in association with Harley Sharp Southern Africa, were appointed by the Nelson Mandela Bay Municipality in April 2005 to develop a Strategic Tourism Development Plan (Tourism Master Plan). The work was commissioned as an integral part of the implementation framework of the Economic Growth and Development Strategy for the Metropole, which identified a number of key and strategic development initiatives and prioritized the need for a planning framework, which would position NMBM as a unique and competitive visitor destination within South Africa and in the African continent.

1.2 OBJECTIVES

The objectives of the project on the development of the Tourism Master Plan for the NMBM were contained in the baseline requirement, which was provided by DBSA, and could be summarized as follows:

- To enable all tourism role players to develop a common vision for metro's tourism future
- To enable NMBM to achieve its potential as a unique and competitive metropole and regional visitor within South Africa and in the African continent
- To provide a concrete framework for the implementation of responsible tourism policies
- To clearly identify and maximize the development and usage of all the possible tourism attractions in the metropole
- To provide a concrete framework for meaningful community involvement and beneficiation from sustainable tourism development
- To identify and package opportunities for creation of jobs, SMME and BEE investment opportunities
- To provide a concrete framework for the transformation of the tourism industry in the metropole
- To provide a concrete strategic framework for tourism institutional structuring and capacity building
- To provide a strategic framework for meaningful involvement and participation of all the key role players and stakeholders in tourism development and marketing

- To provide a framework for the enhancement of the built environment, cultural and natural heritage
- To develop a strategic framework for tourist safety and security
- To develop a concrete implementation framework for the metropole to become a preferred tourist destination

The baseline requirements also stipulated that the tourism Master Plan be fully aligned with the IDP of the Metropole and tourism development plan of the Cacadu District Municipality.

1.3 LEGISLATIVE FRAMEWORK

The overall document has been developed based on and within the context of the existing legislative and policy framework on tourism development and marketing. Legislation and policies examined for the purpose of developing this document include the following:

- Tourism White Paper
- Tourism BEE Charter and score card
- The charter for empowerment and transformation in the tourism industry
- White paper on Sustainable Coastal Development
- National Environmental Management Act
- Marine Living Resource Act
- Development Facilitation Act.

The BEE Charter & Score Card focuses on seven key areas, namely ownership, strategic management, employment equity, skills development, preferential procurement, enterprise development. The scorecard is based on weightings and targets which have been set for 2010 and 2014.

The White Paper for Sustainable Coastal Development in SA, which was released in 2000 aims to achieve sustainable coastal development through a process of integrated coastal management. An Integrated Beachfront Development Plan for NMBM has already been developed, though the policy framework is still in the pipeline. A Biodiversity Conservation Assessment & Framework for an Open Space System Plan for the Nelson Mandela Metropole on conservation and environmental issues raises serious concerns regarding depletion of natural resources, loss of biodiversity, and the discharge of pollutants into the shore.

1.4 STRATEGIC FRAMEWORK

Legislation and policies examined for the purpose of developing this document include the following:

- Provincial Growth Development Plan
- Eastern Cape Tourism Board Five year Strategic plan
- Eastern Cape Tourism Master Plan

1.5 METHODOLOGY

1.5.1 Phases

The work contained in this report was carried out in four phases. A brief summary of the objectives of each phase is provided below:

(i) Phase one

The main objective of phase one was conducting a detailed situational analysis. This included stakeholder analysis and document review in respect of the existing national, provincial and local legislative, policy and strategic framework; market research (focusing on demand side analysis); supply side analysis; existing tourism related development initiatives and community empowerment opportunities, transportation networks and accessibility issues, and an assessment of the existing institutional structuring for tourism development and marketing.

The situational analysis report was completed in September 2005 and presented to the steering committee and the stakeholders workshop, which was attended by key stakeholders in the tourism industry, including private sector companies and their associations, tour guides and tour operators, Community Tourism Organisations, various departments/business units within the Metropole, NMBT, development and implementing agents of the metropole, various Government Departments, DBSA and Education Institutions.

The main objective of the workshop was to get the inputs of the various stakeholders in the situational analysis report, Gap Analysis and Options Report as well as the initial SWOT Analysis Report. Furthermore, the workshop was used to develop a framework for the tourism vision of the metropole.

(ii) Phase two

Phase two focused mainly on formulating and getting stakeholders' consensus on the strategic thrust for tourism development and marketing in the metro. Following a series of discussions with task teams and the steering committee the following were agreed to as an integral part of the strategic thrust for tourism development and marketing:

- Tourism vision
- Strategic economic objectives for the tourism industry

- Goals for the growth of the industry
- Development objectives

(iii) Phase three

Phase three focused mainly on the development of concrete strategic frameworks and development plans for:

- Institutional structuring
- Product development
- Development and promotion of culture and heritage tourism
- Development and promotion of beach tourism
- Wild life and nature reserves
- Market research and provision of credible market intelligence information
- Marketing and promotion of the metropole as a tourist destination
- Transformation of the tourism industry
- Enterprise development
- Skills development
- Tourism awareness and education
- Meaningful participation of communities

Another key component of this phase was the identification and prioritisation of key tourism projects, which, together with the development strategies, form the basis of the implementation framework.

(iv) Phase four

Phase four, last phase, focused on the development and approval of the implementation framework, which includes costs estimates for all the identified projects, prioritisation in form of high, medium and low as well as short-medium term and medium term to long term projects.

The prioritisation & costing of projects was done in full consultation with all the key stakeholders and was presented & discussed into a stakeholder's workshop.

1.5.2 Research methodology

The information contained in this document was gathered through a combination of secondary and primary research. Secondary research was used mainly for the purpose of legislative, policy and strategic review; identification of socio-economic challenges, market research (demand side analysis), review and assessment of the existing tourism development initiatives.

A considerable amount of time was used in conducting primary research on the supply-side analysis; skills audit in the hospitality industry and status quo analysis of the existing tourism institutional framework and transformation challenges.

1.5.3 Stakeholder participation

Stakeholder participation was embed in all the phases and was achieved through:

- Representation and participation in steering committee and task teams
- Stakeholders' workshops
- Interviews
- Questionnaires
- Call for public comments on various reports, that were developed as an integral part of this document

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1.6 THE STRUCTURE OF THE REPORT

This report comprises of eight parts. The table below provides information on the focus areas covered in each part of this report.

TABLE 1

PARTS	COVERAGE / FOCUS AREAS
Part one	Background, legislative & policy framework, methodology and stakeholder engagement processes
Part two	Socio-economic overview
Part three	Situational analysis report, which covers the following strategic issues: market research and demand side analysis; supply side analysis, transportation networks and accessibility; transformation issues; employment levels and organisational structure; skills availability, existing tourism related products and institutional structuring
Part four	SWOT analysis report
Part five	Strategic thrust, which covers the vision, strategic economic objectives, goals for tourism growth and development objectives
Part six	Development interventions/strategies
Part seven	Key tourism projects and prioritisation
Part eight	Implementation framework

SOCIO-ECONOMY OVERVIEW



2. SOCIO-ECONOMIC OVERVIEW

2.1 NATIONAL ECONOMIC OVERVIEW

The global economic growth accelerated to nearly 4 % in 2004, from 2.4 % in 2003. In the African Continent, the economic growth during the period (2001 – 2003), averaged 4 %. Since 1994, the South African economy has continued to maintain its positive outlook. Over the past four years the economic growth averaged 3.5 % a year. Projections are that this is to increase to between 4 – 4.5 % over the next three years. The sustained economic growth has been characterised by, amongst other things:

- Monetary management and structured reform and fiscal policy framework
- Significant drop in the consumer price inflation (currently sitting at 6 %)
- Increase in the real income per person – averaged at 15% during the past 10 years (1994 - 2004)
- Investments in public works and municipal infrastructure
- More focused approach and targeted investments in skills development and human resource development
- Increased spending in social services and social grants

Despite these achievement, the South African Economy is still characterised by major socio-economic challenges and as a result government has renewed its commitment to addressing the following:

- Unacceptable high levels of poverty, currently estimated at 40 %, though in some rural areas the levels are as high as 80 %.
- Increasing inequalities between rich and poor
- Broad Based Black Economic Empowerment
- High unemployment levels and continued job losses in some sectors of the economic
- Greater demand for and unavailability of highly and multi-skilled labour force, specifically in sectors like ICT, Finance and Mining
- Need for a rapid expansion in the productive capacity of the private sector
- Need for removal of barriers to small business development by creating an environment which is more conducive to and supportive to emerging entrepreneurs and enterprise development in general
- Need to accelerate the pace of service delivery and the need to increase the revenue base required to achieve this
- Need for more focused and well integrated approach in developing the planning and service delivery capacity of municipalities
- Need to accelerate the pace and the quality of infrastructure investment
- Need to build stronger partnerships between government, private sector and civil society
- Continued efforts in attracting foreign investments

2.2 PROVINCIAL GROWTH AND DEVELOPMENT PLAN: 2004 - 2014

2.2.1 Baseline and Constraints

The socio-economic baseline of the Eastern Cape Province indicates that absolute poverty is both widespread and deep (Edwards, 2003). In 1999, an estimated 67% of the population of the Province was below the poverty line. Approximately 55% of the population of the Province was unemployed. Both these factors have a direct impact on tourism. Recent research findings on source markets for South African tourists have revealed that foreign tourist only account for 12 %, whilst domestic tourism accounts for 88%. Though commanding a huge percentage in terms of number of tourists, domestic tourism only accounts for 30.3 % of direct spend; whilst international arrivals account for 69.7 % of the direct spend (SA Tourism's Departure Survey, 2003). This is attributed to the existing poverty levels and unemployment rate.

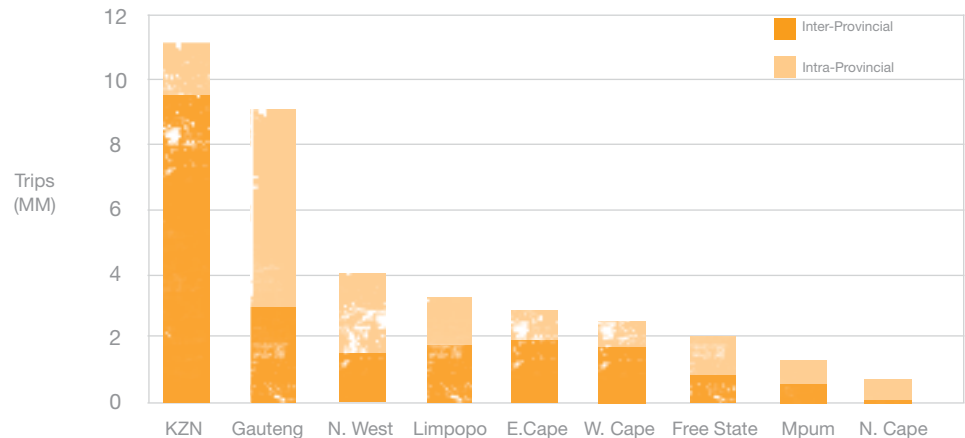
Furthermore, the market research findings have revealed that in Eastern Cape, 80.7 % of domestic visits are intra-provincial (movement within the province) Diagram 1 below illustrates these findings.

DIAGRAM 1

However, whereas the majority of travellers from Gauteng visit other provinces, KZN travellers generally remain within their home province

In fact, intra-provincial travel outweighs inter-provincial travel in all provinces except for Gauteng, the North West, and the Northern Cape

INTER VS INTRA-PROVINCIAL TRIPS BY PROVINCE OF ORIGIN: 2005



Source: SAT Domestic Surveys for 2005

Taking into consideration the high levels of poverty and unemployment that characterise the province, it is therefore clear that the tourism industry is bound to suffer, unless these basic socio-economic challenges are addressed and the province, specifically the Metropole, which is the economic hub of the province, put more efforts on accelerated growth and development, these challenges will continue to exist.

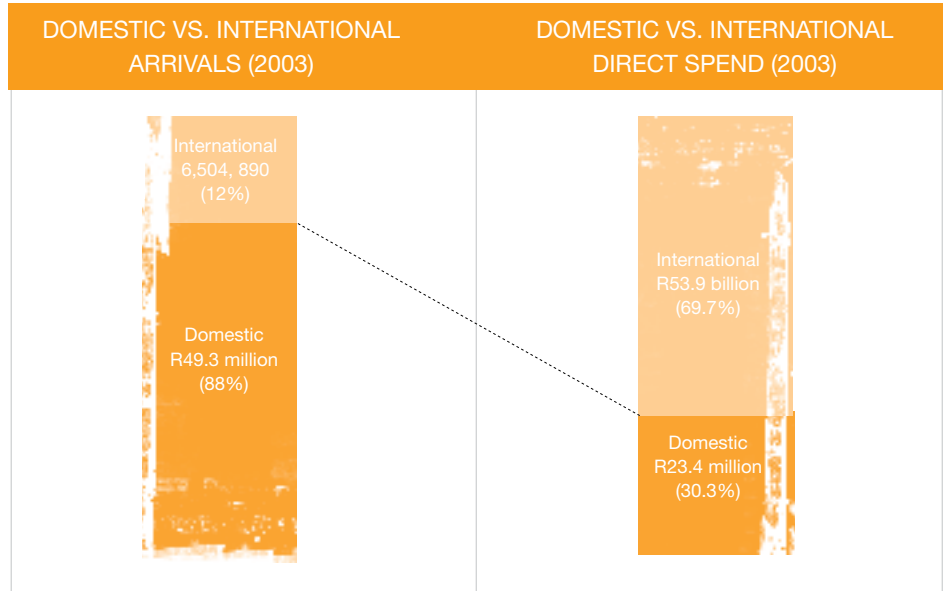
In 2001, the Province was estimated to have approximately 15, 5% of the total South African population, but a GDP share of only 8, 2%. Over the 1995 – 2001 period, real annual economic growth in the Province averaged 2, 4%.

Since annual population growth was also about 2, 4%, real economic growth per capita was nil (Edwards, 2003, page 12).

DIAGRAM 2

Despite the strong growth in foreign tourism in the past 11 years, 12% of tourism volume is driven by foreign tourists accounting for 70% of total value.

SA TOURISM INTERNATIONAL AND DOMESTIC ARRIVALS & SPEND



There was no Domestic Survey conducted in 2004, so 2003 was used as the latest data available for Domestic Tourism.

Note: The latest data available for domestic tourism is 2003.

Source: StatsSA, SA Tourism International Departure Survey 2003, SAT Domestic Tourism Survey 2003. Monitor Analysis

2.2.2 Strategic Thrust of the Province

The Eastern Cape PGDP is underpinned by three key strategic thrusts, namely:

- Systematic eradication of poverty and incremental creation of a fiscally sustainable social security system
- Transformation of the agrarian economy and establishment of food security
- Consolidation, development and diversification of the existing manufacturing capabilities and tourism potential

From these three pillars, it is quite clear that the provincial government intends to accelerate its efforts to facilitate the development of the following economic sectors:

- Agriculture;
- Manufacturing; and
- Tourism, with emphasis on community-based tourism

Also evident is the determination to eradicate poverty. The economic targets of the province are clearly spelt-out in the PGDP as follows:

- To maintain an economic growth rate of between 5 % - 8 % per annum;
- To reduce by 80 % the number of households living below the poverty line by 2014;
- To reduce by 80 % the proportion of people suffering from hunger by 2014;
- To establish food self sufficiently by 2014, with particular emphasis on the O.R. Tambo and Alfred Nzo District Municipalities;
- To ensure all children will be able to complete a full course of primary education and proceed to the first point in a secondary school education;
- To improve the illiteracy rate by 50 % by 2014;
- To eliminate gender disparities in education and employment by 2014;
- To reduce by two thirds the under five mortality ration by 2014;
- To halt and begin to reverse the spread of tuberculosis by 2014;
- To provide clean water to all by 2008; and
- To eliminate sanitation problems by 2010.

2.3 SOCIO-ECONOMIC OVERVIEW OF NELSON MANDELA BAY

2.3.1 Introduction

The bigger part of this section of the report has been taken from the EGDS of the Metropole, dated August 2004.

2.3.2 Population & Living Standard Measure

According to Statistics SA, 2004, the Metropole has a population of about 1 054 359. The Living Standard Measure of the Metropole is not different from that of the Province; which is reflected on table 2 below:

TABLE 2: LMS Trends 2001 -2004

	Proportion of each LSM category				% change per annum			% change 2001-2004
	2001	2002	2003	2004	2001/02	2002/03	2003/04	CAGR
Eastern Cape								
LSM 1	25.80%	23.60	24.00	21.20	-8.53	1.69	-11.67	-6.34
LSM 2	19.20	19.70	17.70	18.30	2.60	-10.15	3.39	-1.59
LSM 3	15.20	14.60	14.50	13.40	-3.95	-0.68	-7.59	-4.11
LSM 4	12.40	11.60	12.20	14.50	-6.45	5.17	18.85	5.35
LSM 5	9.10	10.20	10.90	10.60	12.09	6.66	-2.75	5.22
LSM 6	8.10	9.60	9.90	10.50	18.52	3.13	6.06	9.04
LSM 7	3.30	3.80	3.90	4.10	15.15	2.63	5.13	7.50
LSM 8	2.70	2.70	3.00	2.60	0.00	11.11	-13.33	-1.25
LSM 9	2.40	2.50	2.30	2.80	4.17	-8.00	21.74	5.27
LSM 10	1.90	1.80	1.70	2.10	-5.26	-5.56	23.53	3.39
South Africa								
LSM 1	11.50	10.20	9.90	9.10	-11.30	-2.94	-8.08	-7.51
LSM 2	14.20	14.10	13.20	12.70	-0.70	-6.38	-3.79	-3.65
LSM 3	14.00	14.00	14.30	14.00	0.00	2.14	-2.10	0.00
LSM 4	13.90	13.90	14.00	14.70	0.00	0.72	5.00	1.88
LSM 5	12.20	12.40	12.60	13.10	1.64	1.61	3.97	2.40
LSM 6	12.30	12.50	13.00	14.00	1.63	4.00	7.69	4.41
LSM 7	5.90	6.30	6.40	6.20	6.76	1.59	-3.13	1.67
LSM 8	5.70	5.80	5.90	4.60	1.75	1.72	-18.64	-5.57
LSM 9	5.20	5.60	5.60	5.90	11.54	-3.45	5.36	4.30
LSM 10	5.00	4.90	5.00	5.30	-2.00	2.04	6.00	1.96

Database- All Media And Products Survey 2000A, All Media And Products Survey 2000B, All Media And Products Survey 2001A, AMPS 2001B with Radio & TV, AMPS 2002A, AMPS 2002B, AMPS 2003a, AMPS 2003b, AMPS 2004

The understanding of the living standard measures within the Metropole is very critical in understanding the socio-economic challenges of the Metropole

2.3.3 Overview

The Nelson Mandela Bay (NMB) region is the largest contributor to the Eastern Cape economy and its GGP contributes 41.3% to the GGP of the Eastern Cape. Table 3 illustrates the GGP percentage share of the NMB for that of South Africa as well as the Eastern Cape.

