
GENERAL NOTICE

NOTICE 1030 OF 2009

DEPARTMENT OF TOURISM

THE DRAFT SOUTH AFRICAN TOURISM PLANNING TOOLKIT FOR LOCAL GOVERNMENT

I, Marthinus Christoffel Johannes van Schalkwyk, Minister of Tourism, commissioned a Tourism Planning Toolkit to assist local governments to assess and organise the potential for tourism at a local level. The Draft South African Tourism Planning Toolkit for Local Government in the Schedule is hereby published to invite comments from Local Government and any other interested persons.

Interested persons are requested to submit written comments to the Director-General: Tourism, for attention:

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Comments must reach the department within 30 days of the date of notice. Comments received after the closing date may not be considered.



MARTHINUS VAN SCHALKWYK
MINISTER OF TOURISM

SCHEDULE

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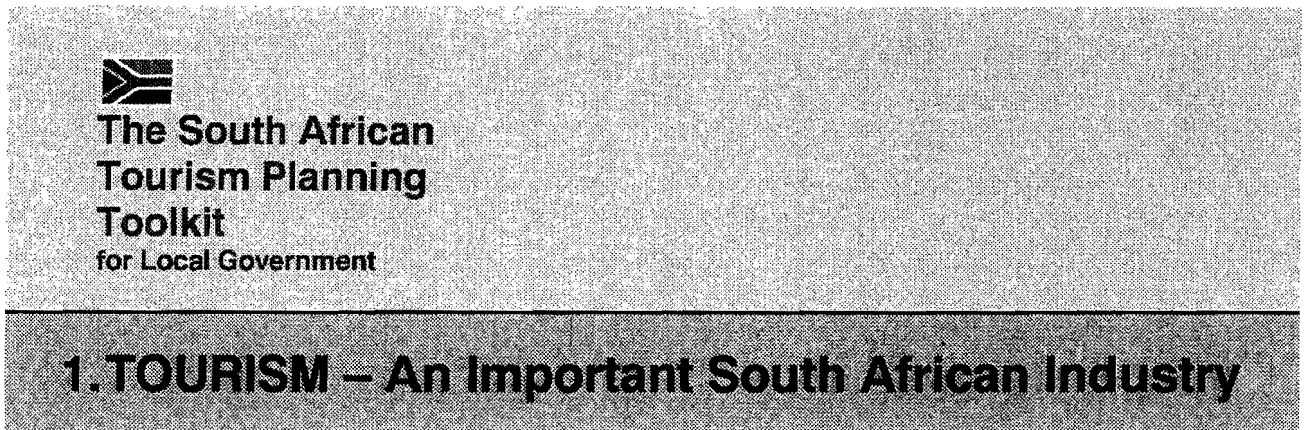
Compiled by:



A NOTE ON THE USE OF THE NEW ZEALAND TOURISM TOOLKIT

As per the requirements of the Department of Environmental Affairs and Tourism, this draft toolkit makes extensive reference to and use of the New Zealand Tourism Toolkit including utilisation of the model therein as well as contents, case studies, references, checklists and the like. These have been used with

due consideration to adapting the New Zealand content and approach to local South African circumstances. We note that in addition to the use of the New Zealand model we have referred extensively to other models, practices and experiences generated locally and globally and have included a substantial amount of independent content to ensure suitability to our local conditions.



1.1 Introduction

The Tourism Planning Toolkit for Local Government was commissioned by the Department of Environmental Affairs and Tourism (DEAT) to promote and support tourism planning at a local level. The Tourism Planning Toolkit for local government outlines a framework for doing basic tourism planning within at local governmental level.

Tourism Planning at Local Government Level – Institutional Arrangements

The local sphere of government has complex and varied institutional arrangements that respond to prevailing local conditions. Firstly, the constitutional responsibility over tourism activities is shared over all three spheres of government which requires a clear delineation of roles and responsibilities. Secondly, tourism clients, service providers and target audiences tend to be confused about the essence of tourism marketing messages. Lastly, local government may not always be clear about their role in developing local tourism especially in terms of maintaining infrastructure and public tourism attractions through the integrated development plans (IDPs).

Therefore, the tourism growth strategy begins to outline possible institutional arrangements that can help to resolve communication and alignment concerns in terms of the strategic planning of tourism activities at a local level.

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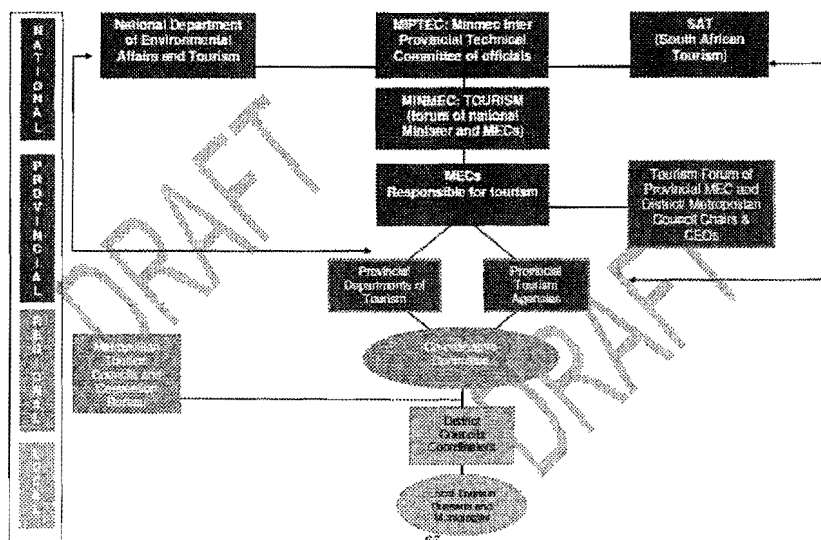


Figure 1: Proposed Institutional Arrangements for Tourism

The implementation of tourism activities in local areas requires a highly nuanced interaction with other spheres of government and private sector players. The tourism toolkit cannot and does not spell out the numerous intergovernmental relations (IGR) and interactions that may be required to achieve the ends of developing and sustaining local tourism activities and destinations. It is recommended that local government apply the principles of cooperative governance and abide to the prescripts of IGR regulations in undertaking local tourism planning and implementation interventions.

That being the case, the tourism planning toolkit is aware of complex relationships that exist between district and local municipalities; local and local municipalities; municipalities and tourism agencies and/or authorities; and between municipalities and provinces. In this context, the tourism toolkit is intended as a common platform for discussion where comparable tools and approaches can be utilised to enhance discussion around tourism planning.

Tourism Planning at Local Government Level – Capacity to Implement

The capacity to implement further complicates the tourism planning task as often smaller municipalities do not have the human and technical resources to undertake effective tourism planning and development.

The lack of or poor capacity to implement can be dealt with in a number of ways, i.e. in many South African municipalities the LED manager is sometimes also the tourism manager. This toolkit is aware that in some cases the tourism function does not exist in some local government institutions. In these cases, this toolkit is written for the person responsible for the function of tourism in a local, district or metropolitan municipality that oversee tourism planning over a particular area.

Tourism Toolkit is a Living Resource

The tourism toolkit is a resource intended for local government support only. Using the toolkit is voluntary and serves to build a basic level of competence at local government level. It is not a legal requirement, but rather a framework through which a municipality can undertake tourism planning.

The tourism toolkit for local government is written as a living and evolving document that will increasingly respond to the particular needs of local government. DEAT is putting in place a process of refining the toolkit via consultation and interaction with the users of the toolkit, i.e. local government.

The toolkit is structured as follows:

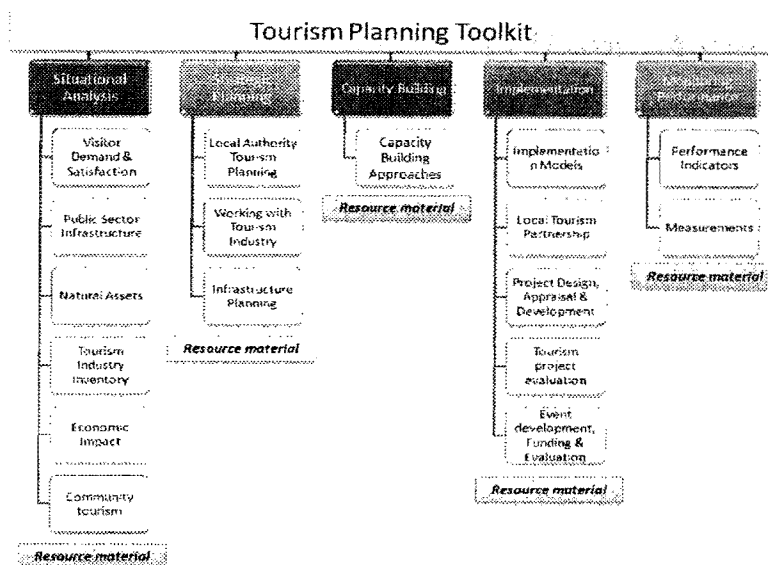


Figure 2: Structure Planning Toolkit

The Local Government Role in Tourism



Figure 3: Policy Shaping Local Government Role in Tourism

The role of local government in tourism in South Africa, is conditioned by the abovementioned obligations of local government and provides a context for intervening in tourism.

According to Richins and Pearce (2002), for effective methods of sustainable tourism development to be developed, the decision making process and influences need to be understood at a local government level. Local government initiatives that can influence tourism development include land use planning, monitoring of related developments and local economic development planning that ensure that outputs are consistent with local needs.

The White Paper on Local Government (1998) explores the role of local governments in South Africa, whose central responsibility it is stated, is to work together with communities to find sustainable ways to meet their social, economic and material needs and improve their quality of life.

Importance of local government in tourism

Local governments exert great influence over the social and economic wellbeing of local communities through traditional responsibilities such as service delivery and regulations. Local governments are not responsible for job creation, but rather are responsible for taking active steps to ensure that overall economic and social conditions of the locality are conducive to the creation of employment opportunities.

As providers of social services, builders of economic infrastructure, regulators of economic activities and managers of the natural environment; local government has many direct instruments to influence the direction of local tourism development.

Tourism – A Business and a Joint Responsibility

Tourism development is a joint responsibility of local government with the private sector. It is predominantly a private sector business whilst public sector facilities, services and amenities are complementary to successful tourism. The role of local government is therefore to attract investors with their capital, undertake planning and provide leadership while the private sector is to attract customers with its capital and the quality of its tourism offering.

It is also important to note that tourism is not a community service, but rather a commercial industry with a clear intent to attract visitors so that they spend their money at destination businesses and services. It is also a highly competitive industry, and customers have to be attracted and encouraged to stay and spend their money locally.

Tourism – An Important Global and South African Industry

Tourism is one of the largest industries globally. In South Africa, tourism is one of the fastest growing industries, and its impact across the wider community and its ability to diversify the economy, as well as its potential to contribute to poverty alleviation, create employment and contribute to the GDP is recognised by the South African government.

Government has consequently identified tourism as one of the priority sectors that can significantly contribute to the Accelerated Shared Growth Initiative for South Africa (ASGISA) targets. Tourism continues to be a growing part of the economy and is currently the largest exporter and has surpassed gold as a foreign exchange earner (Tourism Growth Strategy, 2008).

A New Way of Planning for Tourism

In recent years the international development community has made a paradigm shift from methodologies that are expert or consultant driven to methodologies with facilitation at the core. This paradigm shift still uses consultants, however, but ensures that they are concentrating on building the capacity of local stakeholders to do their own diagnosis and analysis of their local economy, opportunities, constraints and systems. Whereas this trend is cited mainly in Local Economic Development literature, in many ways DEAT can be said to be leading the Tourism sector. The Department is at the forefront by boldly seeking to reinterpret the way tourism planning is undertaken in South African localities.

1.2 SA Local Government's Role In Tourism

Tourism is a local economic development directive that is mandated by the South African Constitution, 1996; and the Tourism Act, 1993.

- a) Local government has a significant impact on natural and cultural resources in and around tourism destinations. Local government impacts on tourism products in how they manage their environment and provide services to their communities. Local government has a mandate to plan for, impact upon, improve and monitor tourism development. (NEMA, 1999)

Tourism, among other industries, relies on having these resources in a healthy state.

- b) Local government provides the core utilities and infrastructure on which the tourism industry is based. This includes district and municipal roads, lighting, water and sewerage, public transport systems, signs and, at times, airports and ports. Local government has a role to play in the operation of attractions such as museums, art galleries, sports stadia, convention centres, parks, gardens, events, tours, and other amenities.
- c) Collectively, this represents a multi billion rand investment of public money. It also means that local government is perhaps the largest 'tourism operator' in the country
- d) Local government alongside other governmental actors enable regional marketing and provides visitor information by cooperating with Provincial Tourism Authorities (PTA) and providing visitor information desks.

Guidelines for 'Sustainable Tourism Development' as proposed by tourism planning literature (Hall, 1997; Hall, 2000) indicate that:

- 1) Local government planning should be strategic
- 2) Local government's tourism planning should ensure a quality visitor experience
- 3) Local government's tourism planning should be co-ordinated with management efforts of other sectors and with community stakeholders
- 4) Local government planning should ensure tourism development respects the scale and character of the host location
- 5) Local government's tourism planning should facilitate stakeholder participation and be accountable to stakeholders
- 6) Local government's tourism planning should be efficient and effective
- 7) Local government's tourism planning should include monitoring and be adaptive and educational

1.3 Why Local Government Should Invest In Tourism

Local government has several reasons for investing in Tourism. Firstly, tourism provides local communities with important opportunities to nurture, celebrate and present their culture to the world. This, in turn, adds differentiation to South Africa as a destination.

Tourism improves the value of, and benefits from, national parks and other protected natural areas. It helps drive local government investment in infrastructure and leisure facilities. This investment helps meet the needs of residents and visitors alike, creates jobs and improves business viability

Table 1: Why Government Invests in Tourism
Tourism Contribution to GDP (direct and indirect)

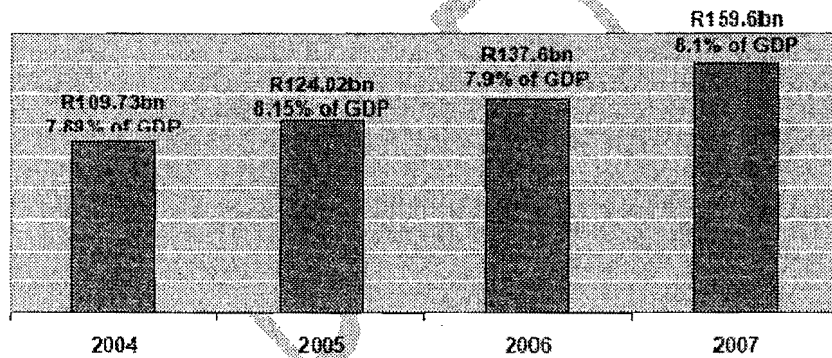


Figure 4: Why Government Invests in Tourism (what is the source?)

