

SECTION 1. INTRODUCTION

1.1 BACKGROUND

The United States Agency for International Development Mission to South Africa (“USAID/ SA”) through its agent Creative Associates International (“CREA SA”) sought the services of a consortium or company to conduct a Situational Analysis and Develop a Tourism Master Plan for the Buffalo City Municipality (“BCM”). This project falls under the auspices of USAID/ SA’s Local Government Support Programme that is a bilateral agreement with the national Department of Provincial and Local Government in South Africa. The programme has the following objectives:

- Support for developing policies and for supporting national programmes that enable effective democratic governance.
- Direct assistance to municipalities to implement democratic and effective local governance
- Horizontal sharing of lessons learned through the programme and from other interventions across a wider group of municipalities, and feedback to policy makers

After a first phase of the programme, further areas for support were refined through a consultative process and the following areas were defined:

- Strengthening participatory democracy through systems to improve community access and council outreach.
- Building civic responsibility and empowering citizens and community groups to engage with local development initiatives.
- Developing integrated approaches to complex social and economic problems.
- Improving the capability (skills, systems and structures) of municipalities to establish systems of participatory governance and meet social and economic challenges.

BCM successfully submitted a proposal under the second phase of the programme for the development of a Tourism Master Plan, and the CREA Rfp No. GMTA - 047 and requested proposals to address the development of the Tourism Master Plan on behalf of BCM under the programme.

Grant Thornton Kessel Feinstein along with its consortium partners were commissioned to develop the Tourism Master Plan on behalf of the BCM. The consortium partners are:

Grant Thornton Kessel Feinstein	Tourism specialists
East London Museum	Historical, Heritage, Culture
Ithemba Environmental Setplan	Environmental & Community Facilitation GIS & Town Planning
Online Innovations	Database and IT
Stewart Scott	Transport & Infrastructure Engineers
Terry Cook Advertising	Market Strategy and Planning
Empower ED	Training and Skills Development
Ngonyama & Associates	Architects
Mazwana Maqetuka Pierson	Quantity Surveyors
Prodigy Business Services	Market Research

1.2 METHODOLOGY

Our methodology for the Buffalo City Tourism Master Plan consists of 16 phases spread over 18 months. This report relates to **Phase 2: Analysis of Existing Characteristics** only and our methodology for this phase is detailed below. We also attach the project plan in **Annexure A** to further place this phase in context.

In short the phases of the Buffalo City Tourism Master Plan are:

- Phase 1: Project Set-Up
- Phase 2: Analysis of Existing Characteristics
The output of the phase will be a report on the review and analysis of the environmental, historical, socio-cultural, economic, resource, land use, and other relevant characteristics of the study area.
- Phase 3: Tourist Attractions, Activities, Facilities and Services
The output of these two phases will be:
- *A n inventory and evaluation of the existing and potential tourist attractions and activities*
 - *A n inventory and evaluation of the existing and planned accommodation and other tourist facilities and services.*
- Phase 4: Transportation Access & Infrastructure
The output of this phase will be a study of the characteristics and an evaluation of

- transportation access to and within the region, and of other infrastructure for present and future tourism development.*
- Phase 5: Tourism Markets
The output of this phase will be an analysis existing and potential markets that Buffalo City can penetrate.
- Phase 6: Carrying Capacity
The output of this phase will be a recommended general tourist carrying capacity of the area and its major tourism destinations.
- Phase 7: Tourism Development plan
The output of this phase will be a Tourism Development Plan, including recommendations on major tourist attractions and activity areas, tourism development regions, tourist facilities and services, and related infrastructure to serve the tourist markets.
- Phase 8: Environment Management Proposals
The output of this phase will be an environmental impact evaluation and environmental management proposals.
- Phase 9: Socio Cultural Management Proposals
The output of this phase will be a socio-cultural impact evaluation and socio-cultural management proposals.
- Phase 10: Skills Development Programme
The output of this phase will be a comprehensive labour study and skills development programme for tourism and to support the Tourism Development Plan.
- Phase 11: Tourism Institutional Arrangements
The output of this phase will be the recommended public and private organisational structures for tourism.
- Phase 12: Enterprise Development and Support Programme
The output of this phase will be a programme and booklets/ material to assist the development of SMME's and other Tourism Enterprises.
- Phase 13: Tourism Database
The output of this phase will be an integrated tourism data system design, for continuous operation.
- Phase 14: Tourism Marketing Plan
The output of this phase will be A Tourism Marketing Plan (including a Communications Plan and Stakeholder Management Plan), an interactive website and the design of marketing and promotion material.
- Phase 15: Tourism Development Action Plan
The output of this phase will be a ten year tourism development action plan
- Phase 16: Development of a Learning Tool

The output of this phase will be the learning tool(s).

