

## 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 3: Tourist Attractions, Activities, Facilities and Services** 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 3: Tourist Attractions, Activities, Facilities and Services**

#### **Compiling Inventories of Existing Attractions & Activities Facilities & Services:**

Initially we have identified and reviewed information available at Buffalo City Tourism and at any regional or local tourism offices/ bureaus. We have also drawn on the listing of tourism plant and services which we compiled for our recent N2 impact study which also included the Buffalo City area.

Thereafter various secondary information sources have been identified, such as:

Publications – The content of trade and consumer publications have been reviewed and analysed as well as the advertising pages. Eg Getaway Magazine, Out There, Dine Magazine, Hotel and Restaurant, Southern African Tourism Update, Travel News Weekly, Travel Now, Conference and Incentive Travel, Fast Food and family restaurant, Golf Magazine etc. National and regional Newspapers have also been covered.

Travel Guides and Directories - Information have been gathered from various travel, accommodation, restaurant, tour operator guides. Guides includes Portfolio of Country Places, Hotel Chain Listings, RCI Resorts, AA Travel Guides , Local and regional business directories etc.

Associations / Institutions and boards – have been contacted in order to ascertain details on their member / customer bases. Associations and institutions, includes, amongst others; the Association of South African Travel Agents (ASATA), the Federated Hotel Association of South Africa (FEDHASA), the South African Tourism Services Association (SATSA), the South African Association for the Conference Industry (SAACI), the Tourism, Hospitality and Sport training Authority (THETA), the Restaurant Association etc.

From reviewing the above, and drawing on the knowledge of the historians, environmentalists and other team members we have compiled an inventory of existing tourism plant and services in Buffalo City which have been categorised

according to various criteria such as type, location, size, etc. Attractions and activities have been categorised according to the type of tourist experience offered. The inventory also includes events.

### **Quality and Profile Assessment**

In order to assess quality, performance, patronage levels, markets served etc, we have selected a sample of each category of facility, service, attraction or activity, and interview management or operators. This included, inter alia:

- A sample survey of existing hotels and other tourist accommodation establishments such as guesthouses, bed and breakfast establishments, etc. and sample survey of existing attractions and activity providers to determine/ test existing information in respect of:
  - trends in size;
  - market mix;
  - guest/ patron characteristics;
  - rates and pricing structures;
  - occupancies/ patronage levels and seasonality;
  - facilities provided; and,
  - any constraints and problems.
- A sample survey of existing conference, function and sporting venues;
- A sample survey of other providers of tourism services eg retail, foreign exchange, medical, information facilities, etc.

### **Identification of Future Planned Supply of Facilities & Services and Attractions & Activities**

In order to assess planned future developments we have conducted interviews with municipal authorities, tourism industry leaders, developers and others whom we considered appropriate to define and assess the likely future supply of tourism plant in the area. We have also determine the status of planned and possible developments, in terms of the likelihood of their proceeding, taking into account their scale, committed finance and operators, the promoters or developers and their record of success etc.

### **Identification of Potential Attractions, Activities, and Special Features**

Drawing on the draft Analysis of Existing Characteristics in phase 1, and the team members' knowledge of tourism markets and tourism demand, and of the basic tourism resource and asset base in the area, we have identified potential attractions, activities, and special features.

### **Other Research**

In addition, during this phase, we have also conducted the following background research to inform the context and environment in which tourism is taking place in Buffalo City, and specifically to inform elements of product potential, planned future developments and current and potential markets.

- Reviewed the existing structure of the tourism industry, including both the public and private sector structures for tourism such as associations chapters, LTOs and RTOs etc;
- Reviewed any existing tourism policies and strategies for Buffalo City;
- Conducted personal interviews with key tourism stakeholders to obtain their opinion and input in respect of, inter alia:
  - The strengths, weaknesses, opportunities and threats for the Buffalo City tourism industry;
  - Future development needs and plans for the tourism industry;
  - Tourism policies;
  - Tourism marketing strategies and actions; and
  - Public and private sector functions and interaction.

Key tourism stakeholders included inter alia:

- Key government officials from Provincial Ministries covering Tourism, Environment, Finance and Economic Planning, Transport, etc;
- Buffalo City Tourism;
- The Eastern Cape Tourism Board;

Key private sector officials from:

- Tourism Associations;
- Private sector spokespersons/representatives from the tourism industry;
- Chambers of Commerce.