International and domestic tourism statistics indicate the scale and growth of the industry from year to year. It is clear that that local government should invest in Tourism in order to benefit from this industry.

Specific areas of tourism expenditure where local government economic development activities can include:

- Events
- Cultural tourism
- Local tourism agencies
- Tourism promotion and attraction
- Tourist information centres

1.4 Potential Benefits of Tourism

Tourism can benefit many sectors of the community.

Economic

- A significant catalyst for economic growth and employment
- Increases demand for other non tourism businesses
- Provides supplementary incomes to those seeking second jobs, part time hours, unsocial hours
- Encourages upgrading and re-use of derelict land and buildings
- Brings expenditure from external sources into the local market
- Can be a source of foreign exchange earnings

Social/Cultural Environment

- Protects and provides a source of income for natural and built heritage

- Enhances the image of an area, attracting commercial investment outside the tourism industry as well, by demonstrating to potential investors that the place is a good and viable location
- Leads to the creation and maintenance of local amenities
- Draws attention to the need to protect the natural environment and encourages a more rigorous analysis of the importance of the local eco-system
- Supports and helps to maintain local services, such as shops and restaurants
- Provides re-skilling, training and employment opportunities
- Encourages residents to stay and spend leisure time
- Supports a programme of events, arts, sports and other culture
- Helps to build distinctive communities, thus increasing local pride and self confidence
- Provides opportunities for social inclusion
- Encourages cultural diversity

1.5 Tourism Challenges

Tourism offers enormous potential as a catalyst for economic and social development and a drive towards sustainable tourism. Despite continued growth of tourism in South Africa, the industry has struggled to generate employment and development opportunities to local communities. (WTTC, 2002)

Tourism in local municipalities continues to be faced with a number of challenges globally, nationally and at local level, such as:

- Demand can be seasonal and variable over a weekly cycle, which impacts significantly on employment. Tourism destinations can rise and fall in popularity driven by external and internal factors such as political unrest, natural catastrophes, demand and supply side problems. Thus, communities or businesses that are dependent on tourism industries are often vulnerable.
- An economic downturn, as is currently prevailing, in source countries can lead to a reduction in visitors, which impacts on South Africa businesses in the short or long term depending upon the severity of downturn. For example, while the industry grew by up to 13.5% in 2006 from 2005, by comparison, the industry grew by 4.3% in 2007 from 2006 (SA Tourism, 2008). Decline in growth rate can be attributed to current global economic uncertainty.
- At a local level, poor service levels, and negative perceptions towards tourism is a deterrent to greater local participation in the tourism industry, if not managed correctly
- Tourist activities also tend to attract large numbers of tourists to a site and this can be detrimental to environmentally sensitive areas
- Tourism is a diverse sector so co-ordination is complex, fluid and ongoing. There also continues to be a lack of integration and co-operation between tourism stakeholders. Tourism industries at a local level also tend to be fragmented or lacking in tourism expertise
- Poor coordination by local governments in terms of support and promotion of tourism activities. Additionally, many local governments lack the structures to help plan and manage tourism
- A lack of skills, or quality training in tourism planning and management – particularly at a local level can limit growth
- Primary tourism nodes exist(e.g., Gauteng, Western Cape, KZN) and therefore not all regions benefit from the industry

- Employment tends to be seasonal
- Requires facilities and activities for all types of weather
- Popular tourism destinations can lead to increased cost of living for local residents (e.g. land, housing, food, services)
- Increased traffic during peak tourist seasons can lead to congestion, delays and other externalities
- Pollution
- Negative impacts on cultural and natural heritage resources
- Increased crime
- Increased taxes (Why is this a challenge? It could also be an economic benefit)
- Leakage of revenue and dependence on imported goods and services
- Over-dependence on tourism as a prime economic activity.
- Is very competitive and increasingly sophisticated??

Additionally, there are challenges within the South African local government structures that continue to pose challenges to the tourism development process. These are:

- Tourism requires ongoing investment from local government in the face of massive infrastructure backlogs – particularly in rural areas (former black areas/homelands)
- Limited capacity to collect revenue as a result of non-payment of rates and taxes
- High levels of unemployment within local communities
- Low level of capacity in local government
- Response time to local economic development is still slow
- Places strain on transport infrastructure, particularly roads and parking
- Limited fiscal resources
- National tourism strategies are hard to co-ordinate with local governments, thus there is a need for a co-coordinated tourism toolkit for local government
- Functions of national governments often delegated to local governments.
- Can be an unattractive sector for people entering the labour market because of unsocial hours, seasonal/part time work
- Can place additional pressure on sensitive local environments and therefore needs effective visitor management

Despite the challenges, tourism is an industry that is often the most capable of meeting local development needs in a sustainable manner. There are options for local economic development in the tourism value chain as supported by instruments such as the Tourism BEE Charter and Scorecard.

1.6 Purpose of the Tourism Planning Toolkit

The intention of the toolkit is to clarify how to complete a basic tourism plan within a South African local municipality. The Tourism Planning Toolkit for Local Government is an important contribution towards advancing competence in tourism planning at a local level and sets a minimum standard for such plans.

Furthermore, the South African Tourism Planning Toolkit for Local Government aims to increase local government's involvement in tourism:

- To provide and manage visitor related infrastructure
- To engage communities in planning for tourism which is socially, culturally, economically and environmentally sustainable
- To take a lead role in destination management by forming partnerships with key stakeholders
- To facilitate regional tourism marketing and continue with enabling and operational roles in product development

Specifically the purpose of the Tourism Planning Toolkit is to:

- Describe the 'enablement' and 'management' roles that local government plays in tourism
- Provide research and management systems to obtain information, prepare strategic tourism plans and monitor their effectiveness
- Assist local authorities in their strategic and financial planning
- Ensure appropriate investment in infrastructure and services for tourism
- Enable the development of Tourism Plans involving local communities
- Enable local input to provincial and national tourism strategies
- Describe how the current legislation can be used for sustainable tourism development
- Provide examples of good practice
- Provide links to existing reports and resources covering the main topics
- Provide a resource to enable issues to be discussed and resolved at the local level

The Tourism Planning Toolkit provides access to a linked suite of tools that focuses on strategic tourism planning, especially tourism destination management. These additional resources have appropriate links throughout the Tourism Planning Toolkit.



**The South African
Tourism Planning
Toolkit
for Local Government**

2. TOURISM AND LOCAL GOVERNMENT – A BRIEF BACKGROUND

2.1 Developmental Local Government

Development facilitation relates to the creation of conditions for development to flourish and includes planning, land administration, local economy and environmental management.

The objectives set out in Section 152 of the Constitution for local governments are as follows:

- provide democratic and accountable government
- ensure the provision of sustainable services to local communities
- promote social and economic development
- provide a safe and healthy environment
- encourage involvement of community organizations in local governance

The characteristics of developmental local government identified in the White Paper on Local Government (Section B of the White Paper on Local Government, 1998) are:

- maximising social development and economic growth
- integrating and coordinating
- democratizing development
- leading and learning

The White Paper lists three key outcomes:

- provision of basic household infrastructure and services
- creation of livable, integrated cities, towns and rural areas
- promoting local economic development

2.2 Integrated Development Planning

The Municipal Systems Act (Section 25 of the Municipal Systems Act) deals with Integrated Development Planning which describes a single, inclusive and strategic plan that guides and informs all decisions with regard to management and development of the municipality. The Integrated Development Plans (IDPs) are central to the planning process, around which the full range of municipal functions are coordinated and integrated with provincial and private sector initiatives. Although much effort has been directed at entrenching IDPs in local government, in that each municipality is now maintaining such a plan, the quality

of these plans is variable and they are often not financially or operationally viable. In addition, new legislation requires sector development plans for water services, transport and waste management which must also link into the IDP.

2.3 Economic Development

The mandate to promote Local Economic Development (LED) is covered in Section 153 of the Constitution where it states that:

A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.

The White Paper obligates local government to pursue this development through its core functions and the IDP. Its role is to provide an enabling environment, rather than being responsible for economic growth and job creation. While it is theoretically possible for municipalities to play a major role in economic development, there are serious capacity and funding constraints.

In the case for the South African Tourism Planning Toolkit, it is felt that an appropriate tourism planning framework necessarily draws on the approaches being used in LED. LED tends to have a more distinctive pro-poor orientation and the degree of national state endorsement of local-level action is particularly noteworthy (Rogerson, 2003; Nel, 2001).

In the South African context, LED usually refers to actions initiated at the local level, typically by a combination of partners, to address particular socio-economic problems or to respond to economic opportunities. In the South African case it is now a local government mandate, but can also occur as result of private or community-level initiative.

Partnerships are critical in the application of local economic development.

2.4 Environmental Development

Although Schedule 4A of the Constitution lists the environment as a national and provincial function, a number of functions in Part 4B and 5B may be considered environmental in nature. These include municipal planning, regulation of air and noise pollution, and various services such as storm water management, water and sanitation, refuse and solid waste disposal, beaches, parks and other recreational facilities. Despite most municipalities having limited environmental management capacity (e.g. only a few have dedicated staff or budgets), the National Environmental Management Act, 1999 requires that they incorporate measures prescribed in the provincial integrated environmental plans and produce an integrated waste management plan.

2.5 Making a Tourism Destination Viable

Local government have a role alongside the private sector owners/operators to ensure that tourism destinations remain viable business venture. A tourism destination's ability to attract tourism revenue is influenced by a number of factors such as:

- Political constraints and incentives (such as policies regarding local and foreign investments)

- Resources, facilities and conveniences such as attractions, transportation, access, hospitality, pricing, medical and other services)
- Market characteristics (such as visitor preference, disposable income, proximity to destination)
- Political stability', expertise of human resources and the ability of decision makers (both in the public and private sectors) to market and promote the destination effectively.

2.6 Role of Local Governments in Tourism

The role of local government in tourism in South Africa, thus, is conditioned by the abovementioned obligations of local government and provides a context for intervening in tourism.

According to Richins and Pearce (2002), for effective methods of sustainable tourism development to be developed, the decision making process and influences need to be understood at a local government level. Local government initiatives that can influence tourism development can include land use planning, monitoring of developments and local economic development planning that ensure that development is consistent with local needs.

The White paper on local Government (1998) explores the role of local governments in South Africa, whose central responsibility is to work together with communities to find sustainable ways to meet their social, economic and material needs and improve their quality of life.

Through traditional responsibilities of the Local government, namely service delivery and regulations; local governments exert great influence over the social and economic wellbeing of local communities. Local governments are not responsible for job creation, but rather are responsible for taking active steps to ensure overall economic and social conditions of the locality are conducive to the creation of employment opportunities.

As providers of social services, builders of economic infrastructure, regulators of economic activities and managers of the natural environment; local government has many direct instruments to influence the direction of local development.

Tourism development is therefore a joint responsibility of local government with the private sector. It is predominantly a private sector business whilst public sector facilities, services and amenities are complementary to successful tourism. The role of local government is therefore to attract investors with their capital, undertake planning and provide leadership while the private sector is to attract customers with their capital

It is also important to note that tourism is not a community service, but rather a commercial industry with a clear intent being to attract visitors so that they spend their money at destination businesses and services. It is also a highly competitive industry, and customers have to be attracted and encouraged to stay and spend their money locally.

2.7 Local Government Ways of Intervening in Tourism

Local governments can therefore foster and build its commitment to tourism development in a number of ways:

- Raising awareness about tourism benefits at a local level, (e.g. SA Tourism Welcome Campaign)
- Work with stakeholders to align the locality's destination marketing and management (e.g. functions of Joburg Tourism)
- Promote partnerships between public and private sectors
- Development and implementation of policies that promote sustainable tourism development (LED/IDP)
- Promotion of more mixed tourism developments with targets at the lower-end of the range of hotels (and services) that would allow for the growth of a more local ownership.
- Assist in training – in building local capacity to manage tourism at the local level
- Support public education programmes which encourage responsible consumption in tourism
- Build political will to meet development targets
- Increase funding, or support to local NGO's (civil society) to enable them to engage with communities in dialogue on tourism.
- Facilitate (by promoting and assisting) existing business and new enterprises with required resources (such as information, land use matters, training)
- Act as a catalyst for new business development
- Ensure appropriate infrastructure is available to facilitate the development of businesses and industry
- Local governments are custodians of many natural resources frequented by tourists and locals (e.g. parks, beaches,
- Consolidate visitor information centre that (focus on destination marketing, visitor information)

2.8 Tourism Stakeholders

The following is a list of stakeholders in tourism:

- DEAT www.deat.gov.za
- Provincial and Local government/tourism departments
- SA Tourism – Marketing SA internationally www.southafrica.net
- Tourism Grading council – To provide a framework and processing for grading across all relevant sectors of the tourism industry (not just hospitality) www.tourismgrading.co.za
- SANPARKS - The focus for SANParks in the first decade of democracy has been to make national parks more accessible to tourists in order to ensure conservation remains a viable contributor to social and economic development in rural areas. www.sanparks.org
- TEP - The Tourism Enterprise Partnership (TEP) is a public-private partnership between the Department of Environmental Affairs and Tourism and the Business Trust. TEP facilitates the growth and development of small, micro, and medium-sized enterprises (SMMEs) in the tourism economy, resulting in income generating opportunities and sustainable job creation. This is

achieved by assisting SMMEs to identify business opportunities and to equip themselves to take advantage of these business opportunities. www.tep.co.za

- FEDHASA - The Federated Hospitality Association of South Africa, (FEDHASA) a member driven organisation, is registered as a section 21 Company, (Registration No. 05/34000/08) and functions both as a Trade Association and an Employers' Association Fedhasa has been representing the South African Hospitality Industry on a local, Provincial, national and global level to protect the interests of all stakeholders of the industry, thereby enabling members to achieve their objectives. www.fedhasa.co.za
- SATSA - The Southern Africa Tourism Services Association (SATSA) is the member driven association representing the private sector of the incoming tourism industry in Southern Africa. SATSA represents the key players and principles within the industry including:
 - Transport providers
 - Tour operators or Destination Management Companies
 - Accommodation suppliers
 - Brokers
 - Adventure Tourism providers
 - Business Tourism providers
 - Tourism services providers
- ASATA - ASATA is a non-profit association that has represented the interests of the South African travel agents www.asata.co.za
- TBCSA- The Tourism Business Council of South Africa (TBCSA) is the voice of the tourism business sector involved in tourism. The TBCSA was established in February 1996 by leading tourism businesses. Its primary purpose is to engage with all stakeholders in developing macro strategies that create an enabling environment for tourism development. The TBCSA does not replace the trade associations. Trade associations, representing their members interests are members of the TBCSA www.tbcsa.org.za
- FTTSA - Fair Trade in Tourism South Africa (FTTSA) is a non-profit organisation that promotes sustainable tourism development. FTTSA awards the use of special label to qualifying businesses as a way of signifying their commitment to Fair Trade criteria including fair wages and working conditions, fair purchasing, fair operations, equitable distribution of benefits and respect for human rights, culture and environment. www.fairtourismsa.org.za
- THETA – The Tourism Hospitality and Sport Education Training Authority www.theta.org.za
- **Provincial Tourism Authorities**, namely
 - KwaZulu-Natal Tourism Authority www.zulu.org.za
 - Mpumalanga Tourism Authority www.mpumalanga.com
 - North West Parks and Tourism Board www.tourismnorthwest.co.za
 - Eastern Cape Tourism Authority www.ectourism.co.za
 - Western Cape Tourism Authority www.capetourism.org
 - Limpopo Tourism Authority www.golimpopo.com

- Gauteng Tourism Authority www.gauteng.net
- Northern Cape Tourism Authority www.northerncape.org.za
- Free State Tourism Authority www.freestatetourism.gov.za



**The South African
Tourism Planning
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for Local Government**

3. THE LINK BETWEEN THE TOURISM PLANNING

3.1 Toolkit And Local Government Planning

The diagram below indicates the location of the municipal tourism plan under the existing policy environment as informed by the Municipal Systems Act (2000) and indicates where a tourism strategy could fit in that process.

