

## SECTION 2. ACTIONS, ROLES AND RESPONSIBILITIES OF VARIOUS PLANS

### 2.1 INTRODUCTION

The first step in formulating the Institutional Development Plan is to determine the actions, roles and responsibilities required to implement the various plans forming the Buffalo City Tourism Master Plan.

In this section we summarise the actions, roles and responsibilities of the following plans that make up the Buffalo City Tourism Master Plan, namely:

- Phase 7: Tourism Development Plan
- Phase 8: Environmental Management Proposals
- Phase 9: Socio-Cultural Management Proposals
- Phase 10: Skills Development Programme
- Phase 12: Enterprise Development and Support Programme
- Phase 14: Tourism Marketing Plan

This section only summarise the actions, roles and responsibilities required to implement the recommended plans and recommends the institution required to implement the actions. The recommended institution does not yet take into account the existing institutions that will be evaluated in **Section 3**.

The actions, roles and responsibilities are detailed in **Annexure B**.

### 2.2 TOURISM DEVELOPMENT PLAN

#### 2.2.1 Required Actions, Roles and Responsibilities

**Phase 7: Tourism Development Plan** deals with the identification and implementation of tourism development projects. The Tourism Development Plan does not deal with the development of entrepreneurs or a business. This type of development is dealt with in **Phase 10: Skills Development Programme** and **Phase 12: Enterprise Development and Support Programme**.

The actions, roles and responsibilities of the Tourism Development Plan revolve around the identification, facilitation and implementation of specific tourism development projects in identified areas within the Buffalo City Municipality.

### **2.2.2 Required Institution**

The Tourism Development Plan requires an institution to take ownership of the tourism development concepts identified in **Phase 7** and we recommend that this responsibility vests in a separate, dedicated institution.

These concepts would need to be evaluated and prioritised based on the overall needs and objectives of the Buffalo City Municipality. The prioritisation of these concepts in the Tourism Master Plan, based on tourism needs and objectives, would need to be taken into account.

Once the tourism concepts have been prioritised additional studies can be undertaken such as environmental impact assessments, traffic and engineering studies, etc to assess the viability of these projects. Once the studies have been completed, the viable projects can be packaged and put to tender for private sector investment, PPS or actioned by the Public Sector alone.

These tenders then need to be adjudicated, awarded and monitored as they are constructed and operated. The process then needs to be repeated to identify, facilitate and implement further new tourism development projects.

We recommend that the responsible institution have dedicated development officers who are skilled in project development, investment marketing and finance. We recommend that these development officers be responsible for a specific economic sector and that a dedicated tourism development officer be included. Development officers should then have specific knowledge or a background in their allocated economic sector to ensure that the specific requirements of specific development project be understood.

The institution responsible for the actions of the Tourism Development Plan would need to work closely with the institution responsible for the Skills and Enterprise Development and Support Programmes as a situation may arise where a new business could be developed to take advantage of an identified tourism project.

However, we do not believe that the institution responsible for the implementation of the Tourism Development Projects should also be responsible for the development and training of new entrepreneurs.

## 2.3 ENVIRONMENTAL MANAGEMENT PROPOSALS

### 2.3.1 Required Actions, Roles and Responsibilities

**Phase 8: Environmental Management Proposals** identified the environmental concerns and management requirements for the priority tourism development concepts. These management proposals can be applied to any new tourism development project in Buffalo City.

The actions, roles and responsibilities of the Environmental Management Proposals revolve around the assurance that the environment is protected with each new and existing tourism development. This encompasses the responsibility to ensure that environmental impact assessments are completed for each new development project and that existing projects do not contravene the Buffalo City Integrated Environmental Management Plan.

### 2.3.2 Required Institution

The responsibility for implementing these actions lies with all institutions that are involved with tourism but also impacts any kind of new development in Buffalo City. An institution with wider responsibility than just tourism and specific responsibility for environmental management should thus act as the implementation agent for the Tourism Environmental Management Proposals.