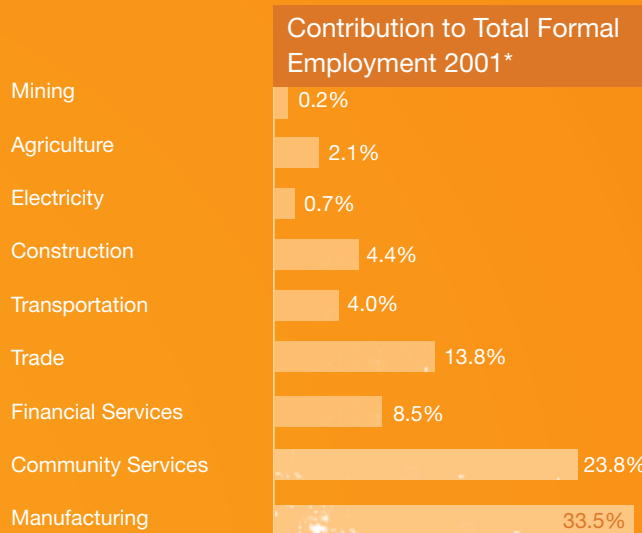
SECTOR	NMBM SHARE FOR RSA (%)	NMBM SHARE FOR EASTERN CAPE (%)
Agriculture	0.5%	6.7%
Mining	0.1%	60.4%
Manufacturing	5.0%	50.2%
Electricity	1.5%	34.3%
Construction	2.5%	31.9%
Trade	2.8%	31.7%
Transport	3.5%	50.8%
Finance	2.1%	47.9%
Services	3.3%	38.3%
TOTAL	2.9%	41.3%

Dri-Wefa, 2002; ECDC, 2002 & South African Reserve Bank, 2002

Figure 3 & 4 illustrates that the Manufacturing Sector in NMB is relatively important in South Africa as a whole as it contributes 5% towards domestic manufacturing activities.

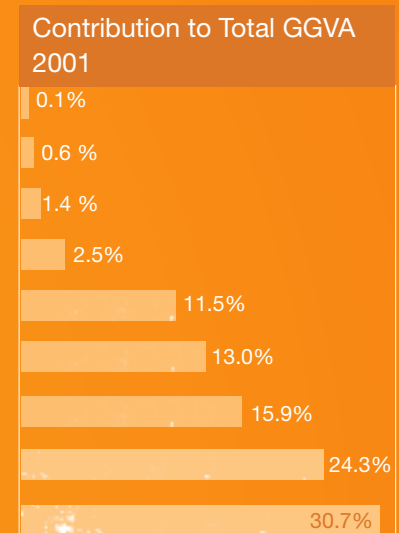
SECTOR CONTRIBUTIONS TO GGVA AND EMPLOYMENT

FIGURE 3



Total NMBM Formal Employment = 204 872 people (2.86% of South Africa)
Source: DRI WEFA Monitor Analysis

FIGURE 4



Total NMBM Real GGVA = R26.5bn (2.98% of South Africa)

The largest contributors to employment, namely manufacturing and community services, have shown negative employment growth. While employment in the heavyweight sectors is shrinking, the fast-growing transport and finance sectors contribute respectively little and negatively to employment.

The transport and manufacturing are the only sectors, which are both over represented in the NMBM and growing above average in GGVA.

The importance of the manufacturing sector can be attributed to the strong influence of some of the sub-sectors, the most important being motor vehicle and related industries (transportation). Other important sub-sectors located in the NMBM include the food and beverage sub-sector, clothing, chemicals, rubber and plastics sub-sector, metals and mechanical sub-sector and wood, paper and printing sub-sector.

2.3.4 Contribution of the tourism industry

In the statistics contained in figure above on GGVA, the information regarding the contribution of the tourism industry towards the GGVA of the Metropole is incorporated within the trade economic sector. No statistics are provided specifically for the tourism industry. However, the available market research information indicates that the tourism industry contributes about R 1.6 billion towards the economy of the Metropole.

The Metropole has the biggest slice (about 80 %) of the market share of the foreign tourists visiting Eastern Cape. Taking into consideration that the fact that the foreign tourists account for about 69.7% of the tourism spend in the country, it is therefore clear that the Metropole commands the biggest share of the tourism spend in the province.

With regard to the employment levels the baseline survey study conducted in the hospitality industry in 2005 within the Metropole revealed that the hospitality industry employs about 8000 people. Unfortunately, employment levels in other sub sectors could not be established as the study only covered the hospitality industry.

**MARKET RESEARCH, SUPPLY, TRANSPORTATION
INSTITUTIONAL STRUCTURING, TRANSFORMATION,
SKILLS, DEVELOPMENT INITIATIVES**

SITUATIONAL



ANALYSIS

3. SITUATIONAL ANALYSIS REPORT

This section of the Tourism Master Plan provides information on the status quo regarding the following issues:

- Market research and demand side analysis
- Current tourism supply
- Transportation network and accessibility
- Existing institutional structuring for tourism development and marketing
- Transformation issues
- Skills availability
- Existing tourism related development initiatives

3.1 MARKET RESEARCH & DEMAND SIDE ANALYSIS

The information contained in this report with regards to market research, is based on the secondary research (document review), which included the Monitor Group Survey Report (2003), Splash & Jujuma Summer Market Research Survey Report (2005), JICA Study (2001 & 2002), SA Tourism Annual Report, 2020 Economic Vision and Economic Growth & Development Strategy for NMBM, as well as the Eastern Cape Tourism five year Strategic Plan and Performance Plan.

Report from the various market research studies revealed that the primary attractions to NMBM is the sun, sea and beaches. In terms of the Jujuma Study (2005), 45% of respondents rated coastal and beaches as the number one attraction to the NMB area and the Monitor Report (2003) found that tourists were most interested in the beach and sea as attractions. Other attractions to NMBM include history, people & culture, wildlife and nature reserves; business, conferencing, entertainment and shopping.

In terms of brand awareness, 65% of all persons surveyed (in the Jujuma & Splash surveys) were aware of the Nelson Mandela Bay brand and what it stands for. However, the survey revealed that more than half (57%) of all foreign tourists visiting the NMBM are not aware of NMBM's new branding.

3.1.1 Foreign Source Markets for NMB

According to the Monitor Group Survey Report, the NMBM captured 5.2% of all the international tourist arrivals to South Africa and 80% of all the Eastern Cape's international arrivals during 2002. This equates to an estimated 400 702 international visitors to NMBM during 2003 (80% of 500 877 arrivals to the Eastern Cape). The principal source markets for foreign visitors to the metro are: the United Kingdom (51%), Germany (26%), Australia (11%), France (9%), Netherlands (8%), USA and Sweden (7%). The average length of stay of foreign tourists in the NMBM during 2002 was 3.9 days (as opposed to 6.6 days in Cape Town, 5.2 days in Durban and 4.2 days in Johannesburg). The average spend per foreign tourist at R810/ per day was lower than Johannesburg and Cape Town (at R993 and R931 respectively), it was higher than Durban at R775/day.

3.1.2 Seasonality

International air arrivals (for 2002) showed significantly less seasonality than the domestic tourism market, but slightly higher visitor numbers were experienced during February (with approximately 30 000 international air arrivals to NMB) and from the months of August–November (around 30 000 international arrivals a month). The low(er) season months for international air arrivals is March – July where the average number of arrivals per month is about 20 000 persons.

3.1.3 Accommodation Preference

Hotels are the most popular form of accommodation for international tourists to the metro (41% of all foreign visitors make use of hotels), followed by B&B's/ Guest Houses (26%), Friends and Family (14%), Hostels (11%), and then Game Lodges (9%). Only 4% of foreign visitors reportedly make use of self-catering accommodation, which is lower than the number staying in campsites or caravans at 5%. Accommodation capacity in the Nelson Mandela Metro was found to exceed current demand and that demand would need to increase by an average of 9% per annum till 2010 (i.e. for eight years) in order to reach a saturation point. In other words, current accommodation capacity was not considered a barrier to tourism growth in the metro (at least not in the medium-term).

3.1.4 Market Segments

From their market research, the Monitor Group concluded that the Eastern Cape and NMBM held a competitive position with SAT target segments – specifically the German Active African Adventurers; UK Young Active Sunseekers; Worldly Independent Travelers and MADE Tourists; and the US Wanderlusters.

3.1.5 Domestic Visitors to the Metro

Nelson Mandela Bay (NMB) captures approximately 25% of all domestic tourism trips taken in the Eastern Cape. This means that there were approximately 1 870 645 million domestic trips taken in the Nelson Mandela metro during 2003 (25% of 7 482 579 taken in the EC). An estimated 76% (1 421 690) of these trips were taken by intra-provincial travellers - i.e. residents of the Eastern Cape.

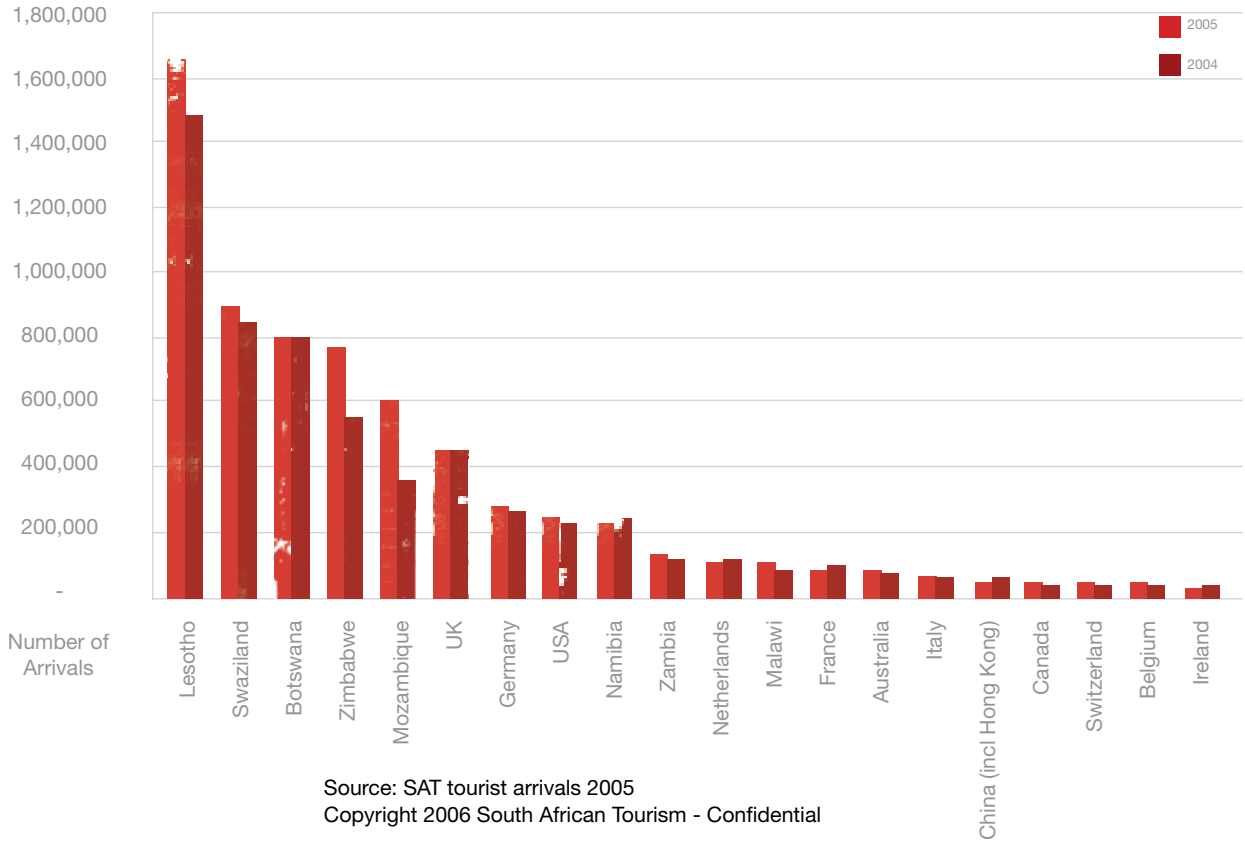
3.1.6 Places of Origin

With regard to the source of domestic tourists, Gauteng is the largest source market for Eastern Cape over holiday periods (35% of all tourists), followed by the Western Cape (21%) and then the Eastern Cape (17%). KwaZulu-Natal and Free State residents take more or less an equal number of trips in the EC province (between 8-10% market share), whilst the Northern Cape, Limpopo, Mpumalanga and the North West province all have a less than 5% market share of the total number of domestic trips taken in the province. East London, Grahamstown, King Williams Town and Umtata are the main EC source towns for visitors to the metro.

DIAGRAM 5

TOP 20 SOURCE MARKETS FOR SOUTH AFRICA

Regional markets of Lesotho, Swaziland, Botswana, Zimbabwe and Mozambique remain the major source markets for South Africa with the UK, Germany and the USA being the top long-haul markets.



Source: SAT tourist arrivals 2005
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3.1.7 Purpose of Visits

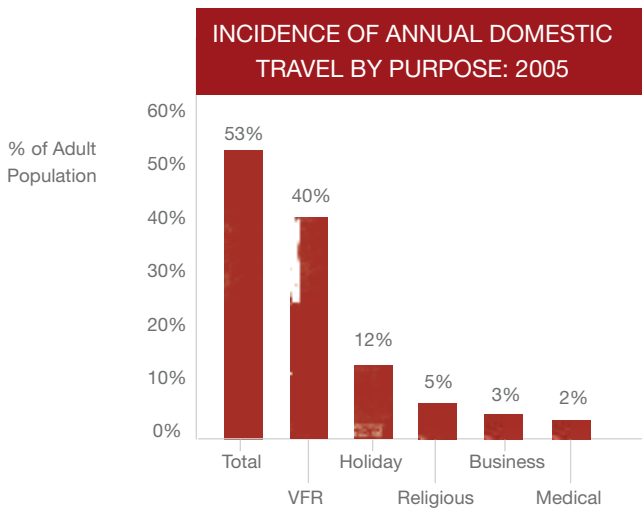
51% of all domestic visitors to the metro came to visit friends and relatives, which is comparable to that for the whole of the Eastern Cape at 54%.

38% of visitors to the metro stated 'holiday' as their main reason for visiting - which is higher than the provincial average of 19% - whilst only 3% reportedly came to the metro on business.

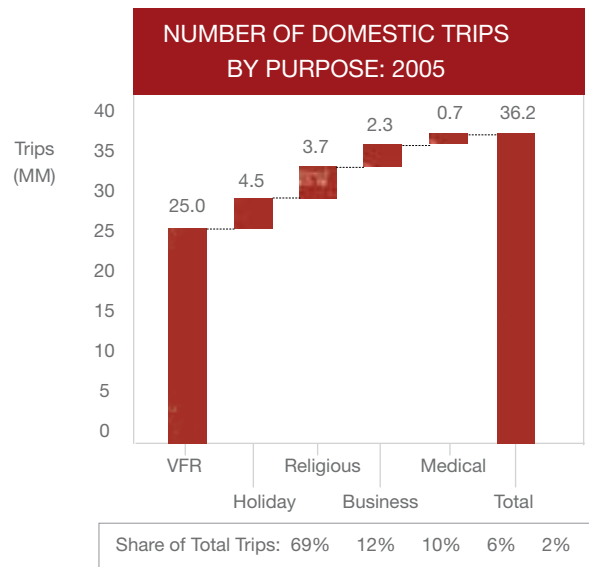
DIAGRAM 6

The vast majority of domestic trips - some 25 million - were taken for the purpose of visiting friends and relatives.

At 12% and 13%, respectively, the incidence of annual holiday and business travel remains low



Source: SAT Domestic Surveys for 2005



Share of Total Trips: 69% 12% 10% 6% 2%

FIGURE 9

PROJECTIONS OF INTERNATIONAL, DOMESTIC AND DAY VISITATION UP TO 2015

Total Projected Trips to NMB

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Foreign Visits (not o'night trips)													
No. of trips	398 555	407 983	428 382	449 801	472 291	499 508	528 008	578 839	610 077	646 967	699 505	739 943	791 819
Growth rate assumed	5.0%	5.0%	5.0%	5.0%	5.0%	5.8%	5.7%	9.6%	5.4%	6.0%	6.6%	7.3%	7.0%
No. of additional trips	19 428	19 428	20 399	21 419	22 490	27 217	28 498	50 832	31 239	36 891	42 537	50 338	51 977
Projected Foreign Overnight Trips													
Proportion of foreign total visitors assumed to stay o'night in NMBM	20%	20%	20%	20%	20%	25%	30%	40%	45%	50%	60%	70%	80%
No. of projected foreign overnight trips	77 711	81 597	85 676	89 960	94 459	127 579	159 913	243 491	262 235	309 576	392 147	483 885	576 980
Ratio of foreign overnight trips to visits	1:5	1:5	1:5	1:5	1:5	1:2.5:5	1:5.5	2:5	2:2.5:5	2:5	3:5	3:5:5	4:5
Domestic Overnight Trips													
No. of trips	1742019	1829120	1920576	2016605	2117435	2252156	2395866	2597209	2748846	2973018	3262216	3507829	3764 971
Growth rate assumed	5.0%	5.0%	5.0%	5.0%	5.0%	6.4%	6.4%	8.0%	6.2%	8.2%	9.7%	7.5%	7.3%
No. of additional trips	87 101	87 101	91 456	96 029	100 930	134 721	143 710	191 343	161 637	224 172	289 199	245 612	257 143
Day visitors from Cacadu District	95 000	95 000	95 000	95 000	95 000	95 000	95 000	95 000	95 000	95 000	95 000	95 000	95 000
Growth per annum	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Visits	2225574	2332103	2443958	2561406	2694726	2846664	3018872	3261047	3453922	3714995	4046721	4342671	4651791
Total Foreign & Domestic Overnight Trips	1819730	1910717	2006253	2106565	221893	2379734	2555790	2830700	3011090	3282593	3654364	3991713	4341951
Approx. Ratio of Foreign Overnight Trips to Domestic Overnight Trips	1:22	1:22	1:22	1:22	1:22	1:17	1:15	1:11	1:11	1:10	1:8	1:7	1:7
		Red Location Upgrade	CBD	Donkin Central Upgrade	ICC Coega Aluminium Smelter		Madiba Bay (2nd Phase)	FIFA WC 2010	Madiba Bay (full build-out)	SOF			
				Madiba Bay (1st Phase)	Addo Soccer Stadium Super 14 Njoli Square		Bayworld (2nd Phase)			Liner Terminal Waterfront			

3.2 SUPPLY SIDE ANALYSIS

3.2.1 Sub-sectors and tourists attractions

Tourism sub-sectors that have been identified in NMBM include coastal and beaches; adventure and sport; Historical, Arts and Culture, Events; Wild Life, Business & Conferencing, Entertainment and Shopping, and Agriculture.

