

POLICY : TOURISM STRATEGIC FRAMEWORK

ITEM ET 1-2003
MC 20.3.2003

PROPOSED EKURHULENI METROPOLITAN MUNICIPALITY TOURISM
STRATEGIC FRAMEWORK

RESOLVED:

1. **That** the report submitted by the Executive Director: Environment and Tourism regarding the Proposed Ekurhuleni Metropolitan Tourism Strategic Framework **BE NOTED**.
2. **That** the proposed Tourism Strategic Framework **BE APPROVED**.
3. **That** the Environment and Tourism Department **INITIATE** practical steps for the development of tourism products in the Ekurhuleni area.
4. **That** a further report **BE SUBMITTED** regarding the practical implementation of the proposed Tourism Strategic Framework.



Ekurhuleni
METROPOLITAN MUNICIPALITY

TOURISM STRATEGIC FRAMEWORK

1. INTRODUCTION

Tourism is a very complex phenomenon. It is therefore difficult to define it and it comes as no surprise that in our country (SA), neither national nor provincial legislation contains a definition of the word "tourism". To have a generally accepted definition of tourism is however necessary to enable scientifically valid research on the tourism industry.

In the international sphere, the World Tourism Organisation (WTO) defines "tourism" as the activities of a person travelling to and staying in places outside their usual environment for not more than consecutive year for leisure, business, and other purposes "(international Tourism: A Global Perspective (1998). The WTO also defines a "tourist" as a visitor staying at least one night in a collective or private accommodation in the place visited". (i)hid). In South Africa the 1996 Tourism White Paper defines "tourism" as "all travel for whatever purpose that results in one or more nights being spent away from home" (DEAT: White Paper: The Development and Promotion of Tourism in South Africa (1996). The three basic elements of tourism are clearly reflected in those definitions. They are travel, accommodation, and attractions.

In order to be regarded as tourists, persons must travel outside of their usual environment. This means that all tourists are travellers. However, the contrary is not true: many travellers are not tourists. This is because, in order for travellers to be tourists, they must stay at least one night away from home. For that reason, persons who commute on a daily basis between home and work are not tourists. For the same reasons, persons who only leave their home for a day for the purpose of visiting a tourist attraction are not tourists either. Because tourists are travellers who stay at least one night away from home, they require accommodation in one form or another. This may range from a piece of ground where to erect their tent to a luxurious suite in a five-star hotel.

Ultimately however, tourists do not normally travel (often very long distances), and stay away from their home (often for several weeks), for the sake of travelling and spending their sleeping time in an unessential environment. Tourists do so because an attraction has motivated them to incur the expenses, and possibly suffer the inconveniences, that are associated with tourism. Such attraction maybe to go on holiday; visit relatives, friends or a place of interest, to do business, to study to engage in sport, to attend to one's health, to comply with religious demands, or a combination of those.

2. PURPOSE

The purpose of this framework is to recommend ways by which tourism function can be implemented in the Ekurhuleni Metropolitan Municipality.

3. BACKGROUND

A considerable amount of work has been done for Ekurhuleni Metro. This was evidence by the information submitted to myself. Based on review of data the following assessment can be made:

- While significant effort has been committed into developing tourism initiatives and products, this appears to be too broad and lacking in integration with national and provincial objectives.
- There are a number of environmental and developmental challenges facing Ekurhuleni Metro that implies that a more strategic approach to tourism is required. Tourism effort must be focused in areas, which will lead to revenue generation now.

- The integration and partnering with other provincial and national stakeholders is not very evident.
- There appears to have been too many revisiting and reworking of information and plans re tourism development. Most of the work conducted appears to be driven more from a development planning approach. While it is important to have alignment to the IDP, this should not be the main driver. Tourism must follow its own priorities. Hence the definition of tourism in the background.

Due to the challenges facing Ekurhuleni Metro, it is presumptuous to assume that effective and sustainable tourism development will be possible in the short to medium term. In addition to the cost associated with infrastructure development, the needed capacity development of the community and product owners is going to be a major challenge. It must be borne in mind that the Ekurhuleni's role is to help create the platform for development to take place, but the actual owners should be the product owners and community.

4. REPORT

Given the amount of literature available, it does not make sense to change or produce new information at this stage. As mention above there is too much data I work performed, but in a disjointed manner. What is required?

- Need to identify a few priority areas. Alignment to National objectives is imperative as this is where majority of the funding will be employed.
- Tourism is a hard business. Need to identify what products will be able to bring in the revenue.
- Agree priority areas with principal stakeholders.
- Critical assessment of what is available and still applicable (e.g. the document from the Strategic Planning Workshop in May 02, contained a number of key challenges and deliverables. To what extent has this been achieved and is realistic given some of the challenges and new priorities).
- Development of detailed plans in line with agreed priorities for inclusion into the business plan.

It is strongly recommended that decision-makers adopt a more practical and focused approach to tourism development. As a result the following priority areas are recommended.

- **Alignment and pursuing national objectives:**
This refers to the principle of co-operative governance. Which means that they must be a close working relation with Gauteng Tourism Authority (GTA), South African Tourism (SAT), Regional Tourism Organisation of South Africa (RETOSA) and Department of Environment and Tourism (DEAT). In other words the Environment and Tourism department/Portfolio must be represented on structures created by the above-mentioned organisation. Furthermore it is imperative to pursue national objectives.
- **Marketing emphasis on making in roads with GTA and SAT.**
The emphasis here is to make inroads with GTA and SAT.. However, Ekurhuleni must identify its products which will bring revenue to the region. These products will have to be marketed locally and abroad with the help of GTA and SAT. The White paper on tourism stipulate that, regions like Ekurhuleni must form Regional Tourism Organisations (RIO's) The RIO's will then market Ekurhuleni as a tourist destination.

- **Quality Assurance:**
Quality assurance is obtained through proper training and accreditation. Therefore E.M.M must be involved in tour guide training and registration, frontline staff training and the accreditation of accommodation facilities.
- **Industry Transformation increased involvement and participation of BEE:**
This is the challenge facing our administration. The industry is not representative of the demography of the region. The administration must encourage the transformation process, through incentive and/or legislation.
- **Capacity Development:**
As the department/portfolio we are a learning administration. Therefore learning organisations, like ourselves must embrace the concept of lifelong learning.

5. FRAMEWORK

This document provides the following in respect of the future tourism activities of the Ekurhuleni Metropolitan Council:

- An overall key goal for tourism
- Strategic objectives \$
- Deliverables/outputs per strategic objective
- Indicators per strategic objective
- Timeframes/milestones per strategic objective

The plan sets out the above over the next three financial years.

6. STEPS TO IMPLEMENT FRAMEWORK

The following four steps are required in order to take the plan further:

- Agreements on strategic objectives, outputs, indicators and timeframes.
- Integration and leverage of existing tourism initiatives, including marketing materials that have been developed, to support the achievement of the plan.
- Consolidation of the plan into the Ekurhuleni Metropolitan Council's tourism business plan for the next financial year.
- Implementation of the business plan, once it has been developed.