A tourism strategy is one of a number of specific strategic plans developed by the municipality to provide direction when the Integrated Development Plan (IDP) is being prepared annually. The Tourism Toolkit identifies the essential information requirements for a tourism strategy. The Tourism Toolkit also provides tools to enable local authorities to address specific issues that are relevant to their region, i.e. involving the district and provincial spheres.

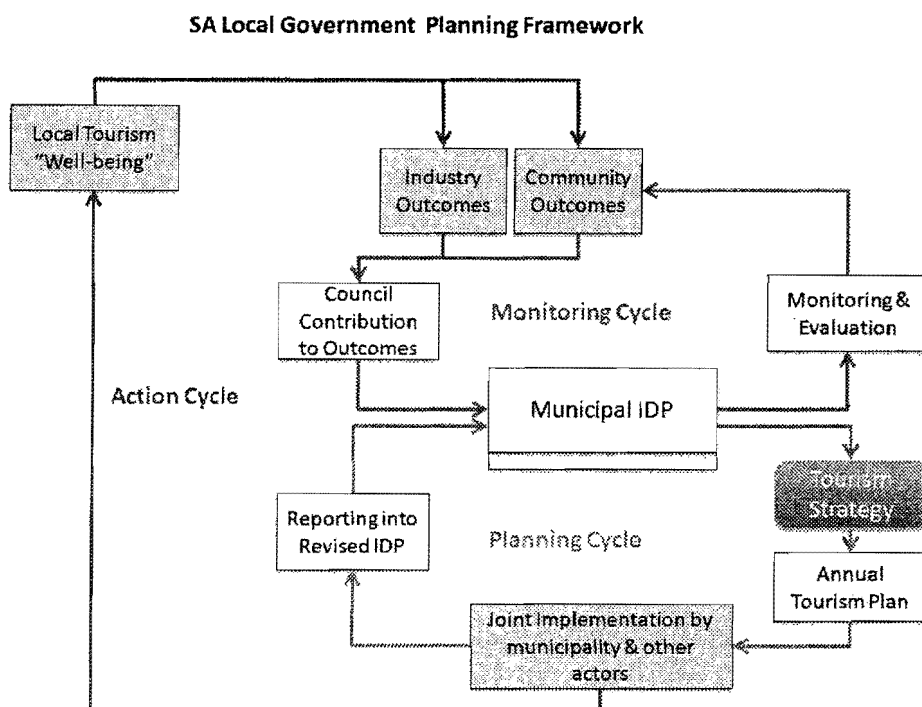


Figure 5: South African Local Government Planning Framework

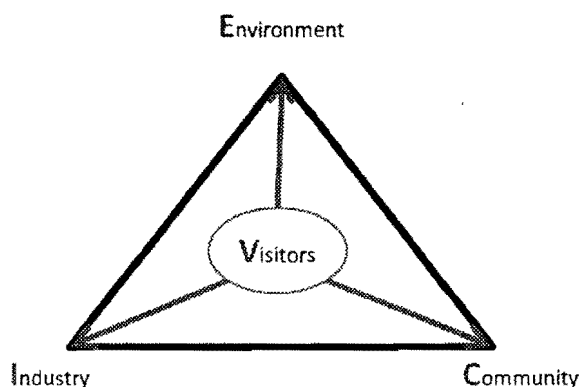
3.2 How to Use the Tourism Planning Toolkit

Tourism Planning Toolkit is designed for use by local and district municipalities; and provincial tourism organs tasked with the responsibility either wholly or partly for destination management in their area.

The Toolkit can be used by local government in three distinct ways:

1. To tackle specific issues that may arise associated with the development and management of tourism;
2. In a broader sense, to develop a tourism strategy that is one of a series of plans that local government must produce to assist in their strategic planning and ultimately the funding of key projects; and
3. By driving coordination and cooperation by those involved in the tourism planning process by identifying the processes and the products required to do tourism planning.

An international model (VICE) that acts as a template for identifying key groups of stakeholders is equally appropriate for South Africa. It is included here to identify the key dimensions of a tourism strategy.



A successful tourism strategy needs to identify how to:

- Welcome, involve and satisfy **Visitors**
- Achieve a profitable and prosperous **Industry**
- Engage and benefit host **Communities**
- Protect and enhance the local **Environment**

The model can be used to check the future viability of tourism decisions:

- How will this issue/decision affect the visitor?
- What are the implications for the industry?
- What is the impact on the community?
- What is the environmental effect?

Unless there is a positive answer to all four questions the decision and its outcomes are likely to be unsustainable. The VICE model is used as a check throughout the Toolkit to ensure that the needs of the key stakeholders are met.

The South African Tourism Planning Toolkit is structured as follows:

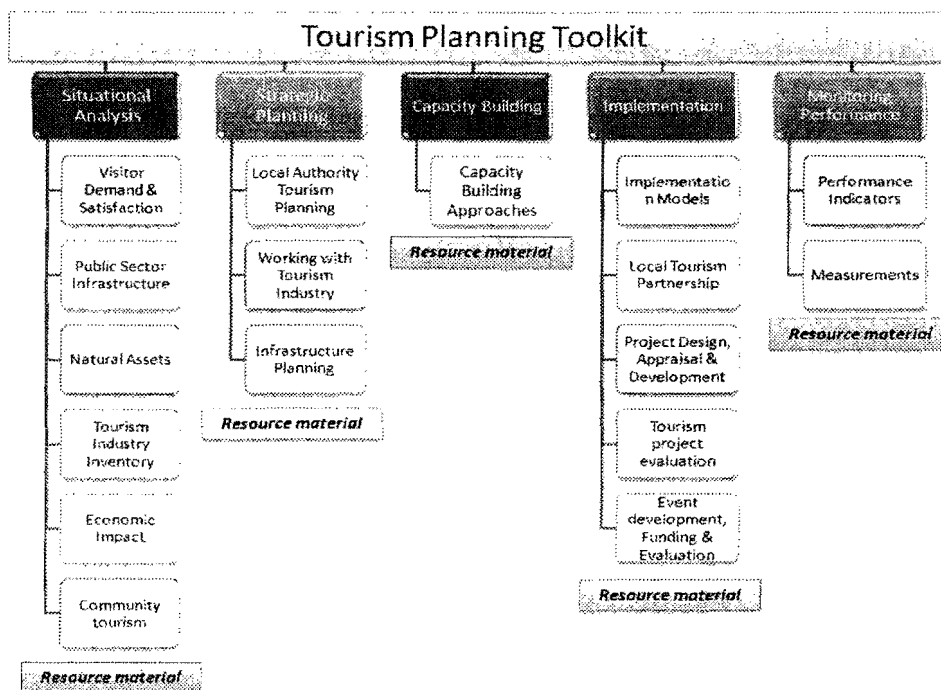
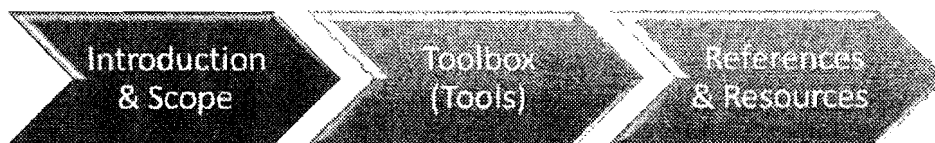


Figure 6: Structure of South African Tourism Toolkit for Local Government

Each Toolbox has three sub-sections, namely:



How to Use the Tourism Planning Toolkit

- Identify which part of the tourism planning process you are in.
- Complete each product using the tools contained in the toolboxes.
- Use references and resources provided to increase your understanding.
- Consolidate all products into a Tourism Strategy.



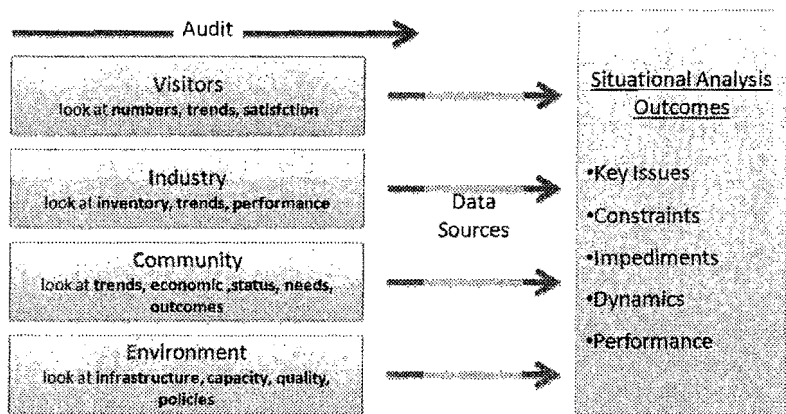
The South African Tourism Planning Toolkit for Local Government

4.4. SITUATION ANALYSIS TOOLKIT

4.1 Contents of This Toolbox

This section will be the starting point for many. It introduces the need for data collection and analysis to understand what is currently happening in respect of tourism in a municipality and how the industry and community are responding to changes in the tourism sector. It will identify the current status of, and issues surrounding tourism in the area. The diagram below identifies the major dimensions for the Situation Analysis using the key areas of Visitors, Industry, Community and Environment. Examples are provided of data requirements in each area.

Situation Analysis



The checklist provides an overview of the key tourism information required by local authorities involved with tourism planning and which will be developed further in the sections to follow. Complete the checklist by ticking the appropriate boxes to confirm which information you have available, which you do not have and which you have partially or are unsure about.

This toolbox answers the following question:

- What information do I need to know and why?

The checklist provides an overview of the key tourism information required by local authorities involved with tourism planning and which will be developed further in the sections to follow. Complete the checklist by ticking the appropriate boxes to confirm which information you have already available, which you do not have and which you have partially or are unsure about.

Checklist - Key Tourism Information for Local Authorities

Information	Yes	No	Unsure/ Partially
1. The number and type of visitors to the area			
2. The economic benefits provided for your area by visitors			
3. The number and range of accommodation facilities in the area			
4. The number of attractions and activities in the area			
5. The forecast number of visitors to the area for the next five years			
6. The impact on accommodation and attraction requirements from the forecast visitor increases/decreases			
7. The views of visitors on the quality of their experience to the area			
8. The views and opinions of residents in respect to the current levels of tourism in the area			
9. The views and opinions of residents in respect to the forecast levels of tourism in the area			
10. The capacity of current infrastructure and services to cope with existing and future demand from visitors			
11. The impact of visitors on the environment			
12. The level of satisfaction of the tourism industry with maintenance and development of tourism infrastructure and services in the area			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolkit to obtain the base information required to prepare a strategic plan or address specific issues.

4.2 VISITOR DEMAND TOOLBOX

4.2.1 Introduction and Scope

Understanding the number of visitors and their use of infrastructure/amenities while visiting South Africa and its regions (visitor demand), is essential to enable effective planning for tourism by local authorities, Provincial Tourism bodies and businesses which focus on the tourism industry. This section provides Tools that enable you to check what you know about visitors to your area and ways to obtain data on the current and future numbers of visitors to your area.

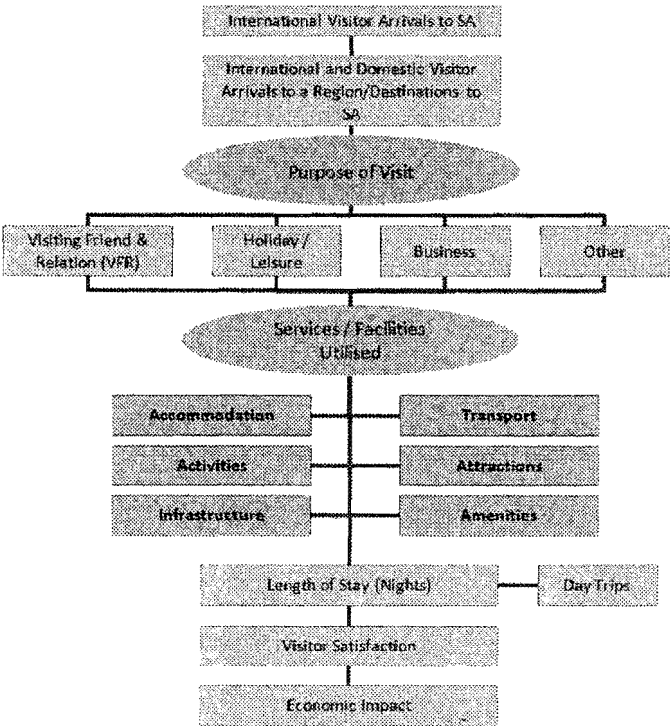
4.2.2 Benefits of Using This Toolbox

An essential starting point in understanding the needs of visitors is to have a clear definition of what is meant by the visitor industry. In general terms the visitor industry is understood to include international and domestic overnight and day excursionists. These three categories can be further refined in specific groups as the shown below:

- International – overnight, day trips
- Domestic – overnight, day trips
- Local – day trips

Without visitors there wouldn't be a tourism industry, so it is critical that in the first instance you understand the characteristics and behaviour of visitors to your area, so that you are informed and able to address specific issues that exist or may arise in the future. As well as the traditional visitors who visit tourist attractions and undertake activities (e.g. wine tasting, shark cage diving, rafting), the visitor market also includes families going to another city for a day to attend a sporting event, attending conferences and visiting relations. The definition of 'visitor' is very broad. The diagram on the following page indicates the demand components and helps you to answer the questions of who comes, why they come, what services they utilise, how long they stay, their level of satisfaction with their visit and the economic benefit generated.

Visitor Demand Model for a Destination



Understanding visitor demand will provide you with essential data that will enable you to plan for future tourism infrastructure needs and develop destination management strategies with confidence.