3.2.2 Beaches

Within the Metropole, there are sixteen (16) beaches of which four (4) are privately managed (Van Stadens/Blue Horizons, Willow Beach, Pine Lodge, Beach View) and twelve (12) are managed by the municipality. The most popular ones are:

- Well's Estate;
- King's Beach;
- Humewood Beach;
- Hobie beach; and
- Sardinia Bay

Well's Estate; King's Beach; and Humewood beaches have blue flag status and permanent lifesavers throughout the year as they are complying with international standards for safety & security, cleanliness and environmental management. Hobie beach is still in the process of securing a blue flag status.

Beaches with well developed recreational infrastructure and facilities are Well's Estate, Hobie Beach, King's Beach and Humewood. Beach activities include swimming, surfing, scuba-diving, jet skiing, boat rides, sailing/yachting and fishing/angling. Beaches used for surfing are Pollock, Hobie, King's beach, Blue Waters and Swartkops River Mouth. However, the most popular one is Pollock.

Scuba Diving takes place in Algoa Bay, Cape Recife is recommended and is on par with international standards.

There are two companies that offer this activity, namely Ocean Divers International and Pro Dive. Both these companies have internationally recognized diving instructors.

The only launching area for Jet Skiing is Hobie Beach. There are no known companies that are offering this service to the public.

3.2.3 Wild life and nature reserves

NMBM is an area of convergence of five of South Africa's seven biomes, namely the Fynbos, Subtropical Thicket, Forest, Nama Karoo & Grass land biomes. Such a concentration of biomes, particularly located in an urban area, is unparalleled in the world. The metro consists of 58 vegetation types and twenty seven (27) wild life animals. These are Giraffe, Buffalo, Red Hartebeest, Grey Duiker, Bushpig, White Rhino, Black-backed Jackal, Cheetah, Porcupine, Blue Duiker, Grysbok, Impala, Common Reedbuck, Springbok, Bushbuck, Wildebeest, Waterbuck, Burchell's Zebra, Bontebok, Nyala, Vervet Monkeys, Lechwe, Warthog, Cape Grey Mongoose, Mountain Reedbuck, Ostrich and Lions

There are more than twenty-two (22) nature and game reserves and one (1) wilderness areas. Eight (8) of these reserves are privately owned, two (2) are owned by the Department of Environmental Affairs and Tourism and six (6) are owned by the Metropole.

The total size of nature reserves is an estimated 184 176 ha (including Addo Elephant Park as part of it falls under the Metropole), the size of land that has been declared as a wilderness area is thirty thousand hectares (30000 ha). The most popular reserves are those that are in Cacadu District Municipality followed by Sea View Lion Game Reserve, Kragga Kamma Game Reserve and Sardinia Bay Nature Reserve, which are all located within the Metropole. The extent of popularity of the majority of the nature reserves falling under the municipality is difficult to gauge as there is no record keeping of the number of people visiting these reserves. This should actually be reviewed.

The table below provides information on the nature reserves within the Metropole
TABLE 4

NO.	NATURE RESERVE	FACILITIES AND SERVICES	MANAGEMENT	SIZE	DISTANCE & NATURE OF THE ROAD
1.	Baakens Valley/Settlers Nature Reserve (huge undeveloped areas) River approx 30 – 40km	Trails Car park Offices	NMBM – Environmental Management	850 ha	Within the town, tar road
2.	Island Forest Reserve	Hiking Trail Picnic Site	DEAET – Eastern Cape Parks Board	484 ha	25 km, tar road, road in good condition
3.	Maitlands Nature Reserve	Trails Education	NMBM – Environmental Management	127ha	30km
4.	Cape Recife Nature Reserve	Trails Mini Museum Bird Hide	NMBM	366	10km from PE, tar road
5.	Kragga kamma Game Park	Game viewing Restaurant Self drive chalets	Private	250 ha	15km from PE, tar road and 500m gravel road
6.	Seaview Lion Game Reserve	Game viewing Restaurant Accommodation	Private		Approximately 30km from PE, tar road, 500m gravel road
7.	Umgamanzi Game Lodge & Safari	Self drive Accommodation	Private	2 000 ha	
8.	Groendal Wilderness Area	Trails Camp sites Picnic sites	DEAET – Eastern Cape Parks Board	30 000 ha	40km from PE, 30km is tar road and 10km is gravel road (muddy when raining)
9.	Van Stadens Wild Flower Reserve	Self drive Trails Picnic sites Xhosa Hut Education Centre	NMBM – Environmental Management	550 ha	35 km along N2, tar road
10.	Sardinia Bay Nature reserve	Trails	NMBM	320	20km, tar road
11	Lady Slipper Nature Reserve (Near Van Stadens)	Trails / Undeveloped	NMBM - Environmental Management	275 ha	Approximately 35km from PE, tar road
12	Sardinia Bay/Sylvic Nature Reserve	Trails Car park Lifeguards in season Horse trails Marine reserve No angling Seasonal approx 200 people/day	NMBM – Environmental Management	558ha	Approximately 20km
13	Van der Kemp's Kloof Nature (unproclaimed)	Trail Picnic sites Dam Braai area Public toilets (Hotels, agricultural herbs, env edu centres, chalets)	Clive Scott – Manager 041 481 1990 Robertse 041 466 0909		
14	Swartkops Nature Reserve		Robertse 041 466 0909	850ha	12km from PE, tar road
15	Aloe Nature Reserve (Unproclaimed)		Robertse 041 466 0909		
16	Springs Nature Reserve (Uitenhage) – attached to a private resort formerly owned by the municipality. (Full services)	Trails	NMBM	396 ha	
17	Bushbuckridge Nature Reserve				
18	Ubuhle Bendalo Private Nature Reserve (Van Stadens River Mouth – Nature Reserve)				
19	Addo Elephant Park ?		DEAET – EC Parks Board		
20	Maitland Mines Private Nature Reserve – Mr. Jackson				
21	Private Nature Reserve in Lake Farm area				
22	Privately run Safari area – Uitenhage area part of Amanzi Estates				

3.2.4 Conferencing

The number of conferencing facilities identified during the situational analysis is twenty eight (28). Combined, these facilities provide 6 450 seats. Fifteen of these facilities can accommodate more than 100 people per facility and of these, seven can accommodate more than 200 delegates and five can accommodate more than three hundred delegates. The biggest facility (Feather Market Centre) can accommodate up-to seven hundred delegates. This facility is owned by the municipality. Information gathered on places of origin for conference delegates revealed the following spread:

- Local 40 %
- Provincial 24 %
- National 32%
- International 4 %.

These estimates are based on information provided by fifteen (15) of the twenty eight conferencing facilities. Unfortunately none of these facilities provided information on the number of delegates.

The table below provides information

NAME OF FACILITY	NO OF SEATS	CONFERENCE FACILITIES	EQUIPMENT & SERVICES OFFERED
Willows Holiday Resort	200	1 x conference hall	Overhead projector, fax, white board
Pine lodge	500	3 x conference facilities 2 x break a way rooms	Data projector, overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Holiday Inn	120	2 x conference facilities	Overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Protea Marine Hotel	200	3 x conference facilities 3 x break a ways	Overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Nelson Mandela Metropolitan University	1526	1 x auditorium 2 x conference facilities	Overhead projector, video & TV, Screen & white board
Edward Hotel	700	5 x Conference facilities	Data projector, overhead projector, video & TV, screen, fax & white board
Kelway Hotel	100	1 x conference facility 1 x break away	Data projector, Screen, Access to computers, internet, fax & white board
The Caledon Centre	150	2 x conference facility 3 x break a ways	Overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Villa Bhorghese	100	2 x conference facilities	Data projector, overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Beach Hotel	100	2 x conference facilities	Data projector, overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Summerstrand Inn	340	2 x conference facilities 3 x break a ways	Data projector, overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Sea View Hotel	120	1 x conference facility	Overhead projector, video & TV, Screen, Access to computers, internet, fax & white board
Boardwalk Conference Centre	650	1 x conference hall 3 x meeting room 1 x boardroom	Data projector, overhead projector, video & TV, Screen, internet, fax & white board, flipchart, PA system
Feather Market Centre	1100	5 x conference facilities	Data projector, overhead projector, video & TV, Screen, internet, fax & white board
Port Elizabeth St Georges Club	200	5 x Conference facilities 3 x boardrooms/break a ways	Overhead projector, video & TV, internet, fax & white board
Total	6 106		

3.2.5 History, People & Culture

Whilst there is abundance of information in the various museums and libraries on the 1820 settlers and the colonial era, there is very little information available on the inhabitants of the area, prior to the colonial era. The limited information available does however indicate that the Indigenous people were San hunters (Bushmen) who lived in the inland valleys and gorges and the Khoisan (Inqua Hottentots) who lived along the coast and along the Gamtoos River. The Xhosa arrived after the San and Khoisan and settled along the Sundays River. Currently the Xhosa people are the most dominant cultural group in the area followed by the Coloureds. In terms of the available information, the Metropole is the first place in South Africa that whites made contacts of any significance with. This happened in 1488, through Bartholomew Diaz.

The first foundation for industrial development (agri-processing and automobile industry) in South Africa was also laid in NMBM. The Auto-pavilion in Uitenhage is the living memory of this heritage and the proposed Industrial Park Project (one of the 2020 vision projects) is also aimed at exhibiting the old and the latest technological developments.

The Metropole has a rich history of the political struggle. The Red Location Museum and the Van Der Kemp Kloof, which are some of the 2020 vision projects, seek to honour and commemorate the political history of this region.

The archaeology of the area includes artefacts collected from ship wrecks (about 300) and Dinosaur fossils. With regard to architecture, Port Elizabeth is considered to be the country's leading centre of Art Nouveau style of architecture. Many buildings display the intricate stonework, wrought iron and stained glasses, which are prominently visible in the central historical area of the city.

The area also boasts of a marvellous collection of Cape Dutch style architecture as well as the Victorian & Edwardian styles which are as a result of the 1820 British settlers.

3.2.6 Events

There are about thirty three (33) annual events. The most popular ones include, Vodacom Splash Festival, Jujuma Summer Festival, Herald & VW cycle Tour, Spec-savers Iron Men South Africa, Nelson Mandela Bay Isuzu week, NPA Harbour Festival, Hobie Cat yacht challenge and the Boardwalk/Powerade Mini marathon. The majority of these are mainly sport events.

NMBT is in the process of developing an events management strategy, which among other things will ensure effective utilization of events as a tourism marketing tool. Research studies on these events have revealed that currently the majority of the participants attending these events are mainly local people.

3.2.7 Tourist Facilities

Tourist facilities available within the metro can be categorized as follows: Accommodation facilities, restaurants, entertainment facilities, museums, arts & craft facilities, shopping complexes, conference facilities.

There are about 251 accommodation facilities (Hotels, Self Catering Apartments, Guest Houses, Lodges, B&Bs, back packers accommodation). Number of rooms and beds can be estimated at 3 792 and 6 048 beds consecutively.

Education facilities that can provide accommodation during December are as follows:

- NMMU has a total of 2 234 beds
- PE FET College has a total 150 beds

In total it can therefore be said that the total number of beds available within the Metropole are approximately 8 500 (inclusive of beds in two education institutions)

KEY TOURIST ACCOMMODATION FACILITIES

The Table 5 below provides the names of most popular accommodation facilities with more than 50 beds.

TABLE 5

NAME OF FACILITY	NO OF BEDS	GRADING
Pine Lodge Resort	310	3 star
Brookes Hill Suites	68	
Paxton Hotel	79	4 star
Holiday Inn	283	3 star
Protea Marine Hotel	98	4 star
Edward Hotel	96	3 star
Kelway Hotel	65	3 star
Road Lodge	92	1 star
Formula One	88	
Courtyard suites	64	4 star
City Lodge	148	3 star
Humewood Hotel	66	3 star
Beach Hotel	58	4 star
Summerstrand Inn	237	3 star
Total	1 752	

The breakdown of the accommodation sub-sector in terms of size is as follows:

- Small : 200 (80%)
- Medium : 30 (12%)
- Large : 21 (8%)

There are 188 x restaurants; 12 x museums (combination of political and cultural, military, agriculture & automobile, art exhibitions); 30 x travel agencies and airline services; and 68 x tour operators. Figures on tour operators reveal a possible over-supply.

The situational analysis on the existing tourist facilities has revealed a gap with regard to the following:

- up-market tourist facilities
- facilities for low income group
- over-night entertainment facilities
- facilities reflecting the cultural heritage of the region

Occupancy Rate

Information from the primary research conducted during the process of developing the Tourism Master Plan revealed that the average occupancy rate during the off peak season is 47%. Facilities outside town (Van Staden, Blue Horizon, Hunters Retreat, Sea view etc) are experiencing very low occupancy rate (20%) during the off peak season.

During the peak season, the average occupancy rate is about 78%. However facilities along the beachfront experience an occupancy rate of 90 – 100% due to the fact that they are within walking distance to the beach and various entertainment facilities.

3.3 TRANSPORTATION NETWORK & ACCESSIBILITY ISSUES

3.3.1 Flights/air travel

There are no direct international flights to PE. This has been attributed to the geographic location of NMBM, which creates barriers for direct international flights. With regard to domestic flights, there are no barriers. Currently there are 5 airline companies servicing the metropole, namely SAA, British Airways, Nation Wide, One Time and Kulula.Com. On the average, the occupancy rate is about 60 %. This provides space for tourist's growth.

Although it is known that the majority of travellers to PE are business travellers, there is limited information available about the final destination of these passengers. Information on the destination of foreign tourists using PE airport is also not available. This indicates a need for an airport surveys to gather market intelligence on foreign visitors and domestic tourists.

3.3.2 Roads

The Nelson Mandela Bay Municipality road network consists of a hierarchy of national, provincial and municipal roads.

NMB is well serviced by roads, though road signage and maintenance of rural roads are problem areas. The N2 access route between KZN and NMBM needs to be addressed. KZN is the largest source of domestic tourists in SA but the EC and NMBM are missing out on this valuable market because of poor road infrastructure.

3.3.3 Parking

Parking has been identified as a problem area during events and peak holiday periods. A feasibility study for the construction of more parking areas in the metro may be needed.

3.3.4 Bus charter, inter-city bus services and Car rentals

There are about 11 x car rental companies. Unfortunately not much information could be gathered from car rental companies with regard to the purpose of car rentals by both foreign and domestic visitors. Market research surveys on bus charter companies and car hire companies may provide useful tourism demand and planning information.

There are also several luxury bus companies passing through the metropole and operating from the area, namely, Translux, Greyhound, Intercap, and many others. Bus seat occupancy is about 80% for long-haul trips, but research is needed into the proportion of travellers that travel for leisure purposes, the origin of travellers, and length of stay in NMB and purpose of visit.

3.3.5 Local commuter bus services and taxi operators

With regard to commuter bus service, the Algoa Bus Company is the only subsidised bus operator in the Nelson Mandela Metropolitan

area, operating approximately 265 buses during the weekday peak periods. Source of information Integrated Transport Plan

There are ten (10) registered minibus taxi associations based in the Nelson Mandela municipal area, although there are many more that operate into the area from the surrounding towns in the Eastern Cape, most of which are affiliated to Border Alliance TA (BATA) or Uncedo Service TA (USTA). Source of information Integrated Transport Plan

These ten associations claim a total membership of 2 696 operators yet the EC Taxi Registrar only has a total of 1 542 registered operators for these associations. Similarly, of the 2 846 vehicles which the associations claim belong to their members, only 2 294 could be verified as existing vehicles in the NATIS system. Taking into account the various sources, it is estimated that there are approximately between 2 300 to 2 600 minibus taxis operating in the NMBM. In preparation for 2010 a lot of money will have to be invested to train these operators on tourist's safety and customer care. Source of information Integrated Transport Plan

3.3.6 Rail

There has been a steady decline in train usage during the past 20 years. Commuter rail services are currently provided between Port Elizabeth and Uitenhage, with eleven train stations situated along this line. Twelve train trips per day are operated on weekdays. No train service is provided on Saturdays, Sundays and on public holidays.

There is a tourism train, "Apple Express", which operates from the train station at Humewood. This service has proved to be one of the major tourist attractions for the metropole.

There have been suggestions that long-haul routes could be developed, though there has been little to no research into the proposed routes. In terms of high-spend rail tourists a gap was identified. Should these high-income tourists be captured then there will be a need for appropriate accommodation establishments to support this particular market.

3.3.7 Sea travel for cruise tourism

The potential for cruise tourism may be high given the current infrastructure of the harbour. Investigation is needed into marketing to cruise liners, especially in terms of the attractions that could be offered as part of on-shore excursions. A shuttle service to local attractions and accredited tour operators should be made available as part of the cruise tourism package. It is important to note that the majority of cruise passengers are high-spend tourists who use cruising as a means of destination sampling for future land-based holidays. There is a need to capture and tap into this high value market. Taking into consideration the steady increase on cruise tourism in NMBM during the past four years and the preparedness of the metro to invest in upgrading the harbour for cruise tourism purpose it is critical that the full potential for cruise tourism is properly researched to better position the metropole in catering for these types of tourists.

