

Objective	Action	To be completed end of year:										Responsible Institution	Performance Indicator
		1	2	3	4	5	6	7	8	9	10		
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013		
Tourism Product Development	Transfer recommended tourism projects to BCDA	X										BCT	
	Review tourism projects and conduct additional studies as necessary including environmental, traffic, engineering, financial, etc	X										BCDA	
	Put tourism projects to tender		X		X		X		X		X	BCDA	
	Adjudicate tender process		X		X		X		X		X	BCDA	
	Award tenders		X		X		X		X		X	BCDA	
	Construction of tourism projects			X	X	X	X	X	X	X	X	Private Sector	
	Opening of new tourism projects				X	X	X	X	X	X	X	Private Sector	Number of new tourism projects
	Ensure that the environment management proposals are adhered to for each new project such as conducting an EIA, adhering to the Buffalo City Integrated Environmental Management Plan, etc		X	X	X	X	X	X	X	X	X	BCDA	EIA conducted on each project
Ensure that the socio-cultural management proposals are adhered to such as community consultation, tourism awareness programmes, etc		X	X	X	X	X	X	X	X	X	BCDA	Community participation on each project	

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Skills and Enterprise Development and Support	Education and Training Provision:													
	Establish Quality Tourism Forum	X										LED	Quality Tourism Forum Established	
	Form partnerships with Education and Training Institutions	X										LED	Number of partnerships formed	
	Quality Tourism Forum to develop and agree quality indicators	X										LED	Agreement of quality indicators	
	Quality Tourism Forum to establish measurement tools to measure quality indicators	X										LED	Establishment of measurement tools	
	Monitor and review quality indicators	X	X	X	X	X	X	X	X	X	X	X	LED	Annual review report
	Implement recommended programmes through partnerships	X	X	X	X	X	X	X	X	X	X	X	LED	Number of programmes implemented
	Tourism Awareness:												LED	
	Identify recipients of tourism awareness programmes	X											LED	Number of recipients identified
	Agree programmes as recommended	X											LED	

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	Establish partnerships with Municipal delivery mechanisms e.g. Business Bus, One-Stop-Shop, etc	X											LED	Number of partnerships established
	Implement recommended programmes through partnerships	X	X	X	X	X	X	X	X	X	X	X	LED	Number of programmes implemented
	School Programmes:													
	Establish partnerships with schools that offer tourism as a senior certificate subject	X											LED	Number of partnerships established
	Agree programmes as recommended	X											LED	
	Implement recommended programmes through partnerships	X	X	X	X	X	X	X	X	X	X	X	LED	Number of programmes implemented
	Tourist Education Programmes:													
	Agree content of tourist education	X											LED & BCT	
	Design and produce information brochure for tourists educating them on cultural, environmental, safety, etc aspects	X											LED & BCT	Brochure designed
	Distribute brochure widely to tourists	X											LED & BCT	Number of brochures distributed

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	Enterprise Development and Support Programme:												
	Establish the Tourism Small Business Support Function within the LED	X										LED	
	Identify Tourism SMME's to assist	X										LED	Number of SMME's identified
	Agree programmes as recommended	X										LED	
	Form partnerships with Education and Training Institutions, Municipal delivery mechanisms and national and provincial SMME programmes	X										LED	Number of partnerships established
	Implement recommended programmes through partnerships	X	X	X	X	X	X	X	X	X	X	LED	Number of programmes implemented
Tourism Marketing	Personal Selling:												
	Obtain and maintain listings of tour operators, travel agents, special interest associations, PCO's & sport associations	X	X	X	X	X	X	X	X	X	X	BCT	
	Telephone calls to travel agents and tour operators	X	X	X	X	X	X	X	X	X	X	BCT	Number of telephone calls
	Buffalo City Workshop and events	X	X	X	X	X	X	X	X	X	X	BCT	Number of events

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	Ongoing gathering of intelligence from trade	X	X	X	X	X	X	X	X	X	X	BCT	
	Assist with trade show arrangements and attending trade shows	X	X	X	X	X	X	X	X	X	X	BCT	Number of assistance
	Develop and implement familiarisations for travel intermediaries and the media	X	X	X	X	X	X	X	X	X	X	BCT	Number of familiarisations
	Gathering intelligence on competitor destinations	X	X	X	X	X	X	X	X	X	X	BCT	
	Trade Fairs:												
	Attend WTM in conjunction with Eastern Cape Tourism Board	X	X	X	X	X	X	X	X	X	X	BCT	
	Attend ITB in conjunction with Eastern Cape Tourism Board	X	X	X	X	X	X	X	X	X	X	BCT	
	Attend Indaba with a separate stand including the private sector	X	X	X	X	X	X	X	X	X	X	BCT	
	Attend the Getaway Shows in Durban, Cape Town and Johannesburg with a separate stand	X	X	X	X	X	X	X	X	X	X	BCT	
	Attend the Motor and Outdoor Adventure Show with a separate stand	X	X	X	X	X	X	X	X	X	X	BCT	
	Attend 2 or 3 regional events with a separate stand	X	X	X	X	X	X	X	X	X	X	BCT	