Toolbox Resources

The table below helps you to identify the specific information required for visitors to your area. Complete the checklist by ticking the appropriate boxes to confirm which information you have already available, which you do not have and which you have partially or are unsure about

Checklist - Visitor Characteristics and Behaviour Information Information	Yes	No	Unsure/ Partially
1. Trends in visitor arrivals (international) and domestic tourism			

Checklist - Visitor Characteristics and Behaviour Information	Yes	No	Unsure/Partially
2. The number of international and domestic visitors to your area			
3. The country that international visitors come from			
4. The regions in South Africa that domestic visitors come from			
5. The reason they are visiting the area			
6. The transport used to reach the area			
7. The type of accommodation they are staying in			
8. The attractions visited and activities undertaken by visitors in the area			
9. How long they stay in the area			
10. The number of day trips to the area (as distinct from those who stay overnight)			
11. Seasonality visitor profile for the area			
12. International and domestic visitor forecasts for the area			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolbox to obtain the base information required to prepare a strategic plan or address specific issues.

South Africa Tourism and Statistics SA provide statistics on all provinces.

Table 1: Method of Developing Visitor Profile for Smaller Local Authorities and Destinations

Information Required	Method	Benefits
Accommodation Data	Develop a monthly survey for accommodation operators in your area to include: <ul style="list-style-type: none"> • Number of rooms • Number of rooms sold per month • Origin of visitors • Length of stay 	<ul style="list-style-type: none"> • Provides base data on who visits and over time will indicate trends, peaks and troughs • Can provide feedback to operators which they can use to benchmark their position • Assists in marketing the area to specific visitor/market types

For further information you can refer to the following documents either on the web or in the attached References Folder:

- 1) Draft 2010 Soccer World Cup Tourism Organising Plan – Nov 2005 (Source DEAT)
- 2) Tourism Growth Strategy to 2013 Draft Edition
- 3) <http://www.southafrica.net/satourism/research/research.cfm>
- 4) The Global Competitiveness Report 2008-2009
<http://www.weforum.org/documents/GCR0809/index.html>
- 5) Bee Charter and Base study
- 6) 'Development and Promotion of Tourism in South Africa' White Paper:
<http://www.info.gov.za/whitepapers/1996/tourism.htm>

4.3 PUBLIC SECTOR INFRASTRUCTURE TOOLBOX

4.3.1 Introduction and Scope

In some towns, tourism places a significant demand on public sector infrastructure. Growing numbers of visitors, particularly overnight visitors, are steadily increasing the demands for a range of public services. Each town has its own unique visitor sector profile in terms of seasonal variability, proportion of holiday homes and day visitors relative to its permanent resident population, variable itinerant population, and industrial and commercial demands.

Local government's role in tourism is critical in providing the utilities and infrastructure on which the tourism industry is based. This includes services such as public roads, water, wastewater and waste services, parking and signage, museums, art galleries, sporting facilities, visitor centres, reserves, gardens and other amenities, and identifying sites for development.

Infrastructure for tourism is provided by both local government and the private sector. This Toolbox focuses on public sector rather than private sector infrastructure. It is recognised that there is increasing interest in South Africa in infrastructure services provided by public-private partnerships (PPPs). There is also increasing emphasis on providing infrastructural services that meet sustainability criteria. The focus of this Toolbox is public sector infrastructure. It aims to provide information, data and resources for those actively involved in planning, design and management of the public sector infrastructure and services used by the tourism sector. The target audience is infrastructure planners, designers, managers and users of the infrastructure services.

The word "infrastructure" can mean many different things to people. This Toolbox focuses on the specific public sector infrastructure needed to sustain South Africa's tourism industry. These services include:

- Water supply
- Wastewater management
- Solid waste management
- Electricity supply (where local government is service provider)

4.3.2 Benefits of Using This Toolbox

Visitors use many of the public services that are provided in towns and cities, including reticulated water, wastewater, electricity, solid waste collection, roads, parking, areas, art galleries, museums and parks. Few local authorities are able to accurately estimate how much of each service is used in their area by visitors, or just how large the visitor usage of any infrastructure systems is.

There are three reasons for this:

- Data are rarely available on numbers of visitors visiting a community
- Accurate data are not available on water use, or wastewater and solid waste production per visitor
- Collection of this type of data is too complex

Visitor demand on services can vary significantly throughout the year, creating heavy demand at the peak of the visitor season. Furthermore, a number of South African towns are experiencing significant growth in the numbers of visitors. Usage of infrastructure may vary between classes of visitors (luxury hotel users, motels, backpackers), and between geographic locations. If this data were available, local authorities and other infrastructure providers would be better equipped to determine what proportion of infrastructure use

are attributable to visitors, plan for tourism growth and hold informed debate on charging policies for these services.

Most municipalities also face challenges in funding additional infrastructure for tourism. An important use for this Toolbox is to assist with the study and modelling of selected infrastructure to enable the municipality to undertake better planning, design, funding and management to meet the needs of Visitors, Industry, the Community, and the Environment.

Therefore, local government is encouraged to obtain this data from the relevant source in order to do more effective tourism planning at the local level. This Toolbox recommends that local authorities adopt an integrated and systems approach to addressing infrastructural issues. Good infrastructure planning, design and management enables sustainable economic development; ensures integrated and efficient services and optimises benefits from the use of resources and public funds.

4.3.3 Tourism Support Infrastructure

Infrastructure is of vital importance not only to tourism but also to every government department, community, business and individual. Infrastructure with regard to tourism affects visitor satisfaction and likelihood of repeat business, as well as opportunities for local and foreign players to invest in tourism. The growth of tourism is directly linked to the ability of infrastructure to accommodate that growth.

While local and provincial government do not always have the full budget to build a complete solution to infrastructure needs, the private sector will generally foot the bill as long as basic infrastructure is provided. Tourism departments then have three roles within infrastructure development:

- Ensure the provision of basic infrastructure (roads, water, electricity, waste removal, sewerage & telephony) by providing baseline information on Tourism needs
- Promote private sector infrastructure investment in line with tourism goals
- Monitor infrastructure for maintenance and updating

Infrastructure can have vast positive implications on the tourism industry both inside the region and the country:

- Increase in number of visitors
- Diversifying tourist activity
- Prolonging visitor stay
- Increasing visitor spend in tourism and other industries
- Creating greater efficiency for tourism related businesses
- Increasing likelihood of local and foreign investment into the tourism industry
- There are economic gains directly from tourism infrastructure
- Tourism infrastructure supplies other industries, and drives demand and return on investment in those industries. This spill-over effect adds to national productivity
- A quality infrastructure will create wealth and employment within the tourism industry

Strategically, departments should have overall strategic goals for tourism infrastructure. These goals must aid the development of tourism, transport and infrastructure needs to benefit both local bodies and visitors.

Examples of Tourism Infrastructure Strategic Goals:

- Must provide safe secure and cost effective modes of transport from arrival nodes to attractions, business centres and tourism infrastructure such as accommodation. Intermodalism must be employed to achieve this.

- Must be able to accommodate the increase in visitors resulting from natural tourism and economic growth as well as from the 2010 event. Excess infrastructure requirements for the 2010 event needs to be planned for.
- Must be within environmental constraints.
- Must aid local community transport needs.
- Create increased consultation within the tourism industry between service providers, travel agents, government bodies and private sector entities to upgrade and maintain infrastructure needs.
- Must aid economic growth within the region
- Must increase competitiveness of the region on local and international tourism fronts
- Investment must be prioritised for those areas where current and potential tourism spend are high and infrastructure requirements are not being met.

4.3.4 Local Government Infrastructure Tasks

Local government must quantify the impact tourism has on the infrastructure in its area. Local government can use an information gathering/sharing approach to collect data and provide a better understanding of Public Sector Infrastructure. All components of public sector infrastructure are the domain of various departments at local, district or provincial level.

Nonetheless, local governments have a few major tasks in infrastructure provision, namely:

- Electricity supply management and monitoring
- Water supply
- Wastewater management
- Solid waste removal
- Local spatial planning

Gathering the necessary data is complicated by variations in seasonal visitor patterns and usage of services, and varying levels of usage by different categories of visitor (such as luxury hotel users compared with backpackers). This poses challenges for managing infrastructure supply and services because:

- The number of visitors to the community is not always clear;
- No accurate data on usage of water or electricity per visitor, or wastewater and solid waste production per visitor.

Electricity

Local governments are not responsible for the direct supply of electricity to residents, businesses and industry. Eskom supplies most areas in South Africa, while concessionaires under the Integrated National Electrification Programme of the DME implement supply to non-grid areas.

Local governments act as a management agent by buying power from suppliers and reselling it to the municipality.

In terms of the pricing of electricity services, tariffs are approved by the National Electricity Regulator (NER) in terms of the Electricity Act, 1987 (Act 41 of 1987).

Local government also controls the roll out of electricity services in areas with no electricity (in accordance with the Municipal Integrated Development Plan (DME) rollout). This will be important in terms of redirecting tourists towards the hinterland. According the Department of Minerals and Energy (2009), key success factors for rolling out electricity services to unserved areas include:

- Compliance of Service Providers with provisions of Section 8 of Municipal Systems Act (meeting basic requirements as a Service Provider)
- Concluding Comprehensive Service Level Agreements (SLAs) between Municipalities and Service Providers, providing for;
 - Coverage or recovery of capital, operational and energy costs;
 - Need for Service Providers to be guaranteed of sustainable Free Basic Electricity (FBE) funding from Local Government (cash flow);
- To ensure sustained roll-out of the FBE programme;
- To ensure sustained roll-out supports take up of new electricity connections, especially for non-grid sites.
- Accuracy of targeting and revenue flows:
 - Matching available resources to the service (costs recovery by providers to be sustainable).
- Municipal oversight of the FBE value chain to ensure that the FBE programmes effectively deliver within cost, time and other available resources in terms of existing legislation.
- Continuation of proper metering, billing and revenue collection and management by the providers to consumers for services rendered.

So for tourism, local governments need to fulfil the following tasks in terms of electricity provision:

- Monitor electricity usage and report findings and trends to appropriate authorities (Department of Energy, Eskom)
 - Current electricity usage of the area
 - Expected growth and electricity increase within the area
 - Current visitor electricity usage
 - Expected growth in visitor electricity usage, especially for 2010 and beyond
- Ensure that tariffs are in line with the Electricity Act, 1987
- Ensure that the rollout of electricity to unserved areas falls within the requirements of the Municipal Integrated Development Plan
- Ensure that key tourism infrastructure (accommodation, retail, etc) and destinations have adequate electricity supply

The following are some data required to understand Tourism infrastructure in an area:

Table 2: Typical Infrastructure Use Data Required

Service provided by Infrastructure	Data Required	Unit of Measurement
Potable water supply	Water Demand Litres/Guest Night <i>(Usually presented by accommodation category alongside a Winter and Summer mean and range)</i>	L/GN
Wastewater services	Wastewater litres/Guest Night <i>(Usually presented per accommodation category)</i>	L/GN
Solid waste services	Typical Solid Waste/Guest Night	Varies. Dependent on how solid waste data is collected. Ideally, solid waste Kg/visitor/GN
Energy supply	Energy Demand Kilowatts/Guest Night	KW/GN

4.3.5 Data Collection

The quality of data required depends on the nature of the study being carried out. This toolkit suggests two types of studies as follows:

- A low cost desktop scoping study to evaluate the overall demand the tourism industry exerts on the town's water, wastewater, solid waste and electricity service; and
- A comprehensive study involving more detailed data collection and evaluation of the impact of tourism on the infrastructural services of water, wastewater, solid waste and electricity.

Desktop Scoping Study

This is a low cost desktop study that will enable the Council or the local tourism industry to create an approximate quantitative picture of the relative demand tourism places on the town's services.

Data required

- Monthly guest-night data for the town from the agency collecting accommodation information in your area; from your provincial tourism organisation; from SA Tourism; or from Statistics South Africa
- Permanent resident population.
- Twelve months of monthly water consumption and wastewater production data for the town.
- Twelve months of monthly energy consumption for the town

Comprehensive Study

As a consequence of the scoping study, the decision may be that a more detailed study is appropriate to assist the Council in designing an improved cost allocation and charging structure. One of the techniques recommended for collecting micro data is by snapshot studies.

Snapshot Studies

Obtaining real micro data for visitor demand on a town's infrastructure such as water consumption, wastewater and solid waste production; and energy consumption can be difficult and costly. The demand is seasonal and depends on the nature of the activities of the visitor (for example type of accommodation used).

There are certain services that are shared between visitors and permanent residents; for example restaurants, cafés and visitor attractions. In such circumstances identifying and quantifying the sector demands can be complicated. It is recommended that snapshot studies be used to provide representative micro level data.

Snapshot studies need to be carried out in local areas. The snapshot study method entails four 7-day snapshot studies being carried out in the town. The purpose is to obtain the necessary daily data to be able to create a reliable picture of the demand visitors place on the town's water, wastewater, solid waste and electricity services.

Two 7-day studies should be done during the low visitor season and another two 7-day studies during the peak visitor season for the town. It is important to designate the study area appropriately in order to allow for conclusions to be drawn about the impact of tourism in a given area.

In these studies the specific daily data collected during each snapshot study includes:

- Guest-nights for all commercial accommodation. This information can be obtained by delivering a survey form to each commercial accommodation provider.

- Water and wastewater flows for the whole town
- Weather conditions, including rainfall.
- Individual water meter readings for representative properties such as:
 - Different categories of accommodation providers,
 - Different categories of visitor related non-accommodation businesses, commercial and community activities.
 - Waste production from the different sector sources.
- Information Centre door counts and any other additional obvious indicator of visitor numbers within the town.
- Quantities of solid waste collected – street bins, recycling bins, rubbish and/or recycling collection, and central transfer/landfill site quantities.
- Where possible, waste quantities from representative individual properties. This may be too difficult to do in some situations.

The people implementing the snapshot studies and collecting the data will gain a very good understanding of how the town's infrastructure operates. This knowledge and information should be documented and used to inform future planning and management of the town's services and visitor industry aspirations.

4.3.6 Private Sector Infrastructure

Infrastructure is provided by both local government and the private sector. This toolkit focuses on public sector rather than private sector infrastructure. It is recognised that there is increasing interest in infrastructure services provided by public-private partnerships (PPPs). Some infrastructure service providers in South Africa are contemplating PPP arrangements for infrastructure service provision. It is important to explore these potential partnerships where they exist.

Visitor related private sector infrastructure normally includes:

- Accommodation
- Public transport – bus, rentals, rail, air, sea
- Communication, including telecommunication, internet services
- Entertainment, food and beverage, shopping and other visitor business activities

4.3.7 Local Spatial Planning

Local government is responsible for the overall spatial planning for its area. To more fully understand the role of local governments, the following documents can be consulted:

- The Constitution
- Rural Transport Strategy for South Africa
- Public Transport Strategy
- Transport Action Plan for 2010
- Provincial Land Transport Framework
- White Paper on National Policy on Airports and Airspace Management
- White Paper on National Transport Policy
- Moving SA
- Airlift Strategy

There must be an integration of local planning with provincial and national plans (DEAT, Annual National Tourism Conference Report, 2007). While local governments cannot control policy and legislative changes, they must do their best to add input into that process as well as implement the results.