3.3.8 Signage

Signage is a very important part of ensuring accessibility to infrastructure, not just for local people, but more importantly for visitors who are not familiar with the area. Though there is proper and adequate signage to facilities along the beachfront, there seems to be a problem when it comes to other tourist attractions in other areas around the metro. This clearly indicates a need for the development of proper signage for all tourism infrastructure and attractions (hotels, heritage sites, etc).

3.3.9 Tourists routes

There are two main tourist routes that include NMBM, namely: Sunshine coast route and Garden Route. Currently, there is no direct linkage between the metropole and these two routes. This should be addressed, and NMBM should consider marketing itself as part of the Garden Route instead of the gateway to the Garden Route.

There are no local tourism routes. Since routes offer a cost effective opportunity to market tourism infrastructure collectively, while giving tourists a wider variety of services to choose from, the importance of identifying, packaging and developing tourists routes in and around the metro cannot be emphasised enough.

3.4 TRANSFORMATION ISSUES

The assessment of the transformation challenges confronting the metropole was only done in the hospitality industry, which comprise more than 75 % of the tourism industry within the metropole.

(i) Ownership

The industry is 90% white. Representation of black women at ownership level is only 3.3%.

(ii) Strategic management

The challenges here are the same as ownership. Distribution of blacks at CEO and Divisional Management level is only 19%. At sectional level, the representation is sitting at 53 %, though at first line supervisory level is only 35%. The representation of black women (African; Coloured and Indian) is 8.7 % at CEO level, 11 % at divisional level and 15 .4 % at sectional level (as heads of various sub-divisions). This again clearly indicates gaps between the status quo and the targets set in the Tourism BEE Charter for 2010 and 2014.

(iii) Tourism enterprise development

To facilitate SMME development in the tourism industry and other sectors, the Metropole has concluded a Memoranda of Agreement with ECMAC, Nelson Mandela University Small Business Unit, and COMSEC. Programmes covered under these agreements include tourism awareness and education programmes, assisting the emerging entrepreneurs with the identification of business opportunities and development of business plans to source funding. The implementation of these agreements has not moved as fast as the municipality would have liked.

A number of opportunities for tourism enterprise development are actually embedded in the various 2020 vision projects. Effectively implemented, the MOU with COMSEC should assist emerging entrepreneurs to take full advantage of these opportunities.

To create more opportunities for Tourism Enterprise Development, NMBT has resolved to use all tourism related events as opportunities for tourism enterprise development and as a platform for promotion of emerging entrepreneurs in the tourism industry.

Despite all this, the NMBM still falls short of the requirement of the Tourism BEE Charters and score card, which requires that clear targets for Tourism Enterprise Development should be set, including targets related to preferential procurement.

(iv) Status to TOMS levy collection

As indicated earlier, only 34 % of the facilities that responded to the questionnaire (constituted 50 % of the total population) are actually graded. From these figures, it can be concluded that very few facilities within NMBM have TOMS levy collection status. It is therefore necessary that various ways of encouraging tourist facilities to apply for grading status should be explored.

3.4.1 Baseline information for the BEE Scorecard

TABLE 6

ELEMENT	WEIGHTING (%)		INDICATOR	TARGET (%)		
	2009	2014		CURRENT	2009	2014
Ownership	15	20	Direct & indirect shareholding	10.08	21	35
Strategic management	14	14	% of Board		30	50
			Female % of Board	3.36	15	25
			% of executive mngt	15.94	30	50
			Female % of executive mngt	8.70	15	25
Employment equity	14	14	% of mngt	34.88	35	50
			Female % of mngt	12.79	18	25
			% of supervisors & skilled employees	34.78		
				55.72	45	65
			Female % of supervisors & skilled employees	6.52	23	35
				29.63		
		% of total staff	56.05	53	75	
		Female % of total staff	34.21	28	40	
Skills development	20	15	% of payroll spend on skills development		3	3
			% of skills development on black employees		75	75
			No of learnerships as % of total employees		2	2
			No of black learners as % of total learners		80	80
Preferential procurement	15	18	Spend on BEE companies as % of total procurement spend		40	50
Enterprise development	14	10	Sum of % spend of post-tax profits on enterprise development & % employee time contributed to enterprise development		1	1
			Enhanced revenue for black owned SMMEs as % of revenue		1	1
Social development & industry specific	8	9	% spend of post-tax profits on education, community programmes etc.		1	1
			% of new recruits with no prior experience		10	10
			Status as TOMSA levy collector		Yes	Yes

3.5 EMPLOYMENT LEVELS AND THE ORGANISATIONAL STRUCTURES

3.5.1 *Employment levels*

The estimated number of employees in the various tourist accommodation facilities is 1860. Average number of employees in small facilities (with less than twenty five beds) is four (4); for medium facilities (with between 25 and seventy five beds) is 12; and for big facilities (with more than 75 beds) is 35. This excludes educational facilities that offer beds to visiting tourists, specifically during peak seasons (school holidays).

With regard to restaurants, the total number of facilities is about 188. Small facilities (with 12 employees) make 15% ; medium size one (with an average staff complement of about 20) make 69% and big one (with an average staff complement of about 30) make about 25%. This sub-sector (restaurants) is the biggest employer, with total number of employees estimated at about 5864.

The total number of employees in the hospitality industry can therefore be estimated at about 8000. This excludes people employed in other tourism sub-sectors e.g. gambling & lotteries, travel & tourism, sport & recreation and conservation.

3.5.2 *Management and organisational structure*

The majority (65%) of the facilities are managed by their owners. This has serious implications on the type of training programmes that should be organized for owners of accommodation facilities within NMBM. The majority of the facilities (73%) have a very flat organisational structure, with only the CEO/Owner and staff members. Facilities with the CEO/Owner, first line supervisors and ordinary staff members constitute 8% whilst those with the CEO/Owner, operational manager, first line supervisors and staff members constitute 9%. Facilities with a full blown organisational structure, with the CEO, divisional managers and supervisors, constitute only 10% of the industry.

3.6 SKILLS AVAILABILITY AND GAPS

Information provided in this section is based on the skills audit that was done in the hospitality industry. All the facilities were covered, with the response rate of 50 %.

3.6.1 *Management level*

At management level, a number of medium to big size institutions indicated that they have skilled personnel with educational background and experience in financial management, marketing and basic IT skills. Understanding of the tourism industry and leadership skills were also rated high in terms of availability.

Serious skills gap was revealed in respect of the ability to undertake industry analysis, product development, and understanding of tourism operations & management skills, asset management, human resource management; change and diversity management as well as information management.

Taking into consideration the competitive nature of the tourism industry, demands placed by the targets set in the Tourism BEE Charter and the transformation challenges facing the metropole, it is very clear that these skills shortages at management level should be addressed, if the metropole wants to be in the competitive edge of the industry. In addressing, these gaps, it is critical that the metropole also targets owners (not just staff members) of the facilities, since the majority of them are directly involved (hands-on) in the day-to-day management of their facilities.

Since managers and owners rated their understanding of tourism operations and general management in the hospitality industry as average, it can be concluded that there is a need for the development/training of rounded-up hoteliers and B&B operators/managers.

The findings also revealed that tourism related qualifications at management level are very scarce.

This clearly indicates a need for the assessment of staff and owners for Recognition of Prior Learning as this can encourage a number of them to have a qualification (even if it is at a certificate level).

3.6.2 Supervisory Skills

With regard to supervisory skills, the findings revealed that the majority of managers and owners regard this as a priority development area. More than 70% of the managers/owners that completed the questionnaires rated their first line supervisors below average. Their rating was lowest in respect of performance management, change management skills, and human resource management. Taking into consideration the fact that the first line supervisors should ensure that staff members attend to client needs promptly and satisfactory, it is critical that these skills gaps are addressed. Skills that seem to be available at this level, though still below average, are leadership and team building skills.

3.6.3 Craft & Service Workers

At craft level, the gap that has been identified is lack of focus on the multi-skilling of staff, which is one of the key requirements for staff development in the hospitality industry. Rating by managers/owners of staff members at this level revealed that they are of the view that they can only perform tasks that they have been appointed/assigned to.

Findings on the restaurants, revealed that more than 80% of the facilities have no qualified chefs, as only 25% of the facilities indicated that they have qualified chefs. In most B&Bs the owners/managers also operate as chefs. A number of them have, however, gained a lot of experience, which can easily lead to a qualification, if they can be assessed for Recognition of Prior Learning.

3.6.4 Tourism development projects/initiatives

At the time of compiling this report, there were about twelve (12) tourism related development projects/initiatives. These are:

- International Convention Centre & Hotel;
- Statue of Freedom;
- Madiba Bay Leisure Park;
- Beach Front Developments;
- Upgrading & redevelopment of Bayworld,
- Red Location Museum and Precinct;
- Van Der Kemps Kloof Development;
- Revitalization of Uitenhage CBD, railway sheds and Techno Centre Development;
- Port of Ngqurha;
- The 2010 World Cup Soccer Stadium,
- Motherwell Urban Renewal Programme

Pre-feasibility and detailed feasibility studies conducted on some of these projects have revealed that they are actually demand driven. This includes ICC & the hotel school; World Cup Soccer Stadium; Red Location Museum; Van Der Camp Kloof ; Beach Front Development; Redevelopment of the Bay World; and Madiba Bay Leisure Park. The development concept for Madiba Bay Leisure Park is quite massive. Effectively implemented, it will change the face of NMBM and will definitely address some of the gaps that have been identified through market research and situational analysis on the supply side analysis e.g. well packaged up-market tourist facilities.

Though some of the projects like Technocentre; Njoli Square; and Motherwell Urban Renewal Programme are not tourism demand driven, some of their components can actually create a tourism demand (if they are properly packaged and marketed).

Whilst there is a need for the establishment of a true cultural village that can exhibit, restore and promote the cultural heritage, life style, art and craft of the indigenous people of the region, this should be contained to one or two facilities to promote the Amakhosa, the Khoi & San cultures.

3.7 INSTITUTIONAL STRUCTURING

Table 7 below provides information on the key tourism related functions, key institutions performing these functions and challenges identified in respect of each of the functions.

TABLE 7

KEY FUNCTIONS	RESPONSIBILITY	CHALLENGES
Market Research	Not clear	<p>Challenges raised by a number of stakeholders during interviews include:</p> <ul style="list-style-type: none"> • A need to clearly identify which institution is mainly responsible for this function • Available information from various studies is contradictory & very confusing to potential investors • There is a lot of duplication as different institutions commission different studies • Existing information is not well packaged and easily accessible as it is sitting with the different institutions that have commissioned the various studies
Policy and strategy formulation	Business Unit: Economic Development, Tourism & Agriculture (EDTA)	<ul style="list-style-type: none"> • There is a need to develop the capacity of the Tourism Section within the Tourism, SMME & Automotive Sector
Destination planning	EDTA is responsible for phase one (identification of key Tourism Projects) Nelson Mandela Development Agency (NMDA) and Uitenhage & Despatch Development Initiative (UDDI) responsible for phase two, which focuses on feasibility studies, packaging of projects & development of Business Plans	<ul style="list-style-type: none"> • There is no tight coordination of the functions between NMDA and UDDI, despite the fact that both institutions are responsible for implementation of key tourism projects. This is further complicated by the fact that there is also no tight coordination of the functions of these two institutions with NMBT, which is responsible for marketing and promotion. • The separation of the planning, development and marketing functions does not address the need (may actually complicate things further) for a focused approach to Destination Planning and Management.
Implementation of key tourism projects	NMDA (focusing on Port Elizabeth) UDDI (Focusing on Uitenhage & Despatch)	See comments on the row above
Tourism enterprise development & venture creation	This function is currently performed by The Business Unit: EDTA through various service providers/implementing agents, namely COMSEC, UPE Small Businesses and ECMAC.	<ul style="list-style-type: none"> • The existing agreements with COMSEC, UPE and ECMAC are focusing mainly on skills development and business plan development. • There is a need to create synergy between the implementing agency/institutions responsible for Tourism Enterprise Development with the one (or those) responsible for broad tourism development
Community liaison & development	<p>Currently this function is the responsibility of EDTA Business Unit (Tourism, SMME & Automotive Sector). Their current focus is on the establishment and capacity building of Community Tourism Forums.</p> <p>A post for a community liaison and entrepreneurship support is provided for in the organisational structure of NMBT. This post has already been filled and the occupant is working very closely with the Tourism Officer within the Tourism, SMME & Automotive Sector (in the EDTA Business Unit)</p>	<ul style="list-style-type: none"> • Need to finalise the constitutions of the various Community Tourism Organisations

KEY FUNCTIONS	RESPONSIBILITY	CHALLENGES
Tourism awareness & education	Currently performed by EDTA. Though this function is included in the strategic plan of NMBT, there is nothing currently done by this institution, except for the implementation of the Molo Campaign	<ul style="list-style-type: none"> There is a need to capacitate Community Tourism Organisations to be able to perform this function
Skills Development	UPE Small Businesses COMSEC ECMAC	<ul style="list-style-type: none"> This function has been identified by all stakeholders as quite central to the transformation of the tourism industry and in ensuring service excellence. The implication of this is that there is a need for a focused approach in developing a relevant and solid skills base in tourism and hospitality.
Marketing , promotion & events coordination	NMBT	<ul style="list-style-type: none"> A number of tourists' facilities are not convinced of the role and the impact of NMBT in marketing their facilities Key Performance Indicators of NMBT have not been clearly identified.
Tourism information services	NMBT	<ul style="list-style-type: none"> Port Elizabeth Metro Bed & Breakfast Association Eastern Cape Tourism Board There is no information on the price range, employment levels and other labour related information. The Tourism Information Systems being used by the institution is very comprehensive and provide space for this. This therefore implies that it will fairly be easy to capture this information once it has been collected There is a need to establish a structured system to update the tourism database on a periodic basis.
Safety & security issues	NMBT Organized Business Against Crime NSRS Dept of Safety & Security be responsible for this function.	Though the strategic plan of NMBT clearly identifies this as one of its functions and there are well defined objectives, the organisational structure does not make any provision for a dedicated personnel or identification of a person to
Transformation agenda	No clarity. This is understandable as there is no transformation agenda for the tourism industry as yet in NMBM.	Information collected during the situational analysis has actually confirmed that there are huge transformation challenges not only in respect of ownership but also with regard to distribution of staff at various organisational levels.



SWOT

ANALYSIS

4. SWOT ANALYSIS

4.1 INTRODUCTION

Information on the strengths, weaknesses, opportunities and threats with regard to tourism development and marketing was gathered through a thorough stakeholder consultation process, which was undertaken in two stages. The first stakeholder engagement was done during phase one and the initial report was presented at the stakeholders' workshop, which was held in September 2005. Inputs from the workshop were consolidated and then presented to the task teams for further verification and discussions. This second stage was very instrumental in getting inputs from stakeholders that could not be able to attend the stakeholders' workshop. The advantage of this stage was that it allowed stakeholders with interest in specific areas and/or sub-sectors to attend session that were dedicated to such areas. The following task teams were established and spent time deliberating on the SWOT analysis:

- Institutional structuring and transformation issues
- Culture and heritage (including arts and craft)
- Environmental management & beach tourism development

Unfortunately, the task teams on safety and security, transportation network and accessibility as well as sports and adventure tourism could not sit. Information on the SWOT analysis for these issues was collected through interviews with key stakeholders and discussions with members of the steering committee.

Given below is the summary of the SWOT analysis in respect of all the above mentioned strategic areas. The information is not exhaustive, but provides a synopsis of the key issues that need to be attend to and prioritised when implementing this Tourism Master Plan.