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	Public Relations:													
	Articles and editorials in general travel and specialist print media	X	X	X	X	X	X	X	X	X	X	X	BCT	Number of articles and editorials
	Coverage on radio and TV travel and news programmes	X	X	X	X	X	X	X	X	X	X	X	BCT	Number of radio and TV mentions
	Familiarisations:													
	Familiarisation trip for media	X	X	X	X	X	X	X	X	X	X	X	BCT	Number of familiarisations
	Familiarisation trip for tour operators	X	X	X	X	X	X	X	X	X	X	X	BCT	Number of familiarisations
	Familiarisation trip for travel agents	X	X	X	X	X	X	X	X	X	X	X	BCT	Number of familiarisations
	Familiarisation trip for PCO's	X	X	X	X	X	X	X	X	X	X	X	BCT	Number of familiarisations
	Familiarisation trip for sport governing bodies	X	X	X	X	X	X	X	X	X	X	X	BCT	Number of familiarisations
	Advertising:													
	Targeted print advertising in market segments	X	X	X	X	X	X	X	X	X	X	X	BCT	Increase in visitor numbers
	Production of one 30 second radio add to be flighted on local radio stations in Cape Town, Durban and Johannesburg.	X	X	X	X	X	X	X	X	X	X	X	BCT	
	Events and Workshops:													

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	Event for media	X	X	X	X	X	X	X	X	X	X	BCT	Number of events
	Event and workshop for tour operators	X	X	X	X	X	X	X	X	X	X	BCT	Number of events
	Event and workshop for travel agents	X	X	X	X	X	X	X	X	X	X	BCT	Number of events
	Event and workshop for PCO's	X	X	X	X	X	X	X	X	X	X	BCT	Number of events
	Event and workshop for sport governing bodies	X	X	X	X	X	X	X	X	X	X	BCT	Number of events
	Direct Mail:	X	X	X	X	X	X	X	X	X	X		
	Direct mail/ e-mail to media	X	X	X	X	X	X	X	X	X	X	BCT	Number of mentions in the media
	Direct mail/ e-mail to tour operators	X	X	X	X	X	X	X	X	X	X	BCT	Increase in visitors
	Direct mail/ e-mail to travel agents	X	X	X	X	X	X	X	X	X	X	BCT	Increase in visitors
	Direct mail/ e-mail to PCO's	X	X	X	X	X	X	X	X	X	X	BCT	Increase in visitors
	Direct mail/ e-mail to sport governing bodies	X	X	X	X	X	X	X	X	X	X	BCT	Increase in visitors
	Direct mail/ e-mail to special interest associations	X	X	X	X	X	X	X	X	X	X	BCT	Increase in visitors
	Website:												
	Redesign of website	X										BCT	Redesigned website
	Listing of website with search engines	X										BCT	Number of listings

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	Inclusion of website on all marketing material	X	X	X	X	X	X	X	X	X	X	BCT	
	Maintenance and updating of website	X	X	X	X	X	X	X	X	X	X	BCT	
	Cooperative Marketing:												
	Compilation of package with domestic travel intermediary	X	X	X	X	X	X	X	X	X	X	BCT	Increase in visitors
	Merchandising												
	Identify merchandising opportunities	X	X	X	X	X	X	X	X	X	X	LED	Number of opportunities identified
	Identify merchandise manufacturers	X	X	X	X	X	X	X	X	X	X	LED	Number of manufactures identified
	Produce merchandise	X	X	X	X	X	X	X	X	X	X	LED	
	Sell merchandise	X	X	X	X	X	X	X	X	X	X	LED	Profit from merchandise sales
	Operational Issues:												
	Training of staff	X	X	X	X	X	X	X	X	X	X	BCT	Number of staff trained

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Other Tourism Related Action	Safety and Security	X	X	X	X	X	X	X	X	X	X	BCM	Number of crimes against tourists
	Public Amenities	X	X	X	X	X	X	X	X	X	X	BCM	Evaluation of amenities received from tourists via BCT surveys
	Refuse Removal	X	X	X	X	X	X	X	X	X	X	BCM	Evaluation of City cleanliness received from tourists via BCT surveys
	Signage	X	X	X	X	X	X	X	X	X	X	BCM	Evaluation of signage received from tourists via BCT surveys
	Prioritisation of Tourism	X	X	X	X	X	X	X	X	X	X	BCM	Feedback received from tourism industry stakeholders

Abbreviations:

BCT – Buffalo City Tourism

BCDA – Buffalo City Development Agency

LED – Buffalo City Municipal Department of Economic Development and Tourism
BCM – Various Departments of Buffalo City Municipality