Phase 2: Analysis of Existing Characteristics

Phase 2 of the Tourism Master Plan includes contributions from Setplan, The East London Museum staff, and Ithemba Environmental. This report relates to the contribution from Grant Thornton Kessel Feinstein and the contribution by other consortium members will be provided in separate reports.

During Phase 2 Setplan have:

- Provided an analysis of the demographic structure and socio-economic status of the communities resident in Buffalo City;
- Mapped the distribution of population and associated settlement patterns;
- Provided data and an analysis of existing land uses and related zoning issues; and,
- Identified and mapped current development projects in the Study Area; and,
- Provided information on the status of the Buffalo City Municipality's Integrated Development Plan (IDP) and current IDP processes.

This includes aspects such as the demographic composition of Buffalo City's resident communities, population distribution, population welfare indicators (levels of education, household income, levels of service available to communities etc.), current patterns of land use and zoning, spatial planning informants (including current planning initiatives etc.), and, where relevant, patterns of land ownership.

Ithemba Environmental have performed an analysis of the general and overall physical and biological environmental features and characteristics of Buffalo City and its hinterland. Ithemba have also performed an evaluation of the general and overall qualitative environmental features and characteristics of the area and for individual existing and possible future tourism areas. This have been achieved primarily by way of:

- reviewing existing reports and research documents
- area visits as deemed necessary
- our extensive knowledge of the BCM area
- making special provision in our assessment of environmental impacts to consider environmental quality issues

Reports and other documents have been sourced through BCM.

Gill Vernon and Geraldine Morcom of the East London Museum have provided an analysis of the historical influences in the area and the socio cultural characteristics of the communities.

Grant Thornton Kessel Feinstein has provided a synopsis of the economic base and past and future growth of the economy of Buffalo City.

All the above have been based on an analysis of existing research and data that team members have access to.

1.3 DOCUMENTATION REVIEWED

During the course of this phase of our assignment we reviewed the following documentation:

- Eastern Cape Statistical Macroeconomic Review – Development Bank of Southern Africa
- Eastern Cape: A human development profile – Development Bank of Southern Africa
- Buffalo City Quality of Life / Needs Assessment Survey Report – Buffalo City Municipality
- Discussion Paper: Gross Domestic Product per Region Annual Estimates 1995 – 2001 – Statistics South Africa
- Income and Expenditure of Households 2000: Eastern Cape – Statistics South Africa
- Buffalo City Municipality Integrated Development Plan 2002 – Buffalo City Municipality
- Focus on Buffalo City, Review of Economic Sectors in East London, King William’s Town, Berlin and Surrounds, 2003/ 2004 – Buffalo City Municipality

1.4 TERMINOLOGY

BCM - Buffalo City Municipality

CREA SA	-	Creative Associates International
GDP	-	Gross Domestic Product
GGP	-	Gross Regional Product
LSM	-	Living Standard Measure
NGO	-	Non-Governmental Organisation
Stats SA	-	Statistics South Africa
USAID	-	United States Agency for International Development Mission to South Africa

1.5 THE STUDY AREA

For the purpose of this study the study area is defined as the Buffalo City Municipal area. Cognisance will be taken of the hinterland extending inland to include the Hogsback/ Katberg area, west to the Keiskamma River and east to the Great Kei River.

This extended planning area necessitated a collaborative planning partnership with the Amatole District Municipality, Great Kei, Amahlati, Nkonkobe and Ngqushwa Local Municipalities and the Tourism Stakeholders of this region (including the national Department of Environmental Affairs and Tourism, the Eastern Cape Tourism Board, Local Tourism organisations, product owners, community representatives and entrepreneurs). The study area is shown in the map below.