The required institution would be an institution dedicated to environmental protection of all the natural resources of Buffalo City. The institution should perform this task not only for tourism but also for all economic sectors.

We also recommend that the institution responsible for Tourism Development Projects be made responsible for ensuring that the Environmental Management Proposals are adhered to for each new tourism development project.

## 2.4 SOCIO-CULTURAL MANAGEMENT PROPOSALS

### 2.4.1 Required Actions, Roles and Responsibilities

**Phase 9: Socio-Cultural Management Proposals** highlight the impact of tourism developments on the culture of communities and recommends mitigation measures and actions to manage these impacts.

The socio-cultural management proposals revolve around two broad recommendations, namely community involvement and delivering community training and tourism awareness programmes. The delivery of community training and tourism awareness programmes is included in the Skills and Enterprise Development and Support Programme.

### 2.4.2 Required Institution

The actions, roles and responsibility of involving the community in tourism development projects in their area should vest with the same institution responsible for the Tourism Development Plan. These actions, roles and responsibilities should be part of the normal procedure to involve communities in developments that will affect them in some way.

We recommend that the responsible institution have a dedicated community facilitation officer to ensure that these actions are implemented for each tourism development project.

## 2.5 SKILLS AND ENTERPRISE DEVELOPMENT AND SUPPORT PROGRAMME

### 2.5.1 Required Actions, Roles and Responsibilities

The Skills and Enterprise Development and Support Programme incorporates recommendations on **Phase 9: Socio-Cultural Management Proposals**, **Phase 10: Skills Development Programme** and **Phase 12: Enterprise Development and Support Programme**.

The actions, roles and responsibilities of the Skills and Enterprise Development and Support Programme revolve around the following main recommendations:

- The establishment of a representative Quality Tourism Forum to guide and monitor skills development in Buffalo City;
- The implementation of tourism awareness programmes to inform communities on the benefits, advantages and disadvantages of tourism;
- The implementation of school programmes to involve learners in tourism programmes and projects;
- The implementation of tourist education programmes to inform tourists on cultural, environmental, safety, etc;
- The implementation of enterprise development and support programmes to develop and support tourism entrepreneurs and businesses.

### 2.5.2 Required Institution

The actions, roles and responsibilities to implement these recommendations should vest with a separate, dedicated institution or at least a division of a tourism-implementing agent to ensure that effective implementation occurs.

The institution or division should be staffed with competent individuals that have a background in training and community and enterprise development and that are well versed in the programmes available on a provincial and national level.

## 2.6 TOURISM MARKETING PLAN

### 2.6.1 Required Actions, Roles and Responsibilities

**Phase 14: Marketing Plan** details the actions, roles and responsibilities required to effectively market Buffalo City as a destination. The report includes various recommendations as to marketing actions including:

- Personal selling;
- Attending trade fairs;
- Public relations;
- Familiarisation trips;
- Advertising;
- Events and workshops;
- Direct mail;
- Website;
- Cooperative marketing;
- Merchandising; and

- Operational issues.

**2.6.2 Required Institution**

We recommend that a separate, dedicated institution be responsible for the marketing of Buffalo City as a destination in order to ensure effective implementation of all marketing actions. The institution should be staffed with dedicated staff who will focus on the main objective of the institution and that are experienced in marketing and information provision.

**2.7 CONCLUSION**

Based on the actions, roles and responsibilities required to implement the Tourism Master Plan we recommend that 3 distinct institutions be responsible for the various actions as indication below.

Institution 1	Tourism Development Plan, Environmental Management Proposals & Socio-Cultural Management Proposals (during development)
Institution 2	Skills & Entrepreneur Development and Support Programme and Socio-Cultural Management Proposals (Awareness)
Institution 3	Tourism Marketing

There should be close cooperation between these institutions. We do not recommend that all of the actions, roles and responsibilities be vested in one institution as this may dilute certain actions, roles and responsibilities. With 3 distinct institutions, with specific objectives it is more likely that effective implementation will be achieved.

In the following section we detail the existing institutions to analyse their capacity to fulfil these actions, roles and responsibilities.