### 1.3 STAKEHOLDERS INTERVIEWED

During the course of this phase of our assignment we have interviewed:

#### Tourism Attractions, Activities, Facilities and Services

- Atkinson’s Travel PE Travel Agent
- B&B at the Castle – Larry Kelly Bed & Breakfast and Former Buffalo City Tourism Member
- Balugha Inn Guesthouse
- Black Pan – Domonic Jackson Restaurateur and Buffalo City Tourism Board Member
- Blarney House B&B Bed & Breakfast
- Blue Bend B&B Bed & Breakfast
- Blue Lagoon Hotel – Derek Carol Hotel and Former Buffalo City Tourism Board Member
- Bonza Bay Lodge Bed & Breakfast
- Chandlers Guesthouse Guesthouse
- Cintsa East B&B Bed & Breakfast
- Club Areena Resort Resort/ Caravan Park
- Country B&B Bed & Breakfast
- Country Court Tilty Hill Bed & Breakfast & Touch Farm
- Crawfords Cabins Self-catering
- Devereax Lodge Guesthouse
- Dolphin Hotel Hotel
- Double Drift Game Reserve Game & Nature Reserves
- Dreamers Guesthouse Guesthouse
- East London Aquarium – Willie Maritz Tourism Attraction
- East London Museum Museum
- Embassy Holiday Apartments Self-catering
- Emzini Restaurant – Roundy Nini Restaurateur and Buffalo City Tourism Board Member
- Esplanade Hotel & Suites Hotel
- Gate House B&B Bed & Breakfast
- German Bay Lodge Bed & Breakfast
- Gonubie Chalets & Caravan Park Resort/ Caravan park
- Gonubie Hotel Hotel
- Gonubie Sun B&B Bed & Breakfast
- Haga Haga Hotel Hotel
- Harvey World Travel PE Travel Agent

- Holiday Inn Garden Court Hotel
- Inkwenkwezi Private Game Reserve – Game & Nature Reserves  
Keith Stanton
- Kei Mouth Caravan Park Resort/ Caravan Park
- Loerie Hide Bed & Breakfast
- Majestic Boutique Hotel Hotel
- Mimosa Holiday Flats Self-catering
- Morgan Bay Hotel Hotel
- Niki Nana Backpackers Backpackers
- Osner Hotel Hotel
- Protea Holiday Apartments Self-catering
- Protea Hotel King David Hotel
- Pug and Putter Bed & Breakfast
- Queenspark Zoo & Botanical Gardens – Tourism Attraction  
Nico Roux
- Rae’s Cottage Bed & Breakfast
- Reef Self-catering
- Regent Hotel & Mpongo Private Game Reserve – Sam Nassimov Hotel & Game Reserve and  
Buffalo City Tourism Member
- Rendezvous Resort/ Caravan Park
- Rennies Travel East London Travel Agent
- Strandloper Cafe Restaurant
- Stumble Inn Bed & Breakfast
- Sugar Shack Backpackers
- Sure Aloe East London Travel Agent
- Sure Jet Travel PE Travel Agent
- White House Guesthouse
- Wildcoast Holiday Reservations Reservation Agents
- Windsor Cabannas Self-catering
- Xanadu Holiday Chalets Self-catering

**Tourism Organisations and Public Sector**

- Border-Kei Chamber of Business – Les Chamber of Business  
Holbrook
- Dreamcatcher Consortium of Service Providers
- East London IDZ – Peter Miles Industrial Development Zone
- Fedhasa – Tony Beart (Chairman) Tourism Organisation
- Gartour Tourism Organisation
- Glenton de Kock Buffalo City Tourism

- IDP Unit - Riana Pretorius Buffalo City Municipality
- LED Unit – Peter Rankin Buffalo City Municipality
- Mossel Bay Tourism Tourism Organisation
- Pam Golding – Gwyn Bassingthwaight Estate Agent and Buffalo City Tourism Board Member
- Planning Directorate - Graig Sam Buffalo City Municipality
- South Africa Tourism – Bongi Mosia Tourism Organisation

**Transport Providers**

- Blue Train Transport
- Executive Aerospace – Michael Obnen Transport
- Nationwide Airlines Transport
- Rovos Rail Transport
- Shongololo Express Transport
- Springbok Atlas Transport
- Translux / City to City Transport
- Unitrans – Lize Copeland Bus Charter Company
- Virgin Atlantic – Shelly Beer Transport

**Tour Operators**

- African Routes Tour Operator
- Amatola Tours – Martin Goodman Tour Operators
- Beach & Bush – Sean Uys & Fayzel Abdulla Tour Operators
- City Voyages – William Mckenzie International Tour Operator
- Drifters Adventures Tour Operator
- Drive SA Tour Operator
- Ethnic Tours Tour Operator
- Flamingo Tours Tour Operators
- Golf & Game Safaris Tour Operator
- GRS Southern African Tours – Michelle Reyneke Tour Operator
- Ithala Tours – Mr Vika Tour Operators
- Ocean Blue Adventures Tour Operators
- Penbury Tours Tour Operator
- Royal Albatross Golf Tours Tour Operator
- Spier Tours – Robert Spier Tour Operators
- Winward Tours – Lood Badenhort & Suman van der Walt Tour Operators