INSTITUTIONAL DEVELOPMENT

TABLE 8

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Dedicated business Unit: Economic Development, Tourism & Agriculture (EDTA) • Existence of an entity dedicated to marketing, promotion and tourist information management • Nelson Mandela Bay Development agency mainly focusing on property development including tourism infrastructure • Development of the tourism master plan • Political commitment & will towards tourism development and promotion • Key tourism project on product development already identified and incorporated in the 2020 vision and Economic Growth and Development Strategy of the Metropole 	<ul style="list-style-type: none"> • Strategic positioning of the tourism unit within EDTA business unit • Opportunities to streamline and integrate tourism related functions performed by the various business unit within the Metropole • To establish a coordinating structure for Sector Managers of the EDTA business unit and Senior Managers of development agencies of the municipality • Establishment of one stop business support service unit within EDTA to deal with tourism enterprise development and other sectors • Opportunity to develop NMBT into a municipal entity responsible for Overall management of the Metropole as a tourist destination • Develop a resource centre for ongoing market research
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Lack of clarity on the institution responsible for market research • Lack of coordination and synergy of the tourism related functions performed by various development agencies of the Metropole • Lack of capacity to deal with the policy, strategy formulation, monitoring & evaluation • Lack of dedicated capacity to properly coordinate tourism enterprise development and mobilise funding available in the various departments and financing institutions • Lack of coordination of tourism related functions performed by the various business units • Tourism related experience within NMBT is low 	<ul style="list-style-type: none"> • Inability to respond effectively to client needs • Ineffective utilisation of the limited resources • Resistance to change by employees

4.1.1 Market research and available intelligence information

TABLE 9

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Available credible market research on primary tourist attractions • Some work being done, to collect market research for the development of some of the tourism related projects contained in the 2020 Economic vision • Preparedness and commitment to address gaps identified through market research • Local primary research done during the previous tourism related events like Jujuma & Splash festival have provided some valuable insights on tourism demands 	<ul style="list-style-type: none"> • No credible market intelligence information • Lack of market research other than primary attractions. • No budget dedicated to ongoing market research • Continuous re-cycling of secondary information • No dedicated resource and strategy for ongoing market research • No available information on market research on destination of tourists using airport, car rentals, bus coaches and inter-city bus services • No market research information on cruise tourism, despite evidence of steady growth of this form of tourism
THREATS	OPPORTUNITIES
<ul style="list-style-type: none"> • Confusion and loss of confidence by potential private sector investors on any tourism related information provided by the Metropole • Wastage of resources by targeting wrong market segments 	<ul style="list-style-type: none"> • On-going market research at national level • Establish a unit to be dedicated to ongoing market research • Establish partnerships with local private sector companies to undertake periodic market research on various areas of tourists demands, which could be utilised as baseline information for feasibility studies

4.1.2 Effective marketing and promotion of the Metropole

TABLE 10

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Existence of an institution (NMBT) which is dedicated to tourism marketing and promotion Existence of budget dedicated to marketing and events promotion Already existing tourism related events Have the right to use the Nelson Mandela name for branding purposes 	<ul style="list-style-type: none"> More emphasis being placed on marketing the Metropole as a gateway instead of tourist destination. Existing marketing and promotional material lacks focus on primary attractions No events marketing strategy Low levels of brand awareness Lack of separation between local recreational events and tourism promotion events Budget allocation for marketing of the Metropole not aligned with the available national market research funding. Inadequate budget allocation for tourism related events
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Marketing NMBM as a tourist destination instead of a Gateway. Link the efforts of NMBT to attract foreign markets, with those of South Africa Tourism. To take full advantage of the Nelson Mandela brand name for the Metropole Re-branding of the beaches to attract tourists Develop a marketing plan to attract tourists from African countries 	<ul style="list-style-type: none"> Continue to loose-out on the market share of tourists from African Countries (market research clearly indicates that this constitutes the biggest segment of foreign tourists) Inability to increase tourism spend due to current marketing strategy , which portrays the Metropole more as a gateway than tourist destination

4.1.3 Coastal and Beach Tourism

TABLE 11

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> Integrated beach development plan already in place Three beaches with Blue flag status Framework for environmental management in place Beaches are suitable for whole range of water sport activities A number of beach activities are already taking place Available infrastructure for safety & security (it might not be adequate) There is a forum dedicated to safety & security for beaches Climatic condition conducive to safe swimming throughout the year Different types of beaches (Sand & Rocky) Windy weather conducive for surfing activities Dedicated human & financial resources for overall coordination of beach development including infrastructure, recreational activities, safety & security 	<ul style="list-style-type: none"> Land available for development Cruise tourism through the use of two ports Resort development To develop & market the Metropole as the safe beach destination Host some of international water sport events To develop entertainment facilities Formation of strategic linkages with Cape Town & Durban
WEAKNESSES	THREATS
<ul style="list-style-type: none"> Inaccessibility of some of the beaches to people with disabilities No facilities for safe keeping (kids and valuables) Lack of security lights in some beaches Lack of Signage for people with disabilities Some of the privately managed beaches don't have dedicated life guards & security Underutilisation of the recreational facilities 	<ul style="list-style-type: none"> Concern by some of the stakeholders that safety & security is deteriorating Windy conditions Competition from other cities along the coast (Cape Town & Durban)

4.1.4 Wild Life, Nature Reserves and Natural Open Space

TABLE 12

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • 17 Nature Reserves in different categories • Easy access to the Big 7 (Addo Elephant Park) • Environmental management Framework in place • Access to municipal managed reserves is free • Home to five of the seven South Africa biomes • Wilderness Area • Proper institutional arrangements in place 	<ul style="list-style-type: none"> • Development of tourists facilities in some municipal owned nature reserves • Link small reserves with bigger ones • To improve awareness programmes on the biodiversity of the area
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • No up-to date database on available species in the municipal reserves • No tourism information management system in the municipal owned reserves • No management plans • Poor signage • No marketing strategy and promotional material for municipal reserves • No tourists accommodation and amenities to most of the municipal reserves 	<ul style="list-style-type: none"> • Uncontrolled veld fires • Over exploitation of vegetation • Inappropriate development

4.1.5 Culture & Heritage Tourism

TABLE 13

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Branding of the Metropole with a heritage icon (Nelson Mandela) • Cultural Diversity • Accessibility of heritage sites • Existence of a unit/personnel dedicated to culture & heritage • Appreciation of the political heritage as a tourist attract • Political Commitment & Will to develop & promote heritage tourism • Existence of development initiatives aimed at promoting heritage tourism • Well documented history & culture of Settlers • Existence and availability of Veterans that can be used as source of information on cultural & political heritage of the area 	<ul style="list-style-type: none"> • Very limited information on the culture & artefacts of indigenous people • Lack of focus on the maintenance of the existing infrastructure for heritage sites • Non existence of conservation plan for heritage sites • Limited knowledge on the significance of a number of heritage sites • No signage to some of the heritage sites. • Non existence of operational plan for meaningful involvement of local artists and crafters in the existing tourism related heritage sites e.g. Red Location • Lack of synchronisation of infrastructural development & operationalisation of cultural heritage facilities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Potential to take full advantage of the rich political heritage • Opportunity for indigenous people of the region to tell their stories • Effective utilisation of the existing sites to market the Metropole • Identification, packaging & marketing of heritage routes • Availability of funds to properly package, develop and protect cultural heritage • Use the existing veterans to provide more information on the history of indigenous people of the area 	<ul style="list-style-type: none"> • Resentment of the European culture • Vandalisation & deterioration of the existing sites • Disappointment & disillusionment of tourists due to non availability of facilities supporting the Nelson Mandela Brand • Perception (crime levels in townships) • Competition with other cities/areas with the similar cultural & political heritage • Mushrooming of a number of cultural villages that will end up being white elephants

4.1.6 Performing Art (Drama, Dance, Music)

TABLE 14

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • International famous artists (John Kani) • Physical infrastructure in place (5 x Theatres) • Diversity of the art forms (Drama, Dance, Music) • Local Productions 	<ul style="list-style-type: none"> • Lack of diversity on local production • Limited quality & marketable productions • Limited Audience & disposable income • Lack of commitment to invest on local artist • No quality assurance mechanisms • Lack of integration of African music within the hospitality industry • Turn around time to pay local artists that participate in local festivals & events
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Capacity building of local artists • Packaging of incentives to attract locals & tourists (entrance fees & transport) • Develop quality assurance mechanism & support programmes • Strengthening and capacitating existing association of artists • Production and development of African market products • Availability of funds for capacity building of crafters (MAPPP SETA & National Lottery) • The use of annual festival within NMBT to promote local musicians/ artists • Creative Industries identified as one of the industries prioritised in ASGISA 	<ul style="list-style-type: none"> • Capacity building of local artists • To miss the opportunity to access funding from ASGISA.

4.1.7 Craft

TABLE 15

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Well established fine art department within the NMMU • Diversity of craft products. • Quality of craft products from various distribution outlets • Collaboration between the NMBM & DSRAC (MOU) 	<ul style="list-style-type: none"> • Non existence of support programmes for local crafters • Beaches flooded by foreign products (mainly from African countries) • Inability of the local crafters to take advantage of the tourism industry due to lack of support programmes • Lack of well developed and comprehensive data base on crafters & artists • Poor alignment of NMBM & NMBT database • The interior décor of the tourist facilities not
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Develop support programmes for the crafters • Development of a comprehensive data base on crafters and alignment with the NMBT data-base • Availability of funds for capacity building of crafters (MAPPP SETA & National Lottery) • Use of local craft as integral part of interior décor of tourist facilities • Marketing strategy for locally produced crafts to be linked with quality assurance mechanisms 	<ul style="list-style-type: none"> • Overcrowding of the local markets by the foreign craft thereby closing opportunities for local crafters

4.1.8 Tourist Facilities

TABLE 16

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Common understanding on the tourist attractions • Existence of quantity and quality tourism products and supporting activities • Database in place • Existence of signage to accommodation facilities • Marketing of facilities by both private sector & municipality • Existence of Accommodation Association & Business Association • Tourist information offices are in place and strategically positioned in the Metropole 	<ul style="list-style-type: none"> • Limited facilities for upmarket tourists • Limited tourist facilities for low income earners • No well packaged international conferencing facilities • Majority of facilities not graded • No tourism products supporting the Brand name • A number of the facilities not registered as legal entity
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Development of tourist accommodation for up-market tourists • Strategic partnership with schools to provide accommodation facilities for low income groups • Development of tourism products to support the tourism vision and brand • Development of an International Conference Centre (ICC) • Upgrading of Feather Market Centre • Land available for development initiatives • To improve service excellence in the hospitality industry • Upgrading the existing database 	<ul style="list-style-type: none"> • Newly established small B & B prices are not as per the standard offering • Competition with other cities on the service excellence

4.1.9 Transformation - Ownership & Strategic Positions

TABLE 17

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Baseline survey report on the status quo on the ownership and management structure in the hospitality industry • Political will to drive transformation programme • Willingness and inroads by some local private sector companies to enable blacks to participate in strategic positions in their establishment • Willingness by some local private sector companies to provide mentorship to emerging black entrepreneurs in the tourism industry 	<ul style="list-style-type: none"> • Existing national legislative and policy framework on the transformation of the tourism industry • Number of opportunities that could be used for transformation purpose on promoting transformation within the • Development of by-laws to compel product owners to submit information on the ownership and management structure • Develop a transformation programme for the tourism industry • Skills development of blacks to enable them to take up positions and contribute meaningfully in the ownership and management structure within the tourism industry • Opportunity for gender mainstreaming and black women economic empowerment within the industry
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Very low levels of black representation in the ownership and strategic management position • Very low levels of female representation in the ownership and management positions • Low commitment by established tourist facilities to procure services of black entrepreneurs • Lack of clarity on the political & administrative champion for transformation programme in the tourism industry within the Metropole • Non-existence of legislative framework within the Metropole (by-laws) compelling product owners to provide information on their ownership & management structure 	<ul style="list-style-type: none"> • Lack of cooperation by some companies to provide information on the participation of blacks to ownership and management structures • Resistance by present owners of the establishments to open their shareholding structure • Inability to coordinate and access funds to enable black entrepreneurs to buy equity in the ownership structures of the existing facilities

VISION, ECONOMIC OBJECTIVES, GOALS FOR
TOURISM GROWTH AND DEVELOPMENT OBJECTIVES

STRATEGIC



THRUST

5. STRATEGIC THRUST

5 STRATEGIC THRUST FOR TOURISM DEVELOPMENT MARKETING

5.1 LEGISLATIVE AND POLICY FRAMEWORK

The new strategic thrust for Tourism Development and Marketing contained in this document was developed through stakeholder consultation process and was based on the following framework:

- The Tourism Act and mandate for tourism development in South Africa (the mandate of SA Tourism)
- The national strategic tourism objectives and goals
- The 2020 vision economic development in Nelson Mandela Bay Municipality
- The Economic Development Strategy for Nelson Mandela Bay Municipality
- Strategic vision for Nelson Mandela Bay Tourism

5.2 STRATEGIC VISION

By 2020 Nelson Mandela Bay will be a leading beach holiday destination also offering a unique nature-based and cultural heritage. It will encapsulate the spirit of freedom associated with its branding.

5.3 STRATEGIC ECONOMIC OBJECTIVES

- To maintain an economic growth rate of between 5 – 8 %
- To increase employment levels in the tourism industry by 5 – 8 %, annually
- To increase levels of participation of previously disadvantaged communities and individuals in the ownership structures to 22% by 2010 and 35% by 2020 and strategic management levels to 30 % by 2010 and 50 % respectively, by 2020

5.4 TOURISM GROWTH TARGETS

Table 18 below provides baseline information for the above stated tourism growth targets

TABLE 18

BASELINE INFORMATION	TOURISM GOAL
Majority (76%) of visitors to Nelson Mandela Bay (NMB) are intra-provincial travelers with low income levels	To increase number of inter-provincial domestic tourists visiting NMBM by 10%
Nelson Mandela Bay captured 5.2% of all international tourist arrivals to SA in 2003 Total foreign arrivals to SA grew by 2.7% between 2003 and 2004	Increase market share of foreign tourists visiting South Africa to at least 8% by 2010 and 10% by 2020
Hospitality Industry has employment estimated to 8000	Increase sustainable jobs by 10%
Average foreign spend in NMBM was estimated at R810/person/day during 2002 Average domestic spend in NMBM was estimated at R450/person/day during 2002	To increase the average spend per foreign tourist by 20% by 2010 and another 10% by 2020 (this relative to market prices)
Average length of stay for foreign tourists to NMB was 3.9 days during 2003. Average length of stay for domestic tourists to NMB was 3-5 days over holiday periods	To increase the length of stay for foreign tourists to 6 x days by 2010 and 7 x days by 2020. Increase the length of stay of domestic tourists to 5 x days by 2020
Domestic market within NMB shows marked seasonality during school holiday periods (seating at an average of 47% in 2005)	Increase occupancy rate during off-peak season to 55% by 2010 and 60% by 2020



NB

The baseline information and projection contained here have been based mainly on secondary research. Recommendation made in section 6.7.2. below under market research is that the metropole needs to investment on primary research on a number of issues so as to ensure that baseline information used for growth projections is up-to-date and credible.

5.5 DEVELOPMENT OBJECTIVES

To be able to meet the above strategic growth targets, the following development objectives should be achieved.

- To ensure proper structuring and development of tourism institutional support structures
- To ensure proper packaging and development of tourism products to position NMBM as a leading beach holiday destination with unique opportunities for nature-based and heritage tourism
- To transform the tourism industry in accordance with the Tourism BEE Charter.
- To effectively market the NMBM as a key tourist destination in SA and create a strong brand awareness
- To develop and retain a solid skills base for successful tourism development and marketing
- To establish and maintain a credible tourism market intelligence information
- To promote safety and security of tourists
- To facilitate the development of the necessary supporting tourism infrastructure
- To establish and maintain strong public private partnerships



DEVELOPMENT STRATEGIES

6. DEVELOPMENT/ INTERVENTIONS STRATEGIES

INTRODUCTION

To be able to realise the development objectives and growth targets that have been identified in support of the strategic tourism vision of the Metropole, the following development/ intervention strategies have been developed:

- Institutional structuring
- Product development
- Development and promotion of culture and heritage tourism
- Development and promotion of beach tourism
- Wild life and nature reserves
- Market research and provision of credible market intelligence information
- Marketing and promotion of the metropole as a tourist destination
- Transformation of the tourism industry
- Enterprise development
- Skills development
- Tourism awareness and education
- Meaningful participation of communities

Since the Metropole has already developed its framework for Integrated Environmental Management Strategy, it was resolved that it is not necessary to develop another environmental management framework for the Tourism Master Plan. Tourism development issues related to environmental management are incorporated in the development strategy for eco-tourism and coastal and beach tourism, which form part of the development plan for tourist's attractions.

6.1 INSTITUTIONAL STRUCTURING AND DEVELOPMENT

6.1.1 Key challenges

Based on the situational analysis report and SWOT analysis, challenges that this development strategy will seek to address are as follows:

- Lack of clarity on the institution responsible for market research
- Lack of coordination and synergy of the tourism related functions performed by various development agencies of the Metropole
- Lack of capacity to deal with policy, strategy formulation, monitoring & evaluation
- Lack of dedicated capacity to properly coordinate tourism enterprise development and mobilise funding available in the various departments and financing institutions
- Lack of coordination of tourism related functions performed by the various business unit
- Tourism related experience within NMBT is low

6.1.2 Strategic objectives and key issues

TABLE 19

STRATEGIC OBJECTIVES	KEY ISSUES
To establish a Tourism Destination Management Organisation	The main proposal is to develop NMBT into a Tourism Destination Management Organisation. For this to happen, the current mandate of NMBT will have to be extended to include some of the tourism related development functions, which should be aligned with the development function of the Mandela Bay Development Agency
To establish and fully resource a market research unit	The market research unit, which will be responsible for ongoing market research and provision of credible market intelligence information. This function could be performed by NMMU since there is an already existing relationship between NMBT & NMMU
To establish a one stop business support unit for tourism enterprise development	It is proposed that the SMME development function currently performed by Automotive, Tourism & SMME Division of the EDTA Business Unit, be repackaged and upgraded into a fully fledged one Stop Business Support Unit (division) reporting directly to the EDTA Business Unit Manager. The unit will package and provide the various business support services to emerging entrepreneurs in all the key economic sectors identified in the EGDS of the Metropole. The unit will work with the various public entities including , DEAT (TEP); Khula, Umsobomvu, etc
To review the strategic positioning of the within EDTA	The current positioning of the tourism unit should be reviewed with the view of tourism unit developing it into a fully fledged Division within EDTA
To ensure tight alignment of the tourism related functions performed by the various business units within the Metropole	Establishment of tourism coordinating committee that will consist of business units and institutions that are involved in tourism related functions The committee should meet on a monthly basis The person most strategically positioned to head the structure is the municipal manager

6.2 STRATEGIC FRAMEWORK FOR PRODUCT DEVELOPMENT

6.3.1 Key Challenges

Challenges identified in respect of this strategic area are as follows:

- Limited facilities for upmarket tourists
- Limited tourist facilities for low income groups
- Non existence of well packaged international conferencing facilities
- Limited tourism products supporting the strategic vision and the brand name (Coastal & beach tourism, Cultural heritage, wild life and nature reserves)
- Limited late night entertainment facilities

6.1.2 Strategic objectives and key issues

TABLE 20

STRATEGIC OBJECTIVES	KEY ISSUES
To facilitate development of well packaged up-market world class tourist facilities	Provide support to the proposed Madiba Bay Leisure Park, specifically with regard to the Beach Resort Development
To facilitate the development of tourist facilities for low income group	<ul style="list-style-type: none"> • Identify schools with good hostel accommodation and encourage them to utilise their facilities to cater for tourists during school holidays • To provide them with the necessary training and assist them to put in place the right policy and strategic framework (safety and security of tourists and asset management)
To facilitate the development of International Conferencing Facilities	<ul style="list-style-type: none"> • Develop proper institutional arrangements that will drive/take ownership of ICC development • Mobilise private sector investment • Development and operationalisation of the ICC • Upgrading of the Feather Market Centre to service national & provincial conferencing (to provide catering facilities)
To develop tourism products supporting the new strategic vision and the brand name (Coastal & beach tourism, Cultural heritage, wild life and nature reserves)	<ul style="list-style-type: none"> • Development and promotion of the Statue of Freedom/Inqaba • Development of tourist facilities to some of the municipal owned facilities nature reserves • Beach resort development • Development of a cultural village that will promote the culture & the lifestyle of the indigenous people (AmaXhosa and Khoi-San) • Development of Launching facilities (for water sport activities) at flat rock • Development of new life saving facility

6.3 STRATEGIC FRAMEWORK FOR BEACH TOURISM DEVELOPMENT AND PROMOTION

6.3.1 Key Challenges

- Non-existence of clear policy guidelines
- No beach resort development
- Limited parking along the beach (specifically during the peak season)
- Poor maintenance & management of some of the recreational facilities
- Non-existence of ablution facilities in most of the beaches
- There is no clearly defined architectural theme along the beaches
- Lack of infrastructure for safety & security in some of the beaches