Furthermore, the responsibility and construction some transport nodes will be out of local governments hands. An example of this would be national airport construction. However, local government will still have a responsibility to ensure that local spatial and transport planning supports and accommodates these initiatives.

Local governments must also keep in mind that transport is a derived demand (DEAT, Annual National Tourism Conference Report, 2007), being dependant on destinations. Local governments should look whether changes in the infrastructure are necessary given future tourism growth projections.

- For further information you can refer to the following documents either on the web or in the attached References Folder: DEPARTMENT OF MINERALS AND ENERGY, Free Basic Electricity Rollout, PROVINCIAL/DISTRICT/MUNICIPAL WORKSHOP, 5 January 2009; fbs.dplg.gov.za/fbs/index.php?option=com_docman&Itemid=45&task=docclick&bid=44&limitstart=0&limit=5
- New Zealand Planning Toolkit for Local Government, May 2006
- Tourism WA, *Submission to State Infrastructure Strategy*, 2005
- Tourism Infrastructure Policy and Priorities, TTF Australia
- The Constitution (<http://www.info.gov.za/documents/constitution/index.htm>)
- Rural Transport Strategy for South Africa (<http://www.transport.gov.za/library/docs/policy/ruraltrspolicy-summ.pdf>)
- Public Transport Strategy (<http://www.transport.gov.za/library/legislation/nlttaguide/tpr07-tpf.pdf>)
- Transport Action Plan for 2010 (<http://www.transport.gov.za/library/docs/strategy/2010%20TRANSPORT%20ACTION%20PLAN%2010%20OCTOBER%202006.pdf>)
- Provincial Land Transport Framework (<http://www.transport.gov.za/library/legislation/nlttaguide/tpr08-pltf.pdf>)
- White Paper on National Policy on Airports and Airspace Management (<http://www.transport.gov.za/library/docs/white-paper/airport-wp.html>)
- White Paper on National Transport Policy (<http://www.transport.gov.za/library/docs/White%20Paper.doc>)
- Moving SA (<http://www.transport.gov.za/projects/msa/index.html>)
- Airlift Strategy (<http://www.transport.gov.za/library/docs/aistr/index.html>)

4.4 NATURAL ASSETS MANAGEMENT TOOLBOX

4.4.1 Introduction and Scope

According to SA Tourism (2008), 33.7% of foreign tourist rated South Africa's scenic beauty as their best experience in the country, and 15.2% of visitors enjoyed the wildlife, game parks and safaris. South Africa has one of the most diverse natural environments in the world and this draws in visitors both internationally and locally. International trends suggest more, rather than fewer, environment-attuned visitors in the future.

The natural environment in South Africa is effectively composed of an array of "natural assets" and visitor demand is becoming increasingly focused on specific sites and attractions rather than passive sightseeing.

Local governments are custodians of many natural resources frequented by tourists and locals, e.g. parks, beaches and forests.

However, increasingly, many natural resources also fall under private ownership such as private game farms, or riparian land ownership. Local authorities need to prepare for the environmental pressures and externalities of such trends and not focus solely on anticipated economic benefits.

This section provides tools that enable you to:

- Identify local natural assets
- Appreciate the significance of the natural assets that might or might not be used for tourism in your district or region; and
- Plan for the sustainable management of these natural assets in a tourism context.

This component also relates to:

- The public infrastructure Toolbox
- Project design, appraisal & development Toolbox
- Visitor demand Toolbox
- Visitor satisfaction Toolbox

4.4.2 Understanding Natural Assets

South Africa (and Africa as a whole) has always attracted tourists looking for unspoilt natural settings. With many national game parks and natural attractions, South Africa needs to pay special attention to these natural assets in order to both preserve such sites, as well as to use these attractions for the economic benefit of the country.

By “natural assets” we mean elements of the natural environment i.e. wildlife and their habitats, areas of native vegetation, remnant landscapes, caves, fossil deposits, wetlands and other water-bodies, rivers and beaches. Some of these natural assets are located on, or accessed by passage through or across, privately owned land.

In order to adequately protect the natural environment and natural assets from the impacts of tourism, there is a need for government agencies (SANPARKS), the National government (DEAT) and local government to have adequate and useful baseline information from which to make informed decisions.

National policies (NEMA, 1999; the Constitution, 1996) highlight the importance of conservation and sustainable responsible management of natural environment and resources. However, despite their importance, few of South Africa’s natural assets have stand-alone management guidelines to ensure that visitor impacts are monitored and the quality of the asset is adequately maintained and protected, often leading to environmental degradation.

Research confirms that at the local government level there is a lack of a coherent framework to guide tourism planning for the use and protection of natural assets.

A structured approach to managing tourism impacts on natural assets under the jurisdiction of local, district and metropolitan municipalities is needed and this need will only increase over time.

4.4.3 Benefits of Using this Toolbox

The benefits of managing natural assets sustainably include:

- At the national interest level, natural asset-targeted tourism impact management approaches will help South Africa maintain its competitive edge in "green tourism";
- At a central governance level such approaches will help South Africa fulfil both international and national obligations and strategies; and
- At the industry operational level such approaches will help ensure that the South Africa tourism industry remains profitable and can expand in a sustainable manner.

At the local government level such approaches will:

1. Assist councils in meeting quadruple-bottom-line (environment, social, economic, cultural) reporting objectives
2. Assist councils in meeting the sustainable development requirements of the as stipulated in the White Paper on Local Government (1998)
3. Reduce the likelihood of litigation, costly remediation and other reactive measures that tie up valuable council resources
4. Send pro-active leadership and guidance signals from local government to the various tourism sector groups in South Africa
5. Provide a sharper focus for councils in the management of both tourism and recreational activities in the their districts and regions

4.4.4 Resources

Research into natural assets and their management by local government internationally, there has been much research into social aspects of natural asset management, e.g. matters associated with visitor carrying capacity and crowding, at particular sites or natural attractions. There has also been considerable research, including work done in South Africa, into specific visitor/natural asset interactions, e.g. tourism impacts on whales and dolphins. However, there is relatively little research, either qualitative or quantitative, on how natural assets are managed or ought to be managed in local government contexts.

A survey of local authorities throughout South Africa is required in order to ascertain how councils manage the natural assets over which they have jurisdiction. In addition, more research on the management of natural assets in South Africa is required, along with the development of guidelines for such things as "outstanding landscapes" which visitors clearly associate with the quality of their tourism experience.

There are several options to develop relatively practical Decision Making Guidelines for local authorities.

A. Portfolio Model

Work from ground up within district or region to create portfolios of natural assets by type and manage them under these groupings e.g. caves, hot springs, outstanding landscapes

B. Case-by-case Best Practice Cross-Referencing Approach

Given the diversity of settings and circumstances of local government in South Africa, it is important to recognise that in the short term tourism impacts will have to be managed in an adaptive, if not *ad hoc* manner. To this extent 'best practice' here means borrowing from what works. In this section we present decision support tools that allow local governments to 'plug in' a given natural asset to several decision support tools.

Municipality database

With rapid improvements in information technology over the past decade, and given the excellent network in South Africa, the opportunities to tap into best practice know-how are considerable. The

Quality Planning website is a useful resource that provides relevant best practice, case studies and a publication list of landscape planning.

C. Stand-Alone Mixed-Strategy Checklist

In this section a more hybrid approach is promoted. Recognising that municipalities may prefer a limited portfolio or reference file for particular natural assets, but with the safeguard of action-guiding checks and balances, a mixed strategy checklist has been created. In principle, any municipality can ‘plug in’ any natural asset within its region or district. This checklist provides a guide to deciding upon the best course or courses of action for managing the tourism impacts.

In many municipalities there may be no obvious person to undertake natural asset inventory surveys and it is proposed that a manager in an appropriate department be designated to take responsibility for the management of natural assets.

Table 3: Stand-Alone Mixed Strategy Checklist

Attribute	Yes	No	Unclear	Option for action
History of management for visitor impact already exists				Review existing arrangements Resource consent conditions Stand alone management plan written
National significance				Central government agencies notified
Involves passive consumption				Minimal impact guidelines produced and distributed
Involves active consumption (High active recreation component)				Significant impact guidelines produced and distributed
Organised group visiting				Producer/operator guidelines produced and distributed
Informal groups visiting				Consumer/user guidelines produced and distributed
Similar type asset already managed by other government agencies				Adapt methodology to suite local government
Occupational safety and health requirements apply				Mitigate impacts
Built structures, engineering, track, roadwork's requiring resource consent				Volumes of visits, types of structures, materials specified to meet impact minimisation targets
NEMA 1998 provisions apply				Restrictions/penalties/guidelines
Other Legislation				Restrictions/penalties/guidelines
Other plans apply (e.g. – National guidelines for Responsible Tourism 2002				Restrictions/penalties/guidelines
Local Government monitoring and capacity exists				Relevant section within municipality identified and programme prepared.

Attribute	Yes	No	Unclear	Option for action
Owner monitoring capacity exists				Programme prepared with council assistance where appropriate
Third party (e.g. NGO, community members) monitoring capacity				Programme prepared with council assistance where appropriate.
Municipality education capacity				Advance visitor guidelines produced with council assistance where a appropriate
Owner Education capacity				Advance visitor guidelines produced with council assistance where appropriate.
Other				

For further information you can refer to the following documents either on the web or in the attached References Folder:

- New Zealand Planning Toolkit for Local Government, May 2006

4.5 VISITOR SATISFACTION TOOLBOX

4.5.1 Introduction and Scope

A successful tourism industry is based on visitor satisfaction. Failure to meet and exceed visitor expectations will lead to a reduction in visitor numbers and the associated economic benefits that the industry can bring to an area. Measuring visitor satisfaction should be a key function of local authorities as tourism becomes an ever increasing component of economic wellbeing of an area.

For the visitor to South Africa visitor satisfaction is about more than the people with whom they came into contact, the places they stayed or the attractions they visited. Local and district municipalities are important role players in providing essential services and infrastructure that enables the tourism industry to operate.

People do not want to visit unattractive places. Therefore there is considerable pressure on municipalities to ensure that the first impressions visitors have of places are positive and this is carried through as visitors utilize the services available to them. This is very much the responsibility of the public sector, in particular local municipalities.

4.5.2 Benefits of Using This Toolbox

It is important to conduct visitor satisfaction surveys because destination benchmarking provides a customer focused and competitor-related basis on which to set priorities for action to improve the destination product.

Visitor satisfaction can be used for:

- Identifying strengths and weaknesses, under-performance against competing destinations can be a powerful influence on decision makers;
- Securing additional resources for visitor management projects;

- Raising the profile of the visitor management function and helping to secure political support for tourism;
- Influencing product suppliers to improve; it can be a driver for initiatives aimed at improving the standards of external suppliers;
- Generating positive public relations from benchmarking findings, playing a key role in building civic pride;
- Helping to identify best practice amongst a range of destinations which can be shared; and
- Demonstrating achievement through year on year improvement against benchmarks and helping to measure the impact of capital expenditure on projects, such as environmental improvements.

4.5.3 Resources

Despite the importance of visitor satisfaction to the tourism industry and to the success of destinations, very little research has been completed on how particular destinations in South Africa meet visitor expectations.

Use the checklist below to find out how satisfied visitors are with the services available in your town.

Key Criteria	Yes	No	Unsure/Partially
1. Quality, range, value for money of accommodation			
2. Ease and cost of parking in the area			
3. Range/choice, quality of visitor attractions and activities to do			
4. Range/choice, quality of service, value for money of places to eat and drink			
5. Range/choice, quality of the shopping environment, value for money of shops			
6. Ease of finding way around – road signs, pedestrian signs, display maps and information boards			
7. Availability and cleanliness of public toilets			
8. Cleanliness of the streets			
9. Upkeep of parks and open spaces			
10. Range and quality of evening entertainment			
11. Overall impression of city/town			
12. Popularity of attractions			
13. Feeling of safety in terms of crime and traffic			
14. Ease of finding, quality of service, usefulness of information received from the I Site/information centre			
15. Things liked most about the city/town			
16. Things that spoilt the visit			
17. Likelihood of recommending city/town to others			
18. Improvements like to see			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolbox to obtain the base information required to prepare a strategic plan or address specific issues.

4.5.4 Safety and Security Self Audit for Local Destination Officials

Use the checklist below to find out how safe and secure a destination in your area is for the visitor.

		Yes	No
1.	Do you have a Safety and Security Policy which clearly sets out your goals and objectives?		
2.	Do you have a Safety and Security Plan based on an analysis of the risks to tourists at your destination?		
3.	Do you have good coordination to carryout your tourism safety and security policy and plan with: SA Police Services..... Home Affairs: Immigration Dept..... SARS: Customs..... Health Institutions..... Fire..... Emergency Services..... Other Officials.....		
4.	Do you include local businessmen in discussions of your safety and security policy and plan?..... Are meetings open to interested citizens' groups?.....		
5.	Do you provide Safety and security information to the principle tour operators for your destination?		
6.	Do you have a multilingual brochure for visitors with the most pertinent safety and security tips?		
7.	Do you have clear signage, good lighting and emergency telephones for tourists?		
8.	Is there a licensing system for: taxis?..... accommodation? tour guides? restaurants? Are measures taken to prevent unlicensed operators?.....		
9.	To what extent is your destination handicapped accessible? 0% to 40%..... 40% to 60%..... 60% to 80%..... 80% to 100%.....		
10.	Is water supply adequate and of good quality?		
11.	Are restaurants and catering facilities regularly checked for sanitation and good hygiene?		
12.	Do all hotels meet local fire standards? Are hotels regularly checked for fire safety plans?		
13.	Are there up-to-date contingency plans for natural disasters?		
14.	Do you hold regular Safety and Security meeting with representatives from government and the community?		

(Source: Tourist Safety and Security World – Practical measures for Destinations, Tourism Organisation)

Reports and Resources

Links to resources to be included.

4.6 TOURISM INDUSTRY INVENTORY TOOLBOX

4.6.1 Introduction and Scope

Whether tourism is an industry or a number of related sectors is a moot point. The fact that many tourism businesses additionally operate in other sectors/industries, can make it difficult to categorise them. Local municipalities relate to tourism businesses through the services they provide as a regulator, planner, infrastructure/service provider, funder, facility owner, manager. Local authorities are therefore inextricably linked to the tourism industry. On this basis alone, it is essential that local authorities are aware of both the demand and supply side of tourism including the physical resources provided by businesses.

4.6.2 Benefits of Using this Toolbox

Whose responsibility is it to ensure that a particular destination is maximising its potential to attract visitors, assuming the tourism industry is considered an important economic development tool? Provincial Tourism Authorities have responsibility for marketing specific destinations, but have limited ability to influence the supply, range and quality of tourism products.