- Xhosa Land Tourism & Afri Café – Ms Tour Operators  
Mngaza

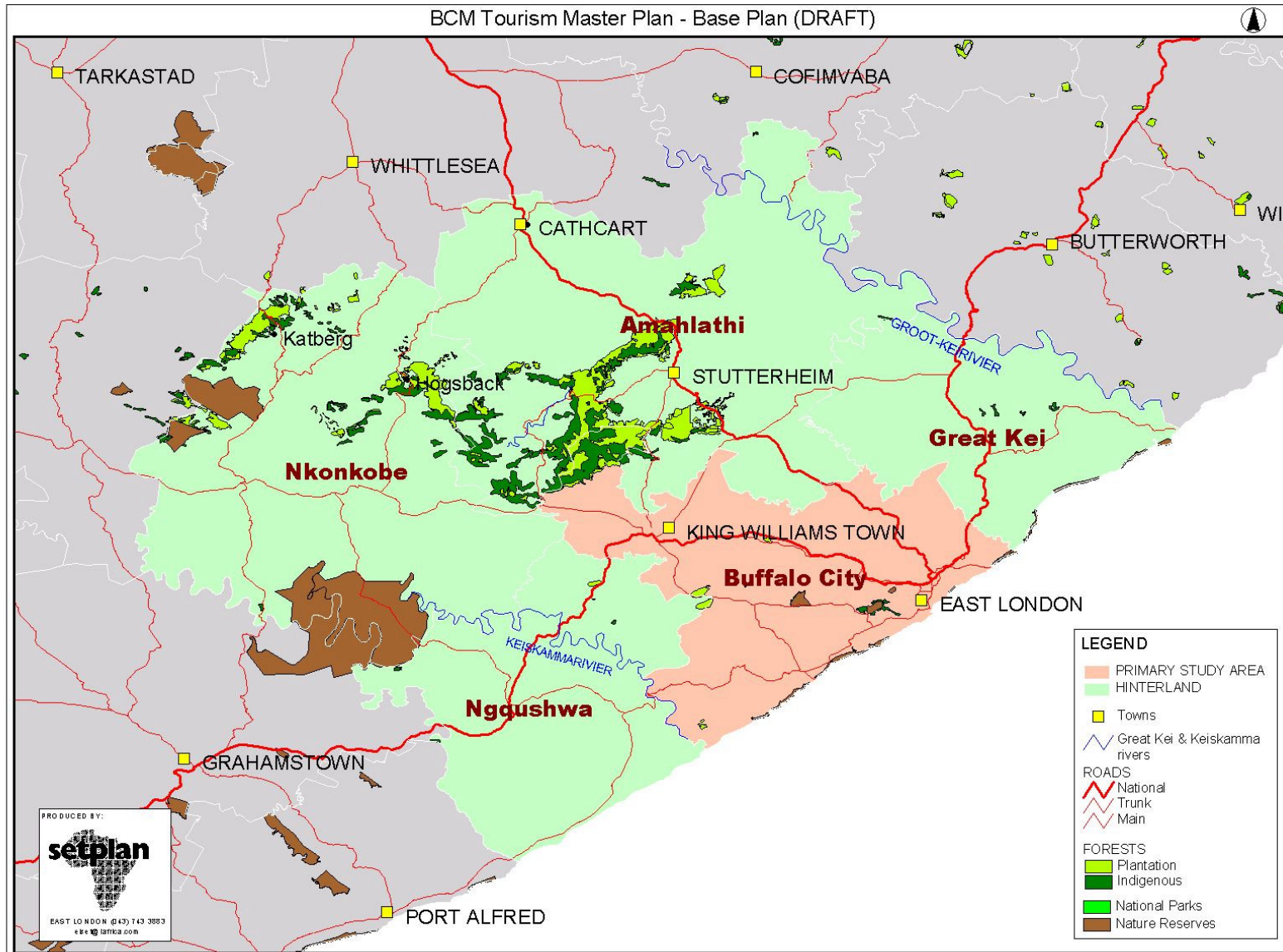
**Other**

- Caraville – Grant Kennedy Product Owner
- Dr Leslie Banks Rhodes University
- Gary Weber Buffalo City Sport Field  
Superintendent
- Jan Stern Journalist/ Writer
- Mantis Collection Product Owner

**1.4 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.



## 1.5 TERMINOLOGY

LSM	-	Living Standard Measure
NGO	-	Non-Governmental Organisation
PCO	-	Professional Conference Organiser
SA Tourism	-	South African Tourism
Stats SA	-	Statistics South Africa
VFR	-	Visiting Friends and Relatives
USAID	-	United States Agency for International Development Mission to South Africa
CREA SA	-	Creative Associates International
BCM	-	Buffalo City Municipality