6.3.2 Strategic objectives and key issues

TABLE 21

STRATEGIC OBJECTIVES	KEY ISSUES
To provide clear policy guidelines for coastal & beach front development	<ul style="list-style-type: none"> • To develop policy for beach front development • Development and approval of the type of architecture for beach tourism development • Publication of the approved architectural design to be used for developments along the beach
To popularise the Integrated Beachfront Development Plan	<ul style="list-style-type: none"> • Stakeholders workshop • Incorporate investment opportunities identified in the Integrated Beachfront Development Plan within the existing investment promotion material
Beautification of the beaches	<ul style="list-style-type: none"> • Development and implementation of architectural theme for beach development • Identification of species (vegetation) to be used as part of beautification of some of the beaches • Design, develop & maintain land scaping in some of the beaches
Upgrading of the existing infrastructure along the beaches	<ul style="list-style-type: none"> • Upgrading & extension of the Bay World • Upgrading of Port Elizabeth harbour to accommodate & promote cruise tourism • Upgrade Life saving facilities (Swartkops, Pollock beach, etc) • Upgrading of parking facilities (Mc Arthur, Flat Rock, Pollock Beach, Wells Estate) • Upgrading of the Ablution facilities (Blue Water Bay) • Upgrading of tourist recreational facilities at Wells Estate • Extension of the beach office
Development of general infrastructure along the beach	<ul style="list-style-type: none"> • Development of Boardwalk • Development of new pier at new Beach node • Provision of Security lights at flat rock • Development of Launching facilities (for water sport activities) at flat rock • Development of new life saving facility

6.4 STRATEGIC FRAMEWORK FOR DEVELOPMENT AND PROMOTION OF CULTURE AND HERITAGE TOURISM

6.4.1 Key Challenges

- Non-existence of product/s that support the brand name (Nelson Mandela)
- Non existence of an operational plan for Red Location and Precinct
- Existing tourists facilities not reflective of the cultural heritage of the region
- Very limited information on the culture & artefacts of the indigenous people
- Lack of focus on the conservation and maintenance of the existing infrastructure for heritage sites
- Limited knowledge on the significance of heritage sites
- Non-existence of an integrated and a comprehensive data base on crafters & artists
- Local artists not able to meet the criteria to perform in the existing facilities
- Lack of diversity on the existing local productions for performing art
- Limited quality & marketable productions for performing art
- Lack of visible commitment to invest in and promote local artist
- Non existence of support programmes for local crafters
- Inability of the local crafters to take advantage of tourism industry due to lack of support programmes
- The interior décor of the tourist facilities not reflective of the cultural heritage of the area

6.4.2 Strategic objectives and key issues

TABLE 22

STRATEGIC OBJECTIVES	KEY ISSUES
To develop and promote key tourism products in support of culture and heritage tourism	<ul style="list-style-type: none"> • Development and promotion of the Statue of Freedom • Operationalisation of the Red Location Museum as one of the key heritage tourism products • Development and promotion of a cultural village to exhibit and promote the culture of the indigenous people of the Metropole (Amaxhosa , Khoi & Sans) • Encourage owners of tourists facilities to incorporate/reflect the local cultural heritage in their interior décor • Development and promotion of cultural precinct to promote the cultural diversity within the Metropole
To ensure availability of well packaged information on the culture of the indigenous people of the Metropole	<ul style="list-style-type: none"> • Collation and collection of the information on the culture of the indigenous people of the Metropole • Collation of the artefacts of the indigenous people for exhibition in the museums • Packaging and documenting the information for safe keeping in the libraries, museums and the proposed cultural village
To package and promote heritage routes	<ul style="list-style-type: none"> • Development of a political heritage route/ Freedom Trail • Proper packaging and promotion of the industrial route • Upgrading of the Donkin Trail into a fully fledged route
To ensure proper maintenance of the existing heritage infrastructure	<ul style="list-style-type: none"> • Update the existing database on all the heritage sites • Detailed audit of the existing heritage infrastructure • Upgrading of some of the existing heritage infrastructure and development of new infrastructure as per the findings of the audit • Development of a conservation and management plan for existing heritage infrastructure
To introduce and promote an annual cultural event	<ul style="list-style-type: none"> • Get buy-in of the various stakeholder and cultural groupings on the packaging and introduction of an annual cultural event • Secure funding for promotion and launching of the event • Explore the possibility of alignment of the event with the tourism month
To promote Arts and Craft as one of the key components of culture and heritage tourism	<ul style="list-style-type: none"> • Formulate a strategy for arts and craft development & promotion • Develop, package and effectively implement a support programme for promotion of artists and crafters • Update and upgrade the existing database on artists and crafters • Develop and package documentaries and live performances on the history and political heritage of the Metropole • Upgrade community halls to cater for artists and live performance in townships

6.5 STRATEGIC FRAMEWORK FOR WILD LIFE, NATURE RESERVES AND NATURAL OPEN SPACE

6.5.1 Key Challenges

- No comprehensive up-to-date database on the available species in the municipal reserves
- Lack of tourism information management system within the municipal reserves
- No management plans for the nature reserves and open spaces
- Poor signage
- No marketing strategy and promotional material for municipal reserves
- No tourists accommodation and amenities facilities to the Municipal owned reserves

6.5.2 Strategic objectives and key issues

TABLE 23

STRATEGIC OBJECTIVES	KEY ISSUES
To develop management plans for the various nature reserves	<ul style="list-style-type: none"> • Development of management plans/strategy for the various nature reserves • Effective implementation of the management system for the various nature reserves • Development of an up-to-date database on the available species in the various nature reserves (specifically municipal nature reserves)
Ensure easy access to tourism information in all the municipal nature reserves	<ul style="list-style-type: none"> • Installation of the tourism information management system • Create linkages with the NMBT information management system and training of staff on the administration of the system
To develop and promote tourists facilities in some of the municipal nature reserves	<ul style="list-style-type: none"> • Feasibility studies for the development of tourists facilities and creation of strategic linkages with the established nature reserves • Attract private sector investments for the development of the proposed tourists facilities
Promote wild life and nature reserves as one of the primary attractions within the Metropole	<ul style="list-style-type: none"> • Development & promotion of Van der Kemp's Kloof • Development and promotion of Van Stadens • Development and promotion Swartkops • Development and promotion of Settlers Park • Packaging and development of tourism route for nature reserves within the Metropole • Development of promotional material for nature reserves and eco-tourism

6.6 STRATEGIC FRAMEWORK ON TOURISM INFORMATION SERVICES

6.6.1 Key Challenges

- Need to upgrade tourism information within NMBT to cater for price ranges, employment levels and other labour related information
- No tourism information system in municipal owned reserves
- Need to capacitate tourist facilities to develop proper tourism information
- Need to integrate data base culture & recreational services business unit with NMBT data base
- Need to establish an integrated one stop information management service

6.6.2 Strategic objectives and key issues

TABLE 24

STRATEGIC OBJECTIVES	KEY ISSUES
To upgrade the NMBT database	<ul style="list-style-type: none"> • Upgrading of the NMBT data base to incorporate the following information: <ul style="list-style-type: none"> – Rates – Employment Levels – Ownership structure – Representation of blacks & women, etc • Periodic updates of the data base
To ensure easy access to tourism information in all the municipal nature reserve	<ul style="list-style-type: none"> • Installation of the tourism information management system in the various municipal nature reserves (this should be linked to the NMBT database) • Create linkages with the NMBT information management system • Training of staff on the administration of the system
To ensure effective utilization of the offices of Community Tourism Organisations as satellite tourism information offices	<ul style="list-style-type: none"> • Installation of tourism information management systems in the offices of the CTOs • Capacitate CTO members on the administration and updating of the system • Operationalisation of the CTO's Offices as satellite offices of NMBT
To provide support to tourist facilities regarding the development & maintenance of up-to-date tourist information management system	<ul style="list-style-type: none"> • Raising awareness amongst the owners /managers of the tourist facilities about the importance maintaining the information • Capacity building workshop for tourist facilities on tourism management system • To encourage the product owners to periodically up-date their information in the NMBT
Integration of database of recreation & cultural services business unit with NMBT data base	<ul style="list-style-type: none"> • Develop framework for the classification and structuring of the database on arts, craft & culture • Develop a comprehensive data base on arts, craft & culture • Integrate the database with the NMBT data base & tourism information management system
To properly resource all tourism information management offices	<ul style="list-style-type: none"> • Linkage of the tourism information management with the one stop information centre to be established at KwaNtu Towers • Resourcing of tourism information offices
Periodic up-dates of the tourism related information	<ul style="list-style-type: none"> • Establish partnership with education institutions to undertake periodic up-dates of the tourism related information • Budget allocation for periodic up-dates of the tourism related information • Review & update NMBT database on annual/two yearly basis

6.7 STRATEGIC FRAMEWORK FOR CONTINUOUS MARKET RESEARCH AND PROVISION OF CREDIBLE INFORMATION INTELLIGENCE

6.7.1 Key Challenges

Key challenges in respect of this component of the tourism master plan are as follows:

- No dedicated strategy and resources for ongoing market research
- No credible market intelligence information
- No budget dedicated to ongoing market research
- Need for primary research on cruise tourism
- Need for primary research on the destination of tourists utilising airport, bus coaches and inter-city bus services

6.7.2 Strategic objectives and key issues

TABLE 25

STRATEGIC OBJECTIVES	KEY ISSUES
To provide credible market intelligence information	<ul style="list-style-type: none"> • Development of the strategy for continuous market research • Establishment of a market research unit to be responsible for ongoing market research and provision of credible market intelligence information (see development strategy for institutional structuring) • Provide dedicated annual budget for ongoing market research • Find ways to leverage/buy-in on some of the market research studies that are being commissioned nationally (SA Tourism)
To undertake primary research on cruise tourism	<p>Undertake an analysis of the places of origins of cruise ships that have visited the Metropole and other destinations in South Africa during the past five years and do an analysis :</p> <ul style="list-style-type: none"> • Needs of cruise tourists • Expenditure and contribution towards the tourism industry in the Metropole
To undertake tourism survey in respect of airport, car rental, bus coaches and inter-city bus services.	<ul style="list-style-type: none"> • To undertake an analysis of places of origin and destination of tourists using airport, bus coaches and inter-city
To obtain WTO accreditation for the NMMU Tourism Research Unit	<ul style="list-style-type: none"> • Secure accreditation for the NMMU Tourism Research Unit
To develop a realistic baseline for NMBT growth projections aligned to the ECB tourism growth projections	<ul style="list-style-type: none"> • Establishment of stakeholders forum • Conduct peer review on the tourism growth projections
To assess the value and importance of the African foreign tourism markets	<ul style="list-style-type: none"> • Detailed market research on African foreign market
To develop market profiles for the NMB primary, secondary and pioneering markets	<ul style="list-style-type: none"> • Market profile of both Domestic and foreign tourists visiting the Metropole
To develop a sound methodology and system for assessing the economic impact of business tourism in NMB	<ul style="list-style-type: none"> • Draft methodology and system for business tourism • Impact study on business tourism on the economic growth of the Metropole

6.8 STRATEGY FOR MARKETING AND PROMOTION OF THE METROPOLE AS A KEY TOURIST DESTINATION

6.8.1 Key Challenges

- Low levels and brand awareness
- Lack of emphasis on the promotion of primary tourists attractions
- Limited budget for marketing and promotion of NMBM as a key tourist destination
- Poor alignment of the marketing budget with the market research findings on foreign tourists (lack of focus on African Foreign tourists)

6.8.2 Strategic objectives and key issues

TABLE 26

STRATEGIC OBJECTIVES	KEY ISSUES
To increase the brand awareness	<ul style="list-style-type: none"> • Develop new promotional material on the new brand and tourism vision • Launch the new brand and tourism vision • Develop, package and implement an awareness campaigns on the new brand and the new tourism vision
Re-branding of the beaches	<ul style="list-style-type: none"> • Develop brand name/s for the most important beaches as an integral part of marketing and promoting safe beach tourism as one of the primary attractions
To ensure effective marketing of the Metropole as a key tourist destination	<ul style="list-style-type: none"> • Redesign of the NMBT website • Advertising campaigns • Development of promotional material • Identify and prioritise trade shows that should be attended
To align the tourism marketing strategy and budget with the market research findings	<ul style="list-style-type: none"> • Undertake a market research and develop a marketing plan for Foreign African Tourists • Allocate budget for effective marketing of the Metropole to African Countries
To increase number of tourists visiting the Metropole during the off-peak seasons	<ul style="list-style-type: none"> • Proper packaging and promoting of the winter events to increase the number of tourists visiting the Metropole • Package & promote conferences & exhibitions targeting provincial & national
To develop a tourism investment Guide for NMB and Eastern Cape	<ul style="list-style-type: none"> • Development of tourism investment guide for NMB for potential investors

6.9 STRATEGIC FRAMEWORK FOR THE SKILLS DEVELOPMENT WITHIN THE METROPOLE

6.9.1 Key Challenges

- Lack of clarity on the business unit that is responsible for skills development
- There is a lack of multi-skilling of craft & service staff
- There is no clear skills development programme
- Lack of hoteliers
- Lack of management skills within the hospitality industry
- Lack of qualified chefs
- Lack of formal qualifications

6.9.2 Strategic objectives and key issues

TABLE 27

STRATEGIC OBJECTIVES	KEY ISSUES
To establish/develop structured strategic partnerships with public and private sector institutions	<ul style="list-style-type: none"> • Development of data base of accredited private providers that can assist with the implementation of training programmes • Agreement between the Metropole & key public sector training & education institutions for the implementation of various training programmes
Comprehensive Skills Plan for all the tourism sub-sectors	<ul style="list-style-type: none"> • Comprehensive skills audit on the following tourism sub-sectors: <ul style="list-style-type: none"> – Arts & Culture – Travel & Tourism (Airlines & Travel Agencies, Tour Operators & Tour guiding) – Conservation (Wild Life & Nature Reserves) – Gambling/Gaming • Comprehensive skills audit on the following business unit within the Metropole: <ul style="list-style-type: none"> – Recreation & Cultural Services (Culture & Heritage Tourism as well as Beach Tourism purposes) – Environmental Services (Eco-tourism development purposes) • Development of a skills plan for the tourism industry in the metropole • Secure funding for the implementation of the skills plan
To establish an affordable and accessible School of Tourism	<ul style="list-style-type: none"> • Development of a detailed business plan for the school of tourism • Mobilise private sector investors • Development of the school of tourism
To improve the skills levels within the hospitality industry	<ul style="list-style-type: none"> • Development of skills development programme • Package & implement bursaries for the critical skills in the tourism industry • RPL assessment & certification of chefs and staff members on other occupational categories • As an interim measure the metropole should explore possibility of entering into a partnership agreement with Port Alfred School of tourism with the main purpose of developing a good skills base on Hotel management and other related management skills in the hospitality industry within the Metropole • In the long run the Metropole should facilitate the establishment of an affordable hotel school

6.10 STRATEGIC FRAMEWORK FOR TOURISM AWARENESS & EDUCATION

6.10.1 Key Challenges

- Non-existence of a well packaged tourism awareness & education programme within the NMBM
- Need to create public awareness on the new strategic tourism vision in the Metropole

6.10.2 Strategic objectives and key issues

TABLE 28

STRATEGIC OBJECTIVES	KEY ISSUES
To package and effectively implement tourism awareness campaigns	<ul style="list-style-type: none"> • Development and implementation of tourism awareness & education programme • To secure funding for the implementation of the programme • Capacitation of management committees of the community tourism organisations to implement the tourism awareness & education programme • Development of promotional material
To establish and maintain public private partnership agreements on tourism awareness and education	<ul style="list-style-type: none"> • Identification of tourism awareness & educational programmes that are implemented by public, private sector companies within the Metropole • Agreement between the Metropole & community radios and national radio to get a free/ discounted slot to ensure proper communication of the tourism awareness campaigns • Agreement between the Metropole & schools and various education and training institutions on the implementation of the programme
To develop and effectively implement a tourism ambassador programme for the Metropole	<ul style="list-style-type: none"> • Development of the tourism ambassador programme • Securing funding for this programme • Launch and implement the programme • Develop review & evaluation mechanism on the impact on tourism awareness programme

6.11 STRATEGIC FRAMEWORK FOR THE MEANINGFUL PARTICIPATION OF COMMUNITIES IN THE TOURISM INDUSTRY

6.11.1 Key Challenges

6.11.2 Strategic objectives and key issues

TABLE 29

STRATEGIC OBJECTIVES	KEY ISSUES
To ensure full operationalisation of all of all the Community Tourism Organisations	<ul style="list-style-type: none"> • Review of the model that was used to establish the Community Tourism Forum • Adoption of CTF's constitutions • Development & approval of business plans for the CTF's • Development, approval & implementation of finance & admin policies for CTF's
Ensure effective capacity building of CTF's	<ul style="list-style-type: none"> • Development of a skills audit report of all management executive committees for the various CTFs • Development and implementation of a capacity development programme for CTF's
To ensure proper organisation of annual local tourism indabas	<ul style="list-style-type: none"> • Establishment of the committee that will be responsible for planning and secure funding for annual local tourism indaba • To organise tourism indaba on an annual basis

6.12 STRATEGY FOR THE TRANSFORMATION OF THE TOURISM INDUSTRY WITHIN THE METROPOLE

6.12.1 Key Challenges

- Lack of clarity on the political and administrative champion for the transformation of the tourism industry within the Metropole
- Very low levels of black representation in the ownership and strategic management position of the various tourists facilities within the Metropole
- Very low levels of female representation in the ownership and management positions in various tourists facilities
- Low levels of commitment by established tourists facilities to procure services of black entrepreneurs
- Difficulties by black entrepreneurs to take advantage of business opportunities due to un-availability of well packaged business support services for tourism enterprise development