In terms of destination management it is the local municipality through its statutory and non statutory roles that is in the best position to act as the 'enabler' for the development of appropriate tourism products. Specifically a municipality can be proactive in ensuring that it has the tourism products to attract and retain the visitor by:

- Undertaking a review of the number, range and quality of visitor attractions to determine a 'gap' analysis and then work with the tourism industry, developers and investors to identify market needs, development opportunities and potential sites.
- Similar studies could be undertaken in terms of the accommodation sector. This is particularly important to ensure that as demand increases, the 'lag' between identifying the need and the opening of new facilities is minimal, as a lack of accommodation can be a significant 'brake' on sector development working in advance of tourism demand, local municipalities have the opportunity to 'shape' tourism development in their area through (vision, brand, location, timing, infrastructure), this enhances the potential to meet community outcomes, rather than simply reacting to development pressures.
- In essence the municipality should be aware of the need for all the tourism products identified in the Toolbox Resources in this section and take a proactive approach to ensuring that the 'visitor demand' is matched by the 'supply'

NOTE: Tourism products do not have to be tangible or developed in any way. Especially in the cases of cultural or heritage tourism destinations, the following should also be taken into consideration and reflected in any research methodology (Jamieson, Nd):

- **Historic Resources:** sites, buildings, neighbourhoods, districts, landscapes, parks, farms, ranches, barns;
- **Ethnic Tangible and Intangible Features:** features associated with ethnic, minority or religious groups including settlement patterns, languages, lifestyles, values, housing types, work patterns, education;
- **Natural Features:** dominant landforms, topography, vegetation, water;

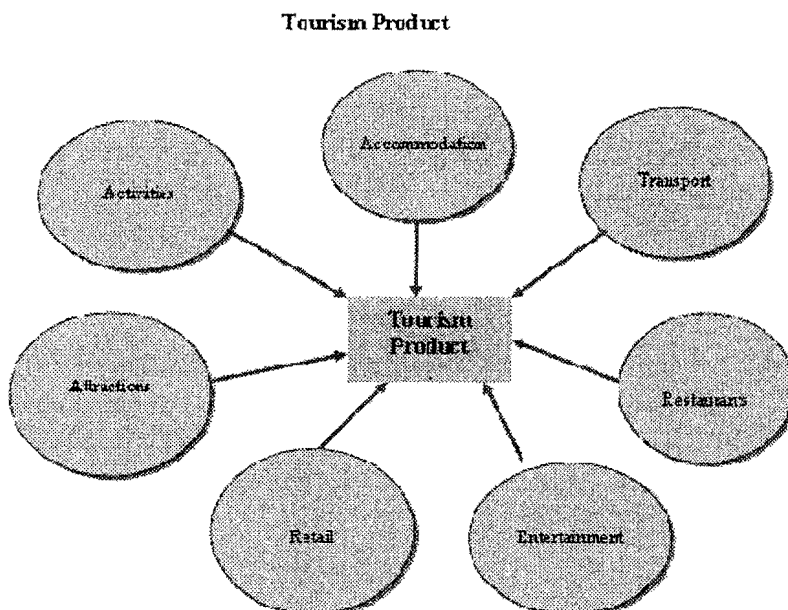
- **Sequences:** sense of entry (gateways), visible approaches to dominant features or into districts, clarity of routes;
- **Visibility:** general and targeted views, visual corridor from a pathway or road;
- **Details and Surfaces:** street furniture, floorscape (pavement material and pattern);
- **Ambient Qualities:** climate, noise levels, smells, quality of light;
- **Visible Activities:** people observing people, everyday activities, festivals and events;
- **Physical Factors:** boundaries, colours, housing types and densities, settlement patterns, nature of materials, sizes, textures;
- **Intangibles:** history, lifestyles, political decision-making structure, sense of community, structure of society, tradition, values.

This includes:

- Cultural villages
- Church sites
- Heritage sites
- Historical and Cultural – battlefields, missionary outposts
- Township tourism sites

4.6.3 Resources

The diagram below identifies the key elements of the tourism product (supply side).



An inventory of tourism products identifies the opportunities and constraints that a local municipality has in attracting visitors to their town/ city/region. The number and range of attractions and activities, things visitors can see and do, are particularly important. Gaps and/or oversupply in the product range and/or poor quality facilities will make places less attractive to visitors. In the same way lack of transport and accommodation will deter visitors from travelling to and stopping at the destination.

Until an inventory of attractions, activities, accommodation and transport has been completed and this is matched with an understanding of visitor demand and visitor satisfaction, destinations will be unsure

whether they are meeting Visitor expectations. In terms of prioritising tourism requirements, the attraction and activity sectors are the key areas. Visitors come to South Africa 'to see game and places as well as to experience the local way of life. The attractions sector provides this opportunity. Local government is often also, a key provider of visitor (and residents) attractions and amenities.

Checklist: Accommodation Inventory

Accommodation Type	No Properties	of	No Rooms/sites	of	No of Beds	Avg No of Rooms
Hotel						
Motel						
Backpacker/hostel						
Farm stay/home stay/B&B						
Caravan/camping sites						
Student accommodation						
Luxury lodge						
Rented accommodation						
shared flat						
National Park/chalets/tents						
Time share/apartment						
Free camping/ campervan						
Other						
Total						

Checklist: Transport Inventory

Type of Transport	No of Businesses
Campervan and motor home rentals	
Bus charter companies	
Limousine and chauffeur services/tours	
Rental cars and vans	
Trains	
Launch and sailing charter and cruises	
Ferry and water taxi services	
Coach tour operators	
Air transport	
Other	
Total	

Checklist: Attractions Inventory

Type of Attractions	No of Businesses
Amusement/theme parks/entertainment complex	
Art galleries	
Historic buildings/sites	
Industry (brewery, winery)	
Cultural experience	

Type of Attractions	No of Businesses
Museums	
Natural (caves, rivers, lakes mountains)	
Nature (zoos/wildlife/aquaria)	
Transport (train, boat trips, plane trips)	
Other	
Total	

Checklist: Activities Inventory

Type of Activity	No of Businesses
4WD adventures	
Abseiling and climbing	
Adventures and outdoor pursuits	
Jet boating	
Boating – other	
Bungy jumping	
Canoeing, kayaking	
Caving	
Cycling/mountain biking	
Diving	
Eco tours	
Fishing	
Gliding	
Golf courses	
Horse trekking	
Hot air ballooning	
Hunting and shooting	
Parachuting and skydiving	
Paragliding, hang gliding, parasailing	
Rafting and river surfing	
Tramping, trekking, hiking, walking	
Cultural villages – dancing	
Church sites	
Heritage sites	
Historical and Cultural – battle fields, missionary outposts	
Township tourism sites	
Other	
Total	

From the inventory it will be possible to identify any obvious 'gaps' in the provision of tourism product. These may need to be addressed in the Strategic Planning Section.

From the attractions inventory it should be possible to identify the attributes (physical and man-made) that emphasize the 'Local Distinctiveness' of the area. This will be particularly important when determining the competitive advantage and marketing strategies for an area.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- New Zealand Planning Toolkit for Local Government, May 2006

- TTF Australia Tourism Infrastructure Policy and Priorities
- Bay County Tourism Profile, June 2001
- Jamieson,W; The Challenge of Cultural Tourism;
http://www.icomos.org/icomosca/bulletin/vol3_no3_jamieson_e.html

4.7 ECONOMIC IMPACT TOOLBOX

4.7.1 Introduction and Scope

Tourism is both an important income generator and employer. Over 900,000 people in South Africa are directly or indirectly employed in the tourism industry. (SA Tourism Annual Report, 2007) The economic effects of tourism can be derived directly through direct tourist expenditure for goods and services or indirectly through inter-business transactions in the domestic economy. Tourism expansion also involves considerable investment and expenditure on the provision and maintenance of infrastructure in the form of roads, airports, energy, water and sanitation.

The economic impact of tourism at the municipality level is difficult to quantify from existing national statistics yet it is this local impact however, which for many (local authorities and businesses) is the most important, as it provides a picture of what is happening locally and enables provincial/district comparison.

This section provides checklists and survey methodologies that will enable the economic impact of tourism to be determined at the local level.

4.7.2 Benefits of Using This Toolbox

Many municipalities own and manage tourism facilities such as museums, art galleries, visitor information centres, convention centres and events. They have targeted tourism as a potential economic opportunity. In addition, local government invests in tourism organisations and agencies – many SA metropolitan municipality tourism agencies are a case in point - to market the region on their behalf.

To know the volume and economic value associated with tourism within a municipality is an important component in understanding the benefits that tourism can bring to a community. Having obtained information regarding the economic contribution of tourism it can be used in the following ways:

- Determine the priority for tourism within the municipality as one of the contributors to the economic development of the region/town/district
- Assist with the evaluation of whether current and potentially increased expenditure in tourism facilities and marketing is a sound investment and provides economic and social benefits for residents and businesses as well as for the municipality

4.7.3 Resources

The checklist indicates the areas of information required to ensure an understanding of the likely benefits of tourism to the local economy. Complete the checklist by ticking the appropriate boxes to confirm which information you already have available, which you do not have and which you have partially or are unsure about.

Key information	Yes	No	Unsure/Partially
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How many visitors come to the area?			
How much do visitors spend in the area and on what?			
How many tourism businesses are there in the area?			
How many people are employed directly in different types of tourism businesses?			
How do other businesses and residents benefit from tourism expenditure?			
Regional and national tourism trends/performance			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolbox to obtain the base information required to prepare a strategic plan or address specific issues.

Municipalities require a cost-effective way of measuring both the direct and flow-on impacts of tourism in their area. In this section two methods of establishing direct impacts are illustrated, a source of approximate multipliers is given, and copies of the most recent questionnaires used to derive the results are provided.

- The two approaches to estimating visitor impacts are:
- Direct surveys of visitor numbers and spend, and
 - Direct surveys of business employment and financial ratios.

Both need to be combined with estimates of employment to output ratios, and value added to output ratios, to give the whole range of direct impacts which include output, employment and value added.

4.8 COMMUNITY TOURISM TOOLBOX

4.8.1 Introduction and Scope

Communities whether they are large or small are very likely to come face to face with the pros and cons of tourism. Tourism is an 'in your face industry' which shows itself in the same places and uses the same services as the local community. Tourism in South Africa will continue to grow and therefore the advantages and disadvantages of tourism will become more apparent and potentially more widespread.

The key to ensuring that tourism meets both community and visitor expectations is through destination management. This section provides checklists and survey methodologies that will enable the community response to tourism to be determined at the local level.

4.8.2 Benefits of This Toolbox

Communities have great interest in tourism because it is one of South Africa's visible industries. The increased interest, and the fact that tourism can have a daily impact on our lives, encourages people to respond to its positive and perceived (if not in reality) negative impacts.

Consultation and public participation provides an opportunity to involve the community in the planning, management and marketing of tourism so that Visitors, Industry, Community and the Environment (VICE) can maximise the benefits and minimise potential negative aspects.

Effective community consultation can:

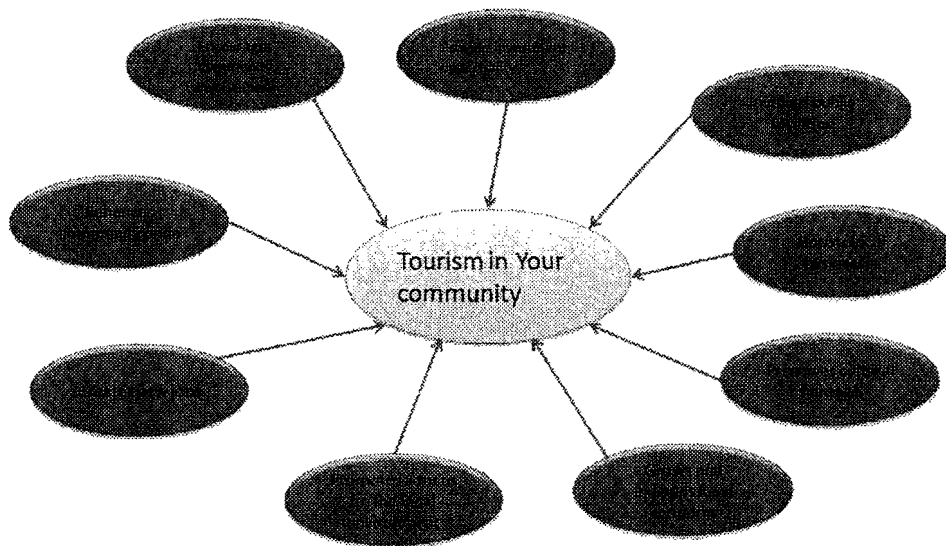
- Assist tourism to support a community's economic and social goals (community outcomes)
- Provide confirmation for the municipality that an initiative is appropriate
- Provide support for new initiatives
- Increase the awareness of tourism within the community
- Increase the pride in the destination and what it has to offer the visitor
- Create a welcoming attitude to visitors from the host community

The Municipal Structures Act (2000) through the Integrated Development Plan (IDP) recognises the need to involve the community in local government planning not only for tourism, but for a wide range of services that local government is directly or indirectly responsible for.

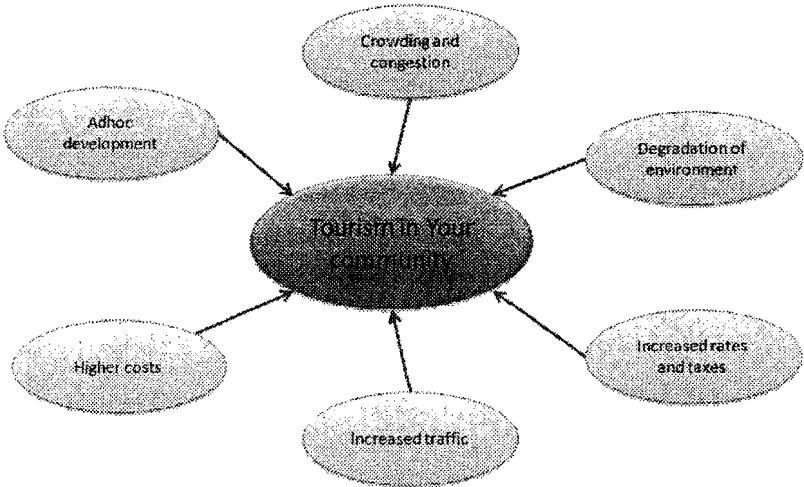
4.8.3 Resources

The Figures below identify the potential pros and cons of tourism for a community.

Potential Benefits of Tourism for Communities



Potential Negative Impacts of Tourism for communities



The checklist in the table below indicates the areas of information required to ensure an understanding of community attitudes to tourism. Complete the checklist by ticking the appropriate boxes to confirm which information you have already available, which you do not have and which you have partially or are unsure about.

Some local authorities may already obtain this information through annual ratepayer surveys or annual tourism reports.

Checklist: Community Attitudes to Tourism

Key Criteria	Yes	No	Unsure/Partially
1. Community awareness of the economic benefits of tourism			
2. The impact of tourism on the social structure of communities			
3. Community views regarding the potential negative impacts of tourism on the environment			
4. Community consulted regarding tourism developments and investments.			

If you have answered 'No' or 'Unsure/Partially' to any of the above you will need to access available resources and potentially undertake surveys identified in this section of the Toolbox to obtain the base information required to prepare a strategic plan or address specific issues.

4.8.4 Community Views and Opinions

Seeking out and understanding community views and opinions on tourism (or any other area/issue) can be time consuming and potentially expensive. Community views can be obtained through a number of channels.

- Elected representatives – Ward councillors, Ward Committee Members, Local maKgotla/izinkundla/community structures
- Community Groups – residents' associations, youth and women's groups
- Interest Groups – recreation, environmental, cultural, heritage groups
- Industry – not just tourism, but other sectors that may be affected
- Individuals – people interested in specific issues, but do not belong to an organisation
- Tribal Authorities – views specific to the local community

The range of issues that these groups and individuals could cover is detailed in the table below:

Potential Community Tourism Issues

Community of Interest Key Issues

Elected representatives	<ul style="list-style-type: none">• Views and opinions of constituents• Issues related to public spending
Community groups	Mainly local issues – parking, congestion, developments, provision of services.
Interest groups	Specific issues related to areas of interest – access to recreational areas, retention of heritage buildings, environment
Industry	<ul style="list-style-type: none">• Profitability of business• Issues related to planning and development• Accessible and trained labour force
Individuals	Issues related to individual circumstances – parking, congestion
Tribal Authorities	Issues related to land access and ownership, sacred/heritage sites, environment

4.8.5 Surveying Community Views and Opinions

The methods used to gather community views and opinions will depend on:

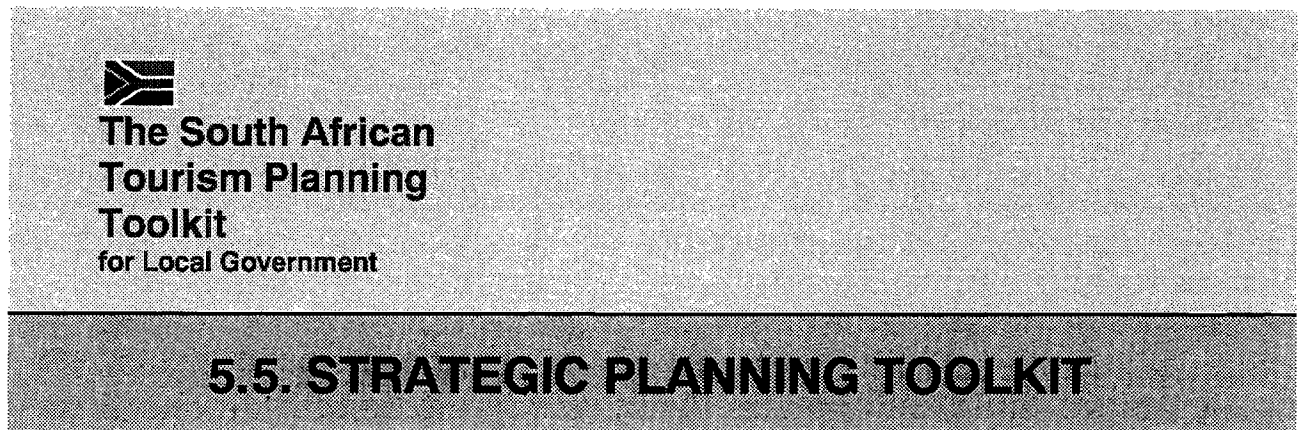
- The specific nature of the issue
- The complexity of the issue
- The size of the community to be consulted
- How the information will be used

The table below lists the range of consultation techniques that may be appropriate for the different types of issues to be addressed.

Consultation Techniques

Techniques	Appropriate Issues
Telephone survey	<ul style="list-style-type: none">• Focus on obtaining quantitative information from a large cross section of the community• Broad based issues (e.g. support for new convention centre)
Postal survey	Similar to telephone survey, but with ability to include more detailed qualitative and quantitative responses

Techniques	Appropriate Issues
Focus groups	6-12 people to discuss specific issues to seek a solution (e.g. options for improving traffic congestion)
Workshops	Similar to focus groups, but generally include more people, working in small groups (e.g. strategic plan development)
Public participation meetings	Often used to introduce and/or report back on issues to a larger group of people, limited participation by attendees (e.g. report back on information obtained from telephone or postal survey)
Exhibition	<ul style="list-style-type: none"> Used to provide information to interested people before the decision making process is completed. Generally includes extensive visual material (e.g. concept plans for a new museum)
Community Indaba	Forum for communities to share information and discuss views and opinions on specific issues
Tourism Authorities/Interest groups	Stakeholder group to manage the consultation and strategic plan development process



5.1 Introduction

This Toolkit identifies the planning process for local authorities and the associated inputs from other stakeholder groups on completion of the Situation Analysis. It indicates the requirement for local authorities to achieve a balanced approach between the needs of the industry and the needs of other stakeholder groups.

5.2 MUNICIPALITY TOURISM PLANNING TOOLBOX

5.2.1 Introduction and Scope

Having determined the current situation regarding tourism in their area, local governments will need to utilise this information in their planning processes. A key issue for local authorities will be to determine how planning for tourism is, or should be, any different from planning for other areas for which they are responsible.

The Toolbox identifies how strategic planning can be applied to tourism planning and provides a process and draft structure for developing a tourism strategy.

The diagram below tells you what is available in this section and with which other sections the information links. You can either work through each Toolbox or jump into those areas that are of the most interest to you. Within each Toolbox is a series of Tools that includes checklists, surveys, and models for your use.

5.2.2 Contents of This Toolbox

This toolbox on Strategic Planning will help you to use this information to implement concrete actions that allow your local area to maximise the gains from tourism. It may be that there is already a large number of tourists visiting your area or it may be that the flow of tourists is slow to your part of the world. Whatever the situation this strategic planning process will assist you to get the most of the tourism potential in your area.

This toolbox answers the following questions:

Toolbox 1: What is strategic planning all about?

Toolbox 2: What perspective should you keep in mind when doing a strategic plan?

Toolbox 3: Why is there a need for tourism planning?

Toolbox 4: What should you do to prepare for a strategic planning process?

Toolbox 5: Apart from the information in the Situation Analysis Toolbox, is there a need to do more research and analysis?

Toolbox 6: What model should be used to do the planning?

In addition to looking at the above questions we have noted Special Sections Toolbox on:

Toolbox 7: Community outcomes

Toolbox 8: Communication and consultation

Toolbox 9: Marketing and branding

Toolbox 10: Specific Infrastructure Planning

This Toolkit also provides you with resources (best practice examples and templates) that you can use as references when designing your strategic plan.

5.3 Toolbox 1: What is strategic planning all about?

Strategic planning determines where an organisation is going over the next three to five years. It takes the leadership and staff of an organisation beyond the day-to-day activities and gives a big picture of what the organisation is doing and where it is going. It aims to address the key challenges and problems facing the organisation and maps out how the organisation will go about tackling such challenges and problems.

Importantly, strategic planning helps with making sure that everyone in the organisation, including the leadership and all the staff, are working from the same script. It provides a common understanding to every one of what should be done and how the organisation will go about doing it. In doing so, a strategic plan gives unity of purpose and action across the organisation.

The strategic plan will enable the stakeholders of an organisation or department to know what to expect.

Usually a strategic plan is done:

- ☐ Once every three to five years, or
- ☐ When an organisation is being started, or
- ☐ When an organisation is facing a major crisis, or
- ☐ When there is fundamental internal change, or
- ☐ When there are serious changes to the external environment.

A well-prepared strategic plan will increase the performance of an organisation as there is clarity about the targets that an organisation should be striving to achieve and the detailed plans to achieve these targets. Thus, strategic plans are not only about macro, high level issues, but also about the details of who will do what by when. It gives everyone clarity about what is expected from them and provides a concrete base to measure progress.

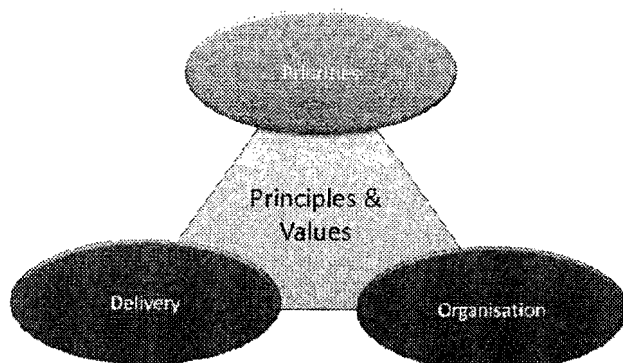
5.4 Toolbox 2: What perspective should you keep in mind when doing a strategic plan?

There are a number of important issues that need to be kept in mind when doing a strategic plan. Here we point to three such issues that should be taken into account:

- ❑ Delivery orientation
- ❑ Integrated development planning
- ❑ National policies and directives

5.4.1 Delivery orientation

A major challenge in our country facing all departments is to change policies into actions. Therefore, all planning must be done with a view to enhancing delivery that bring about economic and social benefits. We propose the following orientation that we hope will keep the delivery of public promises, benefits and projects uppermost in the minds of everyone involved in the preparation and execution of the plan.



- i) **Priorities** At any one time in any local department, there are a number of actions to be undertaken. All the actions cannot be undertaken at the same time. Thus, based on our resources and capability we must choose which is the most urgent that must be immediately tackled. A department should ensure that they consult with and have the support of key stakeholders when they choose the priorities. There should not be more than two or three priorities at the same time. Too many priorities often lead to poor delivery and frustration within the department and frustration amongst the department's stakeholders. It is very important to note that strategic planning will force your department to make hard choices about what you will and won't do. Through the process of planning, you will be forced to make strategic choices about priorities.
- ii) **Organisation** We must build the right organisation. By this we mean:
 - ❑ Having the right people with the right skills or an effective capacity building programme to develop the required skills quickly.
 - ❑ Making sure everyone has a clear understanding of what is expected of them.
 - ❑ Making sure everyone is clear about the policies that they must adhere to and the reporting lines they must work within.
 - ❑ That everyone should have the required resources and support to enable them to deliver.

Only if there is a strong organisation in place, will delivery take place.
- iii) **Delivery** This refers to the achievement of the objectives that have been set for your department. There should be a system in place to monitor delivery and its effectiveness i.e. what effect it has had on the department and its stakeholders.

- iv) **Principles and Values** Everything that is done, from planning to execution to monitoring and evaluation, should be guided by a clear set of principles and values. In many ways these principles and values are already contained in the mandate, legislation and policies directing your department and guiding tourism across the country. But it is important to be conscious of these principles and values and openly integrate them into all the activities of the department, including strategic planning. The guiding policies are very much contained in the principles of Batho Pele. You may want to remind everyone involved in the planning process of these principles. You may also want to add something that may be specific to your department, e.g. the preservation and promotion of local culture via the local tourist products.

Note: The issue of priorities are dealt with in this Strategic Planning Toolbox, whilst the issue of delivery is dealt with in the next toolbox on Capacity Building and delivery is taken into account in the Implementation Toolbox.

5.4.2 Integrated Development Planning

The Municipal Systems Act, 2000 requires all municipalities and local governments to undertake their planning with the framework of Integrated Development Planning (IDP).

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development.

An Integrated Development Plan is a super plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It should take into account the existing conditions and problems and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected

All municipalities have to produce an Integrated Development Plan (IDP). The municipality is responsible for the co-ordination of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area.

Once the IDP is drawn up all municipal planning and projects should happen in terms of the IDP. The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into account when making their own plans.

Tourism plans and projects at a local level must fit into the IDP model. In effect the local tourism plan will be a subset of the IDP. We have very much kept to the planning model as noted in the Integrated Development Planning for Local Government Toolbox. The IDP Toolbox is referenced as a resource.

5.4.3 National policies and directives

Local tourism activities fall part of the national drive to promote sustainable tourism in the country. All tourism related activities are done under the auspices of the following policies, legislation and national strategies:

- White Paper on Tourism
- Tourism Legislation

All local plans and activities should be done within the framework of the above documents.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- White Paper on Development and Promotion of Tourism;
<http://www.info.gov.za/whitepapers/1996/tourism.htm>
- IDP Toolbox;
<http://www.etu.org.za/toolbox/docs/localgov/webidp.html>

5.5 Toolbox 3: Why is there a need for tourism planning?

There are a number of potential benefits of tourism planning. These benefits include:

- ☐ Economic benefits
- ☐ Social benefits
- ☐ Preservation of local culture
- ☐ Promotion of the sustainable use of the local natural resources
- ☐ Revenue stream to defray costs of infrastructure delivery
- ☐ Enabling local business development, especially SMMEs
- ☐ Expanding tourism destinations to beyond the major centres in the country.

In addition, we list some of the benefits of undertaking local tourism planning.

Understanding the local tourism industry

The tourism industry is diverse, and it is important that local authorities understand the needs of the wide range of sectors that make up the tourism industry. In sections above we looked at the many sectors and stakeholders that make up the tourism industry and the importance of consultation and joint action of these stakeholders to find solutions to the challenges that face tourism.

Tourism policy objectives

Once local tourism policies objectives are in place, they will become an important driver to:

- ☐ Promote tourism as a social and economic force;
- ☐ Build community awareness of the benefits of tourism;
- ☐ Enhance sustainable tourism as per the (DEAT strategy doc up to 2013) as attached above;
- ☐ Facilitate the provision of basic facilities and infrastructure to encourage tourism development;
- ☐ Ensure facilities are adequate to cater for visitors;
- ☐ Ensure tourism development is consistent with the character of the region.

Tourism policies are important because:

- ☐ Councillors may be replaced after local elections, but a policy document ensures continuity of commitment to tourism;
- ☐ A tourism strategy enables a long-term focus, forward planning and budget allocations for an integrated and coordinated approach within the framework of the local IDP;
- ☐ Industry sector representation in an area may change, altering emphasis;
- ☐ Local authorities are often providers of substantial visitor infrastructure, but may not be identified as such;
- ☐ A policy document ensures agencies work together to benefit the community.

In addition local authorities may develop specific policies covering:

- ☐ Budget allocation;
- ☐ Representatives on an regional tourism organisation board (RTO);

- ❑ Balanced development of tourism;
- ❑ Protection of sensitive areas, heritage and cultural assets;
- ❑ Municipality's role in the provision of visitor information services;
- ❑ Use of historic buildings for tourism purposes;
- ❑ Proposals for specific areas of land;
- ❑ Traffic flows resulting from tourism development;
- ❑ Acceptable levels of environmental impact;
- ❑ Regional and local tourism organisation input into policies.

Planning and development facilitation

A local tourism plan will improve visitor numbers locally. As visitor numbers increase, demand for facilities (e.g. accommodation) will grow. This could stimulate the private sector to invest at the appropriate time and in areas where the development can complement other related services.

Planning of infrastructure and amenity provision

Additional visitors and demand for new facilities also increases the need for improved infrastructure (e.g. water/wastewater, solid waste, roads, parking, signage, and public toilets). The costs of providing these could become economically feasible if strong revenues are generated locally through tourism.