6.12.2 Strategic objectives and key issues

TABLE 30

STRATEGIC OBJECTIVES	KEY ISSUES
To establish proper institutional arrangements to champion the transformation of the tourism industry	<ul style="list-style-type: none"> • To identify a political and administrative champions for the transformation of the tourism industry within the Metropole • Establish a task team (comprising of representatives from both public and private sector) to champion the implementation of the transformation programme for the tourism industry within the Metropole
To provide and maintain an up-to-date database on the representation of blacks on the ownership and strategic management position of the various tourists facilities and enterprises within the Metropole	<ul style="list-style-type: none"> • Develop a by-law on the provision of information to NMBM/NMBT on the representation of blacks in the ownership structure and strategic management positions of tourists facilities and enterprises representation • Upgrade the NMBT tourism management information system to accommodate provision of information on the representation of blacks in the ownership structure and strategic management position of the various facilities and enterprises within the tourism industry in the Metropole • Undertake a comprehensive audit on the representation of blacks in the ownership structure, governance structures and strategic management positions of the tourists facilities and enterprises • Undertake an audit of the ownership structure of the suppliers of the various tourist facilities
To get the buy-in of the private sector companies to support the transformation programme of the Metropole for the	<ul style="list-style-type: none"> • Organise a stakeholders workshop on the programme and targets for the transformation of the tourism industry within the Metropole • Package incentives to encourage the established tourists facilities to take an active role tourism industry in the transformation of the industry (this will include commitment by owners to open their share-holding structures for meaningful participation of blacks; procurement of services and suppliers from black entrepreneurs, provision of mentorship support services to emerging black entrepreneurs in the tourism industry)
To ensure substantial representation of blacks in the ownership structure of all new tourism development initiatives	<ul style="list-style-type: none"> • Identify and effectively communicate all tourism development initiatives that could be used for the purpose of driving the transformation agenda of the tourism industry • Package and communicate support programme designed to assist blacks to take advantage of the SMME & business opportunities in the proposed tourism development initiative
To promote representation of blacks in the ownership of the existing tourism facilities and enterprises	<ul style="list-style-type: none"> • Package incentives for established tourists to create space for participation of blacks in their share ownership structure
To promote the substantial representation of blacks in all strategic management positions of the various tourists facilities and enterprises within the Metropole	<ul style="list-style-type: none"> • Agreement between the Metropole and key tourists facilities to package and offer mentorship programme for blacks • Agreement with THETHA to train Blacks for key management and other strategic positions within the tourism industry

IMPLEMENTA



IMPLEMENTATION FRAMEWORK

8. IMPLEMENTATION FRAMEWORK

8 IMPLEMENTATION FRAMEWORK

8.1 Introduction

This section of the tourism master plan focuses on the implementation framework which covers, in respect of each development strategies, the following information:

- Strategic objectives
- Key Deliverables
- Responsible person
- Key stakeholders
- Budget Estimates
- Time frames

The cost implications contained in this document are broad estimates that have been worked in conjunction with the various business units including NMBT, Recreation & Cultural Services Business Unit. Some estimates have been taken from feasibility studies that at the time of finalising this tourism master plan have already been developed by various institutions like MBDA, Recreation & cultural Services business unit. The budget estimates falling under this category include:

- International Convention Centre
- Statue of Freedom
- Red Location Museum
- 2010 Soccer stadium

8.2 COASTAL AND BEACH TOURISM

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To develop and effectively implement a Beachfront and Coastal Management Policy	<ul style="list-style-type: none"> A draft Policy developed and successfully presented to all the key stakeholders Policy presented and approved by Council 	Recreation & Cultural Services Business Unit	High	R140 000	2006/07
To popularise the Integrated Beachfront & Coastal plan	<ul style="list-style-type: none"> The Integrated Beachfront & Coastal Plan successfully presented in a stakeholders workshop Investment opportunities along the beach clearly identified and included in the investment promotion packages of the Metropole 	Recreation & Cultural Services Business Unit	High	R100 000	2006/07
To facilitate Beach Resort Development	<ul style="list-style-type: none"> Feasibility study on beach resort development [linked to the proposed Madiba Bay development] finalised Development concept for the Beach Resort approved Solid investors for the development of beach resort secured 	NMBDA/ Private Sector Council	High	R500 000	2007/08



OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To redevelop the bay world	<ul style="list-style-type: none"> • Redevelopment of the lake • Replacement of the Penguin pool • Expansion of the museum • Repositioning of the souvenir shop • Development of science and Technology Centre including interalia displays on biological, ecological and environmental issues. • Redevelopment of snake park • Development of the shark pool on the sea-side of beach road 	Recreational & Cultural Services	Medium	R11m	2008/09
To facilitate beachfront development	<ul style="list-style-type: none"> • A large number of beachfront developments have been proposed along the beach front 	Environmental Services	High	R10m	2007/08
To develop and effectively implement a marketing plan and promotion plan for beach tourism	Brand names for all beaches within the Metropole	NMBT and Recreation & Cultural Services Business Unit	Medium	R1m	2007/08
	Events around the beaches in the Metropole properly packaged and marketed	NMBT	High	R2m	Annually
To develop and effectively implement a management plan for the existing recreational facilities	<ul style="list-style-type: none"> • Management plan for recreational facilities developed 	Recreation & Cultural Services Business Unit	Medium	R200 000	2007/08
To maintain blue flag status for three beaches in the Nelson Mandela Metropole	<ul style="list-style-type: none"> • Re-applications for the blue flag status secured annually • Management & maintenance of beaches with blue flag status 	Recreation & Cultural Services Business Unit	High	R3,1m	Annually

8.3 CULTURE & HERITAGE TOURISM

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To develop and properly maintain a comprehensive database of heritage sites	<ul style="list-style-type: none"> All the heritage sites & architectural buildings identified Database on the heritage sites upgraded /updated Heritage Site Database properly upgraded Updating and ongoing maintenance of the data base 	Recreation & Cultural Services Business Unit NMBT	High	R150 000	2006/07
		Recreation & Cultural Services Business Unit	Medium	R50 000	Annually
To develop & properly maintain the infrastructure for heritage sites	<ul style="list-style-type: none"> A comprehensive audit of heritage sites undertaken and completed and all the requirements for infrastructure requirements/ upgrades identified Conservation & maintenance plan for all heritage sites developed and effectively implemented 	Recreation & Cultural Services Business Unit	High	R1m	2006/07
To facilitate the proper packaging & documentation of the history of the indigenous people of the Metropole (Khoi, San & Xhosa)	<ul style="list-style-type: none"> Reference groups of the veterans & historians established Existing information on the history and the lifestyle of the indigenous people of the Metropole collated, collected and properly documented All information on artifacts properly collated and indexed Marketing & promotion of the documentary 	Recreation & Cultural Services Business Unit	Medium	R1,2m	2008/09
			Medium	R500 000	2008,09, 10,11
To develop and promote cultural village on the lifestyle and the culture of Amakhosa & Khoi-Sans	<ul style="list-style-type: none"> Agreement on the development concept & ideal site/s for the establishment of cultural village for Amakhosa and Khoi-san Cultures Business plan/s for the cultural village/s approved and funding secured Business plan successfully implemented The cultural village effectively promoted 	Recreation & Cultural Services Business Unit	High	R5m	2007/08
To promote political heritage	The Red Location Museum & Precinct successfully operationalised Statue of freedom successfully developed Cultural precincts	Red Location	High	R8m	2006 – 08
		MBDA	Medium	R121,9m	2009
		MBDA Cultural Services	Medium		



OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To support and promote Performing Arts & upgraded	<ul style="list-style-type: none"> • Database on the performing artists updated • Business support programme for the local artists packaged • Documentaries & live performance on the history of the Metropole packaged and produced. • Documentaries & live performance on the political history of the region packaged and produced. • Community halls upgraded to cater for artists and performances in various townships 	Recreation & Cultural Services Business Unit	Medium	R10m	2008/09
To develop and effectively implement a strategy for Craft Development & Promotion	<ul style="list-style-type: none"> • Data on the crafters upgraded and updated • Business support programme for the local artists packaged, developed & effectively implemented • Marketing strategy of local craft products developed & effectively implemented • The utilisation & marketing of Red Location Museum as a catalysts for craft development & promotion established 	Recreation & Cultural Services BU & Business Support Unit within EDTA	High	R500 00	2006/07
To package and promote key annual cultural events	<ul style="list-style-type: none"> • An agreement on the development concept for the annual cultural event for the Metropole developed and approved • Agreement on the name, site & month of annual cultural event approved • Marketing plan for the event developed • The first cultural event successfully organised and held • Recreation & Cultural Service Business Unit 	NMBT	Medium	R2,5m	2007/08 /09
To identify and properly package heritage tourism routes	<ul style="list-style-type: none"> • Freedom trail packaged and effectively promoted • Tourism routes on industrial revolution packaged & effectively promoted • Donkin trail upgraded & effectively promoted as a fully fledged tourism route on the history of the 1820 settlers 	NMBT	Medium	R1,5m	2007/08

8.4 ECO-TOURISM

WILD LIFE, NATURE RESERVES & OPEN SPACES

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To develop tourist facilities within the nature reserves	<ul style="list-style-type: none"> Nature reserves with potential for development of tourist facilities and amenities identified. Development concept & model for institutional arrangements for tourist facilities within the municipal owned nature reserves developed & approved Investment promotion to attract private sector companies within the identified nature reserves 	Business Unit: Environmental Services	Medium	R1m	2009/10
To promote eco-tourism	<ul style="list-style-type: none"> Van Der Kemp's Kloof Developed and successfully promoted Van Staden Reserve developed and successfully promoted Settler's Park developed and successfully promoted Swartkops developed and successfully promoted 	Environmental Services NMBT	High		2006 - 2009
To Install tourist information management systems specifically in municipal owned reserves	<ul style="list-style-type: none"> Installation of tourist information system to key nature reserves (utilizing NMBT system) Systems maintained on a regular basis 	NMBT	High	R250 000	2007/09
To develop and implement a data base on the available fauna and flora and develop Management plans for the Municipal owned reserves	<ul style="list-style-type: none"> Management plans for all the municipal owned reserves successfully developed Management system for the reserves successfully developed and implemented A comprehensive audit of the available species (fauna & flora) to all the nature reserve successfully undertaken Database on the available species developed & properly maintained 	Business Unit: Environmental Services & NMBT	High	R2m	
To facilitate the effective marketing and promotion of the nature reserves within the Metropole	<ul style="list-style-type: none"> A marketing plan for nature reserves developed Packaging & promotion of nature reserves completed Linkages created with nature reserves outside the Metropole 	NMBT	Medium	R600 000	2007/08

8.5 BUSINESS & CONFERENCING

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To develop world class conferencing facilities	<ul style="list-style-type: none"> • Business plan to upgrade Feather Market Centre • Feather Market Centre upgraded to an acceptable international standard • Existing management structure of the centre reviewed • Feather Market Centre packaged and promoted as a world class conferencing centre 	NMBDA & EDTA NMBDA & EDTA EDTA NMBT	Medium	R500 000	2007/08
To develop world class conferencing facilities	<ul style="list-style-type: none"> • Institutional arrangement for the development of the ICC • Mobilise private sector investment 	NMBDA Private sector	High	R500 000	2006-09

8.6 ADVENTURE & SPORT TOURISM

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To accelerate the preparations for the 2010 World Cup	<ul style="list-style-type: none"> An international soccer stadium developed Partnership with some private facilities established to provide sports café facilities Exposure visits to previous host cities to acquire experience on the preparation and management of world events by host cities Database developed and a training programme provided for property owners that are prepared to make their facilities available for additional accommodation purposes Partnership with Local bus commuter and Taxi services established to transport visiting tourists to and from the stadium Training of local bus commuters and taxi operators on tourist safety and friendliness Training of locals as tourism ambassadors Packaged and organised local tours for visiting tourists Food preparation training of people on the different traditional cuisines Packaged and organised entertainment and cultural events 	Business Unit: Recreation & Cultural Services & Infrastructure & Engineering NMBT	High	-	2006- 09
To package and promote key events	<ul style="list-style-type: none"> Events strategy 	NMBT	High	R500 000	2006/07
To promote sports tourism in an integrated manner	<ul style="list-style-type: none"> Integrated strategy for development and promotion of sport tourism (soccer, rugby, cricket and water sport activities) NMBT support for the super 14 franchise for tourism purposes 	Recreation & Cultural Services Business Unit	Medium	R800 000	2007, 08/09
To promote adventure tourism	<ul style="list-style-type: none"> Packaged and promoted hiking and horse trails within the Metropole identified and/or well packaged and promoted Packaged and promoted aqua sport within the Metropole 	NMBT Recreation & Cultural Services Business Unit	Medium	R200 000	2008

8.7 INSTITUTIONAL STRUCTURING

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
The Establishment of a Tourism Destination Management Organisation	<ul style="list-style-type: none"> • Council approval/resolution for the extension of the NMBT mandate • New strategic vision & corporate strategy for NMBT • Organisational structure of NMBT successfully reviewed and aligned with its new mandate and strategic vision • Human Resource Plan for NMBT developed and adequately funded • New funding mechanism/formula for the operations and activities of NMBT developed to accommodate functions performed on behalf of other business units (Recreation and Cultural Services) • Tourism related functions performed by MBDA & UDDI successfully coordinated by/through NMBT 	EDTA	High	R1,5m	2006/07
Proper co-ordination and alignment of tourism related functions performed by various Business Units within NMBT	<ul style="list-style-type: none"> • Tourism related functions performed by the following business units successfully reviewed and aligned: <ul style="list-style-type: none"> • EDTA • Recreation & Cultural Services • Environmental Services • Safety & Security <p>Strategic plans and business plans of the above mentioned business units successfully aligned</p>	Municipal Manager	High	R50 000	2006/07
To ensure proper restructuring and capacitate of the EDTA to perform strategic tourism related functions	<ul style="list-style-type: none"> • A separate unit for tourism development successfully established within the EDTA Business Unit • The Tourism Development Unit successfully capacitated to perform the following functions: <ul style="list-style-type: none"> • Policy & strategy formulation • Coordination of key stakeholders in the tourism industry • Facilitation of Tourism Enterprise Development • Meaningful Community empowerment (including functioning of CTF's) • Monitoring & evaluation • Monitoring & evaluation System developed to track progress & impact made with regard to the transformation of the industry and tourism enterprise development 	EDTA	High	R2m	2006/07 /08

8.8 TOURISM ENTERPRISE DEVELOPMENT

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To provide a conducive environment for SMME development and promotion	<ul style="list-style-type: none"> Existing relevant by-laws identified and reviewed to identify any bottlenecks that may exist regarding trade and effective marketing & promotion of emerging entrepreneurs in the tourism industry Developed bylaw regarding provision of tourism related information, suppliers and procurement processes of all tourism establishments within the Metropole 	Office of the Municipal Manager	High	R200 000	2006/07
To allocate adequate resources to support and promote Tourism Enterprise Development within the Metropole	<ul style="list-style-type: none"> Dedicated personnel appointed to facilitate, coordinate and monitor functions related to tourism enterprise development within the Metropole, including mobilisation of resources for execution of this function Funding levels and mechanism for tourism enterprise development reviewed and upgraded to improve the current coverage & to fast track the transformation challenges within the Metropole Structured and closely monitored partnership agreement/s with public and private sector institutions established to leverage technical support and additional funding for tourism enterprise development 	EDTA	High	R200 000	2007/08
To develop and maintain a database on business support services for Emerging Entrepreneurs in the tourism industry	<p>A database established and managed on the following:</p> <ul style="list-style-type: none"> Available opportunities for emerging entrepreneurs in the tourism industry Funding institutions and criteria/requirements to access funding from various institutions Accredited providers that can assist with feasibility studies and business plans Markets, service levels standards and access information Available training programmes 	EDTA	High	R200 000	2007/08
To develop and implement a Skills & Mentorship Programme for Emerging Tourism Enterprises	<ul style="list-style-type: none"> Skills Development Plan for emerging Tourism Enterprises developed and approved. Mentorship programme for emerging entrepreneurs developed and approved. Funding secured. Partnership agreement and service level agreement on implementation concluded. 	EDTA	High	R250 000	2007/08
To develop and aggressively implement a support programme for artists and crafters to facilitate the development of culture and heritage tourism within the Metropole	<ul style="list-style-type: none"> A comprehensive audit report of the Arts and Craft Sector within the Metropole The existing database on arts, craft & culture updated and restructured (and aligned with the NMBT database) Key/ Strategic SMME opportunities for the development and promotion of cultural heritage tourism identified, packaged and effectively communicated A well integrated support programme developed and packaged for arts and craft development in the Metropole Resources mobilized for Arts and Craft development as an integral part of culture & heritage tourism development and promotion 	EDTA & Cultural Services	High	R500 000	2007/08

8.9 SKILLS DEVELOPMENT

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
Comprehensive Skills Plan for all the tourism sub-sectors	<ul style="list-style-type: none"> Skills audit report & skills plan for the following Tourism sub-sectors (not covered during the initial skills plan): <ul style="list-style-type: none"> Arts & Culture Travel & Tourism (Airlines & Travel Agencies, Tour Operators & Tour guiding) Conservation (Wild Life & Nature Reserves) Gambling/Gaming 	EDTA	Medium	R250 000	2008
	Comprehensive skills audit & skills plan for the following business unit within the Metropole: <ul style="list-style-type: none"> Recreation & Cultural Services (Culture & Heritage Tourism as well as Beach Tourism purposes) Environmental Services (Eco-tourism development purposes) 			R200 000	2008
To establish an affordable and accessible School of Tourism	<ul style="list-style-type: none"> Detailed feasibility study on the establishment of a more affordable and accessible school of tourism Private sector companies successfully mobilised to fund the required infrastructure for the School of Tourism Affordable and accessible School of Tourism successfully established. 	EDTA NMBT EDTA EDTA	Medium	R300 000	2008/09 – 2009/10
To facilitate partnership agreements with Port Alfred School	<ul style="list-style-type: none"> Package incentives to subsidise students MOU signed by both parties 				
To improve the skills levels within the hospitality industry	<ul style="list-style-type: none"> Partnership with THETA to do an RPL assessment within the hospitality industry RPL assessment of Chefs and other occupational categories successfully done to encourage staff to obtain qualification in the hospitality industry 	EDTA EDTA	Medium	R150 000	2008/09
To develop and retain a solid skills base	<ul style="list-style-type: none"> Learnerships and skills programmes in the following areas successfully organised and implemented: <ul style="list-style-type: none"> Hotel management and B&B operations Executive Chefs & professional cooks Generic management competencies Performance management Change management Diversity management Human resource management Supervisory skills Public & Customer relations Tourism Information management 	EDTA	High	R1m	2008/09 – 2009/10

8.10 STRATEGIC FRAMEWORK FOR TOURISM MARKETING

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To increase the Brand awareness & develop supporting product offerings	<ul style="list-style-type: none"> Brand awareness programme developed and properly packaged Launch of the new brand Effective implementation of brand awareness campaign 	NMBT	Medium	R1,5m	2007/08
To properly and effectively promote the Metropole as the key tourist destination	<ul style="list-style-type: none"> Re-designed website An awareness & educational campaigns focusing on the following issues: <ul style="list-style-type: none"> Creating a culture of friendliness towards tourists Awareness & appreciation of tourist safety Benefits to the Metropole and its communities as a host city for 2010 and post 2010 	NMBT	High	R200 000	2006/07
	<ul style="list-style-type: none"> Continuously updated internet - targeting foreign market 	NMBT	High	R600 000	Annually
	<ul style="list-style-type: none"> Regular advertisements on radios, television, newspapers and magazines targeting domestic market 	NMBT	Medium	R200 000	Annually
	<ul style="list-style-type: none"> Promotional material aligned to branding identified and developed 	NMBT	High	R1,5m	Annually
	<ul style="list-style-type: none"> Development & implementation of Nelson Mandela Pass 	NMBT	High	R600 000	2006/7
	<ul style="list-style-type: none"> Identified and prioritised trade shows that will be attended by the Metropole 	NMBT	High	R1,5m	Annually
To ensure the effective marketing of the Metropole	<ul style="list-style-type: none"> Increased budget on domestic market specifically Inter-provincial tourism. [Currently Eastern Cape is dominated by intra-provincial tourists which is characterised by low spending] A marketing plan developed for foreign market - targeting the tourists from various African Countries Marketing strategy aligned with the findings of SA Tourism on the available market research on foreign market [which indicates the following countries as the main source market for South Africa France, Germany, Italy, Netherlands and UK] 	EDTA NMBT NMBT	High	R2m	Annually
To increase number of tourists visiting the Metropole during the off-peak seasons	<ul style="list-style-type: none"> Properly packaged winter sports e.g. surfing Packaged & promoted winter events Host provincial and national conferences & exhibitions Packaged discounted rates around nature reserves to encourage people in game watching. Promotions on whale watching in winter. 	NMBT	High	R800 000	2006/07

8.11 MARKET RESEARCH

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To establish well resourced credible market research unit	Establishment of a unit dedicated to market research to ensure ongoing market research and integrity of the market intelligence information (explore the possibility of utilising the existing agreement with the NMMU)	EDTA NMBT NMMU PERCCI	High	R1m	2007/08
	A comprehensive primary research studies on the following issues: needs & expenditure of cruise tourists, places of origin and destination of tourists using airport , car rentals and bus charter & intercity bus companies	Market Research Unit		R800 000	2007/08
	Operational budget for the unit	EDTA		R3,5m	Annually
Undertake comprehensive primary market research studies to establish a more credible base line for NMBT tourism growth projections	<ul style="list-style-type: none"> • Profile of the NMB primary, secondary and pioneering market • Primary, secondary and pioneering domestic & foreign tourism markets determined for NMB • Undertake primary research on African foreign tourism markets 	Market Research Unit			

8.12 TRANSFORMATION OF THE OWNERSHIP & STRATEGIC MANAGEMENT STRUCTURES IN THE TOURISM INDUSTRY

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To ensure substantial ownership by blacks in new tourism development initiatives	<ul style="list-style-type: none"> • By-law developed & approved, legislating private companies to provide the Metropole with information on ownership and strategic management. • All the tourism development initiatives/projects that could be utilized for the transformation purposes identified. • Prime land identified that could be used for tourism development purpose & implementation of the transformation programme for the Metropole identified. 	EDTA, NMBT, Business Unit Planning & Housing	High	R500 000	2007/08
To promote the effective participation of blacks in strategic management positions in the tourism industry within the Metropole	<ul style="list-style-type: none"> • Agreement with THETHA to provide bursaries for training of hoteliers signed • Strategic partnership between Metropole & key tourism establishments/enterprises to package, develop & implement mentorship and accelerated management development programme for blacks 	EDTA, NMBT, THETHA,	High	R800 000	2007/08
To promote substantial ownership by blacks of the existing tourism establishments & related enterprises	<ul style="list-style-type: none"> • All the tourism enterprise & establishments identified that have no substantial representation of blacks within their ownership & strategic management • The NMBT data base upgraded to provide information on the ownership & management structures • Periodic publications of tourism establishments & enterprises that are in full compliance with the transformation agenda • Identified & packaged incentives to encourage the existing tourism enterprises to comply with the tourism carter (to include discounted municipal rates for a particular time etc) • A Packaged support programme to enable blacks to participate meaningfully in the ownership structures in the tourism industry (including funding mechanism) • Tourism establishments and enterprises that are not complying identified and blacklisted • Travel agencies utilized by various government institutions within the Metropole but not complying blacklisted. 	EDTA, NMBT, CTOs	Medium	R1,5m	2008/09/10

8.13 TRANSPORTATION NETWORK & ACCESSIBILITY ISSUES

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To development proper signage for all tourists infrastructure, facilities and tourism routes	Proper signage to all tourist products within the Metropole.	NMBT and Engineering & Infrastructure Business Unit	High	R1m	2007/08
To provide tourist information services	<ul style="list-style-type: none"> Establishment of a satellite tourist information office at PE Airport 	NMBT	High		2006/07
To develop and market tourists routes	<ul style="list-style-type: none"> Identify, package and develop tourist routes within the Metropole Linkages established with the existing tourist routes that are outside the metro 	NMBT and EDTA	High	R1m	2007/08
To facilitate development of the appropriate supporting infrastructure for sea cruise tourism	<ul style="list-style-type: none"> Market research on sea cruise tourism successfully undertaken. Harbour Development Packaging transportation & entertainment facilities 	Engineering & Infrastructure Business Unit EDTA & Transportation Business Unit	High	R800 000	2007/08/09

8.14 MEANINGFUL PARTICIPATION OF COMMUNITIES

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
Establishment and operationalisation and proper resourcing of all Community Tourism Organisations	<ul style="list-style-type: none"> • Constitutions for all CTOs finalised and adopted and management executive committees in place • Five year strategic/business plans for all CTOs developed and approved (to be reviewed annually) • Financial management and admin policies for CTOs developed and approved • Long-term funding mechanism for CTO agreed to and funding for operations of CTOs secured • Service level agreement between the Metropole and CTOs developed regarding utilisation of funds (from the Metropole) concluded • Offices for all CTOs established and resourced • Tourism information management system installed in all the offices of CTOs 	EDTA NMBT CTOs	High	R450 000	2006 - 08
To ensure effective capacity building of CTO	<ul style="list-style-type: none"> • Skills audit of all the members of the executive/management committees of CTOs undertaken • Capacity development programme for members of management committees & other CTO members developed and approved • Funding for implementation of the capacity building programme secured and the programme successfully implemented 	EDTA CTOs	High	R500 000	2007/08
To ensure proper organisation of annual local tourism indabas	<ul style="list-style-type: none"> • Agreement on the target month for annual local tourism indaba concluded, including the agenda for this annual event • Committee for organising local tourism indaba established • Funding mechanism for the indaba agreed to <p>Local annual tourism indaba successfully organised (its terms of reference will include Monitoring & evaluation of the tourism master plan)</p>	CTO's CTO's	Medium Medium	R100 000 R400 000	2008/09 Annually

8.15 TOURISM AWARENESS & EDUCATION

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To package and effectively implement tourism awareness campaigns	<ul style="list-style-type: none"> • Tourism awareness campaigns and education programmes developed and approved • Funding for the implementation of the programme secured • Management committee members for CTOs trained on the implementation of the campaigns and certain components of education programmes • Service providers to assist with the implementation of the programme appointed (opportunity for black emerging entrepreneurs) • Material on tourism awareness developed 	NMBT CTOs	High	R600 000	2007/08
To establish and maintain public private partnership agreements on tourism awareness and education	<ul style="list-style-type: none"> • Partnership agreements with media and private sector companies on the implementation of the programme concluded (negotiating free/discounted) slots/space • Partnerships with schools and various education and training institutions on the implementation and periodic reviews and evaluations of the programme concluded 	EDTA NMBT	Medium	R50 000	2007/08
To develop and effectively implement a tourism the Metropole	<ul style="list-style-type: none"> • Tourism ambassador programme for the Metropole developed and approved ambassador programme for (targeting local youth) • Funding mechanism for the programme agreed • Programme launched and implemented • Continuous ongoing awareness campaigns • Periodic reviews and evaluations on the impact of the programme on tourism awareness , education and promotion 	EDTA NMBT EDTA	High High	R500 000 R1m	2006 Annually

8.16 MEANINGFUL PARTICIPATION OF COMMUNITIES

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
Establishment and operationalisation and proper resourcing of all Community Tourism Organisations	<ul style="list-style-type: none"> • Constitutions for all CTOs finalised and adopted and management executive committees in place • Five year strategic/business plans for all CTOs developed and approved (to be reviewed annually) • Financial management and admin policies for CTOs developed and approved • Long-term funding mechanism for CTO agreed to and funding for operations of CTOs secured • Service level agreement between the Metropole and CTOs developed regarding utilisation of funds (from the Metropole) concluded • Offices for all CTOs established and resourced • Tourism information management system installed in all the offices of CTOs 	EDTA NMBT CTOs	High	R450 000	2006 - 08
To ensure effective capacity building of CTO	<ul style="list-style-type: none"> • Skills audit of all the members of the executive/management committees of CTOs undertaken • Capacity development programme for members of management committees & other CTO members developed and approved • Funding for implementation of the capacity building programme secured and the programme successfully implemented 	EDTA CTOs	High	R500 000	2007/08
To ensure proper organisation of annual local tourism indabas	<ul style="list-style-type: none"> • Agreement on the target month for annual local tourism indaba concluded, including the agenda for this annual event • Committee for organising local tourism indaba established • Funding mechanism for the indaba agreed to <p>Local annual tourism indaba successfully organised (its terms of reference will include Monitoring & evaluation of the tourism master plan)</p>	CTO's CTO's	Medium Medium	R100 000 R400 000	2008/09 Annually

8.17 TOURISM AWARENESS & EDUCATION

OBJECTIVE	KEY DELIVERABLES	RESPONSIBLE PERSON	PRIORITY	BUDGET	TIME
To package and effectively implement tourism awareness campaigns	<ul style="list-style-type: none"> • Tourism awareness campaigns and education programmes developed and approved • Funding for the implementation of the programme secured • Management committee members for CTOs trained on the implementation of the campaigns and certain components of education programmes • Service providers to assist with the implementation of the programme appointed (opportunity for black emerging entrepreneurs) • Material on tourism awareness developed 	NMBT CTOs	High	R600 000	2007/08
To establish and maintain public private partnership agreements on tourism awareness and education	<ul style="list-style-type: none"> • Partnership agreements with media and private sector companies on the implementation of the programme concluded (negotiating free/discounted) slots/space • Partnerships with schools and various education and training institutions on the implementation and periodic reviews and evaluations of the programme concluded 	EDTA NMBT	Medium	R50 000	2007/08
To develop and effectively implement a tourism ambassador programme for the Metropole	<ul style="list-style-type: none"> • Tourism ambassador programme for the Metropole developed and approved (targeting local youth) • Funding mechanism for the programme agreed • Programme launched and implemented • Continuous ongoing awareness campaigns • Periodic reviews and evaluations on the impact of the programme on tourism awareness , education and promotion 	EDTA NMBT EDTA	High High	R500 000 R1m	2006 Annually

9. CLASSIFICATION OF PROJECT IN TERMS OF SHORT – LONG TERM

9.1 Short – medium term Projects

DEVELOPMENT OBJECTIVE	PROJECTS
<p>To ensure proper packaging and development of tourism products to support the new tourism strategic vision of the metropole</p>	<p>BEACH TOURISM DEVELOPMENT</p> <ul style="list-style-type: none"> • Development of coastal & beach management policy • Popularisation of the integrated beachfront & coastal plan • Redevelopment of Bay world • Beach front development • Packaging & promotion of water related events • Re-branding the main popular beaches • Maintenance of the Blue flag status to threes beaches • Management plan for recreational facilities <p>CULTURE AND HERITAGE</p> <ul style="list-style-type: none"> • Development & promotion of political heritage routes • Development and proper maintenance of a comprehensive database of heritage sites • Development & maintenance of database on the heritage sites • Development of documentary on the history of the Metropole (arrival of settlers & industrial revolution) • Development of craft development strategy • Packaging a support programme for performing arts • Operationalisation and promotion of the Red Location Museum • Development of cultural village for Amakhosa & Khoi-san • Upgrading of the existing heritage infrastructure and development of maintenance/management plan for all heritage sites • Packaging and promotion of an annual cultural event <p>WILD LIFE AND NATURE RESERVES</p> <ul style="list-style-type: none"> • Installation of tourism management information system in all the municipal nature reserves • Development of a comprehensive up-to-date database on the available fauna and flora in the various nature reserves • Development of management plans and a management system for municipal owned nature reserves • Development of a marketing plan for the nature reserves
<p>Business & Conferencing</p>	<ul style="list-style-type: none"> • Model for institutional arrangements for ICC development and mobilisation of private sector investments
<p>Sports and adventure tourism development</p>	<p>PREPARATION FOR THE 2010 WORLD CUP</p> <ul style="list-style-type: none"> • Stadium development in preparation for 2010 world cup • Installation of facilities for drive-in screening of sports events and supporting infrastructure for sports cafes in preparation for the world cup • Partnership with some private facilities established to provide sports café facilities • Exposure visits to previous host cities to acquire experience on the preparation and management of world events by host cities • Database development and capacity development of property owners prepared to use their facilities as additional accommodation facilities for visiting tourists • Packaging cultural events and other forms of entertainment for visiting tourist during the 2010 world cup • Structuring partnership agreement with local commuter bus and taxi associations/owners on transportation of visitors to and from the stadium • Agreement with the South African Tourism Grading Council Tourism , THETA and local tourism associations/product owners regarding the review and maintenance of service standards • Training of people/targeting restaurants on the preparation of different tourism cuisines • Packaging and implementation of a campaign on tourist safety and friendliness
<p>To ensure proper structuring and development of tourism institutional support structures</p>	<ul style="list-style-type: none"> • Structuring and capacity building of NMBT as Destination Management Organisation • Restructuring of EDTA Business Unit to upgrade and better resource the tourism unit and ensure better alignment with tourism related functions performed by other business units • Streamline and integrate various tourism related function performed by the various business units
<p>To transform the tourism industry in accordance with the tourism BEE Charter</p>	<ul style="list-style-type: none"> • Development of a bylaws legislating the provision and publishing of the information on the ownership structure, staffing level, equity and suppliers of the tourists facilities and service providers within the tourism industry • Development of a database on business support services for emerging entrepreneurs • Undertake a comprehensive audit of the ownership & management structure as well as suppliers of tourists facilities

DEVELOPMENT OBJECTIVE	PROJECTS
	<ul style="list-style-type: none"> Establish one stop service, within the EDTA Business Unit to promote Tourism Enterprise Development and link with other provincial and national initiatives Package, facilitate and monitor effective implementation of a mentorship programme for emerging black tourism entrepreneurs.
To effectively market NMBM as a key tourist destination in SA and create a strong brand awareness	<ul style="list-style-type: none"> Brand awareness campaign Development of a detailed events strategy Develop marketing plan for various market segments including African Foreign Tourism Markets Develop and implement a marketing plan for African countries Re-design the websites to align with the strategic vision and provide more information on the primary attraction of the Metropole Develop marketing plan for various tourism related events Properly package the winter sport events Alignment of promotional material
To develop and retain a solid skills base for successful tourism development and marketing	<ul style="list-style-type: none"> Skills audit in the following tourism sub-sectors: travel & tourism; conservation; gambling, arts & culture RPL assessment and certification of staff members in the craft & service occupational categories Organise and implement the following training programmes (Hotel management and B&B operations, Executive Chefs & professional cooks; Generic management competencies, performance management; Change management; Diversity management ; Public & Customer relations and Tourism Information management) Skills audit & staff development plan for business units directly involved in tourism development (EDTA, Recreation & culture, Environmental services & NMBT) Partnership with PE FET College in resourcing their hospitality school
To establish and maintain a credible tourism market intelligence information	<ul style="list-style-type: none"> Establishment of a unit dedicated to market research to ensure ongoing market research and integrity of the market intelligence information A comprehensive primary research studies on the various market segments, profile of the primary, secondary and pioneering market on domestic and foreign markets
Transportation network and accessibility issues	<ul style="list-style-type: none"> Provision of parking bays Proper signage Tourist route development
Meaningful participation of communities	<ul style="list-style-type: none"> Operationalisation and proper resourcing of the community tourism organisations Capacitation of members of the Community Tourism Forum Annual Local Tourism Indaba
To increase levels of tourism awareness	<ul style="list-style-type: none"> Development & implementation of tourism awareness & education programme Development and implementation of training programme for tourism ambassador

9.2 Medium – Long term projects

DEVELOPMENT OBJECTIVE	PROJECTS
To ensure proper packaging and development of tourism products to support the new tourism strategic vision of the metropole	<p>BEACH TOURISM DEVELOPMENT</p> <ul style="list-style-type: none"> Resort development <p>CULTURE AND HERITAGE</p> <ul style="list-style-type: none"> Development & operationalisation of statue of freedom Cultural precinct Upgrading of the existing heritage infrastructure and development of maintenance/management plan for all heritage sites <p>WILD LIFE AND NATURE RESERVES</p> <ul style="list-style-type: none"> Development of accommodation & amenities in some of the municipal nature reserves
Business & Conferencing	<ul style="list-style-type: none"> Upgrading of the Feather Market Centre Development and operationalisation of the ICC
Development and promotion of sports tourism	<ul style="list-style-type: none"> Development of integrated promotional plan for sport tourism Packaged and promoted hiking and horse trails within the Metropole identified and/or well packaged and promoted Packaged and promoted aqua sport within the Metropole
To develop and retain a solid skills base for successful tourism development and marketing	<ul style="list-style-type: none"> Development of a hotel school, which is accessible and affordable



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