Improved marketing of the area

A successful tourism plan can improve the marketing of the local area and its destinations. It can also promote its local brand through Sister City organisations, the promotion of events and becoming known as a safe and visitor friendly environment.

Identification of financial requirements

Many local authorities directly fund local tourism activities and regional and district tourism organisations. These financial needs must be incorporated into the municipality's financial plan. In addition the tourism industry can also make recommendations regarding the provision of amenities and infrastructure improvements which can be essential elements in making a destination attractive to visitors (e.g. parks and gardens, streetscape). The need for local authorities to work with the tourism industry at the national and local level is paramount to making informed strategic decisions concerning the municipality's role in the development of a local tourism industry.

The importance of tourism planning is well documented in the New Zealand Tourism Toolkit which is quoted above and referenced.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- New Zealand Planning Toolkit for Local Government, May 2006

5.6 Toolbox 4: What should be done to prepare for a strategic planning process?

The planning process is a very important part of ensuring that tourism can be successful in your area. It is often the case that the planning process itself is far more important than the document that is produced. We provide you with some ideas here on what can be done to prepare for this planning process.

Information gathering

Collect as much information about the potential of tourism in your area, situation analysis relevant to your area, visitor experiences and what suggestions have already been made about improving tourism locally.

Get familiar with legislations and plans

Make sure that you are familiar with all relevant national policies, laws and plans and the local IDP. Please find all relevant national policies, laws and plans on www.deat.gov.za

Develop a rationale for the planning process

To ensure that the planning process is successful you will need to consult with the leaders in your local government who will approve of the planning process and the participants that will be involved in the planning process. You can circulate this via email or fax these to relevant individuals to create interest in the planning process and will allow for informed discussions with those you wish to consult.

The rationale should:

- ☐ If there is no tourism function in your municipality, you should motivate why you think that tourism could be important and what benefits it could bring to your area.
- ☐ If there is already a tourism function instituted in your local government, then you should motivate why strategic planning could help to improve the performance of the tourism sector locally.
- ☐ Outline how you will prepare for the planning process.
- ☐ Outline the planning process and provide a schedule of events and timeframes.
- ☐ Outline what resources you will need to undertake the process.

Make the rationale widely available internally and to select stakeholders. By going through the rationale they will not only be better prepared to participate but may give you important feedback that you can incorporate into planning process and workshop agendas.

Consult and win support

Go on a concerted drive to win support from the following:

- ☐ Senior level individuals that you report to and who will be part of approving the planning process or the strategy that is developed.
- ☐ Relevant decision makers in the local government.
- ☐ Stakeholders especially those who will be part of developing and implementing the tourism plan.
- ☐ Representatives from the business (including SMMEs) and community.

Plan the planning process

There will be a number of meetings or workshops necessary to undertake the planning. You should work through carefully how many meetings are necessary, what is the purpose of each meeting and what the agenda for the meeting will be.

Do not let the planning process run for too long as it could lose momentum. Generally, the planning process should not last more than about three months.

Make sure that the leadership of your organisation shows open support for the process, approves the planning process and instructs targeted participants from within the local government to attend. Where appropriate, get the leadership to directly speak to external and community representatives to attend.

We have referenced an example of a planning process that could be adopted.

Use a planning facilitator, if necessary

Determine if you need a planning facilitator who could help you undertake the planning process. This may be required if:

- ☐ No one is available internally who has experience with strategic planning.
- ☐ Previous strategic plans have failed.

- ❑ The leadership feels it necessary to have an independent facilitator.
- ❑ If there is any controversy or too many strong competing ideas about the likely strategy amongst the potential participants whether from within the organisation or from business or the local community.

The planning facilitator should be someone who is experienced with tourism strategic planning and has worked previously with local governments. He/she should preferably be someone who is innovative about planning processes and has meaningful ideas for successful tourism planning.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- London Development Agency; A Toolkit to help your visitor management planning

5.7 Toolbox 5: Apart from the information in the Situation Analysis Toolbox, is there a need to do more research and analysis?

5.7.1 SWOT and PEST analysis

Strategic planning need not be an expensive process. Here you will learn planning tools that are easy-to-use and practical. In this section you will:

- Learn how to do a PEST analysis
- Learn how to do a SWOT analysis
- Basic analysis of PEST & SWOT

SWOT and PEST are tools that aid strategic planning. It makes us aware of all the forces acting upon the organisation within the internal and external environments. This environment consists of:

- i) The internal environment e.g. staff (or internal customers), office technology, wages and finance, etc.
- ii) The micro-environment e.g. our external customers, agents and distributors, suppliers, our competitors, etc.
- iii) The macro-environment e.g. Political (and legal) forces, Economic forces, Socio-cultural forces, and Technological forces

PEST and SWOT are both easy-to-use tools that work best in group and brainstorming discussions.

NOTE: These analyses are both subjective – the result will depend on the people who are present and two groups can have two different outcomes. These analyses should therefore be used as a guide and not out-and-out prescriptions.

5.7.2 PEST Analysis

PEST is an acronym with each letter representing a subject in a table. PEST analysis allows the organisation to gauge the external environment. These are issues concerning the Political (including legal factors), Economic, Social and Technology factors affecting your organisation.

First, a table is drawn up with each factor used as a heading per table box:

Political (Including Legal) Factors	Economic Factors

Socio-cultural Factors	Technological Factors

The organisation then fills in the table by listing all the factors that affects the organisation within the relevant issue. For example, the organisation merely fills in all the Political factors influencing the organisation and its target markets (businesses, visitors, local residents, environment, communities, etc) in the appropriate block. Basically these should be all political factors affecting the strategic decisions made by the organisation. This continues for the other blocks. Below is an example:

Political (Including Legal) Factors	Economic Factors
Environmental regulations and protection System of tax International trade regulations & restrictions Law of contract Employment laws Political stability Government policies and programmes	Economic growth Interest rates & monetary policies Government spending Taxation Exchange rates Inflation rates Visitor confidence
Socio-cultural Factors	Technological Factors
Income distribution Demographics, Population growth rates, Age distribution Labour/social mobility Lifestyle changes Work/career and leisure attitudes Entrepreneurial spirit Education Fashion, hypes Health consciousness Feelings on safety	Government research spending New inventions and development Life cycle and speed of technological obsolescence Energy use and costs Changes in Information Technology Changes in Internet Changes in Mobile Technology

To prompt discussion regarding the furnishing of the table the questions below may prove useful:

i) Political (Including Legal) Factors

The political arena has a huge influence upon the regulation of businesses, and the spending power of consumers and businesses. You must consider issues such as:

- 1. How stable is the political environment?
- 2. How will government policy influence laws that regulate or tax on business affect spending within the industry?
- 3. Is the government involved in trading agreements?
- 4. How do government employment legislation and policies affect the industry?
- 5. How do tax policies affect industry spending and development?

ii) Economic Factors

Also to consider is the state of a trading economy in the short and long-term. This is especially true when planning for visitor experience and visitor spend. You need to look at:

- 1. Interest rates forecasts
- 2. Current and projected economic growth
- 3. How expensive is your region vs. competitor regions
- 4. What is the rate of business investment into the industry? Can this be better directed/increased/aided by your organisation?

iii) **Socio-cultural Factors**

The social and cultural influences on business vary from country to country. It is very important that such factors are considered.

- 1. What are attitudes to foreigners?
- 2. What is the opinion of foreigners toward your region?
- 3. How does language impact upon the visitor experience?
- 4. Do visitors have a strong/weak opinion on green issues?

iv) **Technological Factors**

Technology is vital for competitive advantage, and is a major driver of globalisation. Consider the following points:

- 1. Do the technologies offer consumers and businesses more innovative products and services?
- 2. How is distribution changed by new technologies?
- 3. Does technology offer new ways to communicate with visitors and businesses?
- 4. Can you better manage visitor/business relations with your organisation, e.g. Stakeholder Relationship Management Software etc?
- 5. Are there any innovative ways that technology can improve your service offering?

5.7.3 **SWOT Analysis**

SWOT analysis works in exactly the same way, but with different factors. Here we consider the organisations **Strengths**, **Weaknesses**, **Opportunities** and **Threats**. While PEST considered external factors, SWOT relates to a more balanced internal and external focus.

Strengths and Weaknesses are internally focussed, while Opportunities and Threats come from outside the organisation. Strengths and Weaknesses are generally within the organisations ability to control, while the external environment thrusts Threats and Opportunities upon us. An example appears below:

Strengths	Weaknesses
Good management staff Good relationship with business in industry Nationally strong brand	Missing skills within organisation Reputation for poor delivery Internationally poor brand Budget No new planned destination development No regional statistics gathering
Opportunities	Threats
New technology for visitor communications New methods of stakeholder management Stable economic and political environment 2010 World Cup event Partnerships with other destinations National push for tourism International want for 'green' tourism products and services Recent refurbishment of existing destinations Large-scale events to be taking place	Global credit crunch Competitor regions Crime Energy supply inefficiency Not enough skill transfer within industry Statistics gathering at national level

New investment into industry	
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Questions you may ask when furnishing the SWOT table are:

STRENGTHS: What are the organisations internal strengths?

- Examples are a highly capable work force, strong organisational culture, good management team, highly recognisable brand, compliancy with national employment legislation, etc.

WEAKNESSES: What are the organisations internal weaknesses?

- Examples are poor record of delivery, lack of strategic planning, poor internal role/job definitions, low IT capabilities, low budget, etc

OPPORTUNITIES: What opportunities are there in the external environment?

- Examples are 2010 World Cup event, easily acquirable open-source software, New proposed national laws, regulations, incentives or funds, local or foreign co-branding opportunities, lower oil prices, etc.

THREATS: What threats does the external environment hold for us?

- Examples are new local or international destinations that appeal to our target market, the global credit crunch, national crime reputation within the target audience, etc.

5.7.4 Analysis of PEST and SWOT

After PEST and SWOT, the organisation can step back to look at which factors are most important or urgent. This can help the organisation prioritise actions by urgency and whether it is a short- or long-term task. By performing PEST and SWOT the organisation can define and develop co-ordinated, goal-directed actions, which would certainly go a long way toward completing a full strategic plan.

In light of PEST analysis, the organisation should come up with responses to each factor, or at least the most important factors if all can't be dealt with. The organisation should try to see how to better use helpful factors and how to counter or nullify disabling factors. One can see that this will already start the organisation strategic planning process.

The importance of SWOT is the response the organisation has to the various identified factors. This response should be based around these actions:

- Maintain, build and leverage strengths
- Prioritise and optimise opportunities
- Remedy or exit weaknesses situations
- Counter threats

It helps the organisation see the situation as it affects things now and into the future, and allows the organisation to plan how to manage all the issues raised.

Case Study – You can find the following file in the attached References Folder:

- Case Study Wiltshire
Using the findings of a SWOT analysis to develop new markets and promotional activities

For further information you can refer to the following documents either on the web or in the attached References Folder:

- Value Based Management.net; PEST Analysis;
http://www.valuebasedmanagement.net/methods_PEST_analysis.html
- Marketing Teacher; Pest Analysis;
http://www.marketingteacher.com/Lessons/lesson_PEST.htm
- Marketing Teacher; SWOT Analysis;

- http://www.marketingteacher.com/Lessons/lesson_swot.htm
- Chapman, A; SWOT Analysis;
<http://www.businessballs.com/swotanalysisfreetemplate.htm>
- Tutor2u; SWOT Analysis;
http://www.tutor2u.net/business/strategy/SWOT_analysis.htm

5.8 Toolbox 6: What model should be used to do the planning?

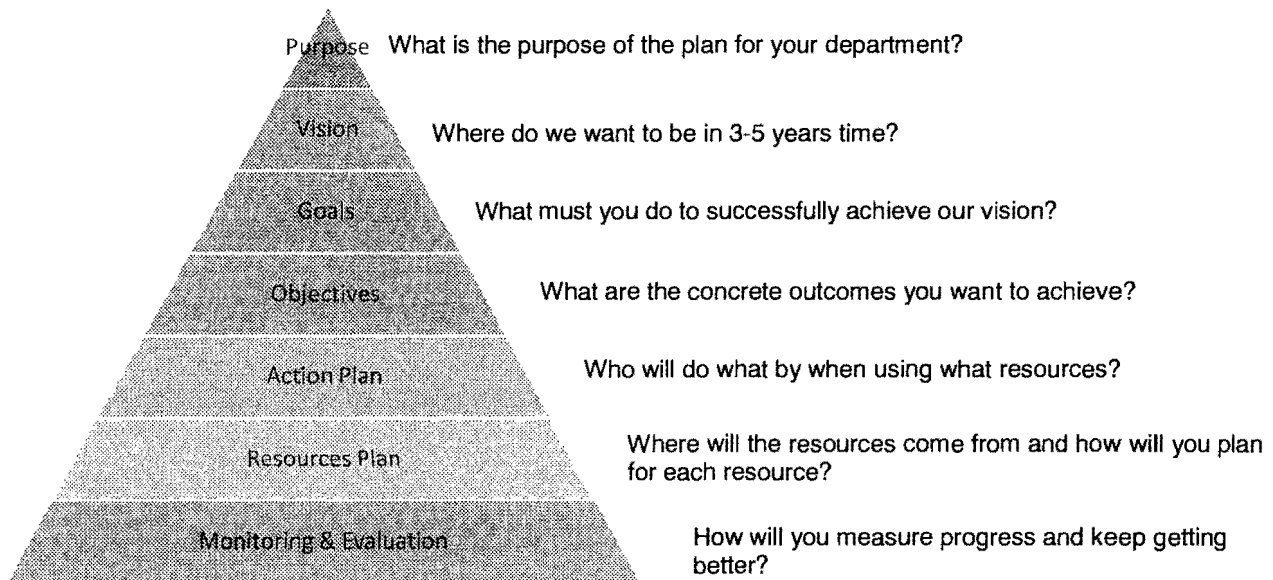
By the time you reach this stage of the process, you would have:

- ☐ Understood why you need to do planning for the tourism function in your locality.
- ☐ Won the support of your leadership to undertake a strategic plan to enhance the tourism prospects in your local government.
- ☐ Developed a planning schedule of meetings and dates to undertake the planning process.
- ☐ Determined who will be participating in the planning process.
- ☐ Undertaken a situation analysis
- ☐ Undertaken resource mapping and the SWOT analysis.

The easiest way to do strategic planning is to work out at where you are. This is done through the situation analysis and the SWOT analysis. Then work through where you want to be in, say, three to five years time – the vision. Once you have worked out these two components you will then be able to find the gap between your current situation and the one you want to achieve. This gap then becomes the basis of putting a strategic plan together to get to your desired vision.

In filling the gap, there are different models that can be used. Without attempting to be too complicated about the planning process, we propose the use of what we have called the Planning Pyramid. This notes the major components and steps you have to take to get to a basic strategic plan.

The Planning Pyramid



To draw up and implement an effective strategic plan you must have:

- ☐ **The right ideas** – this concerns itself with the green section of the Pyramid. If you have not done a strategic plan before or if you are setting up a dedicated tourism function in your local government for the first time, it will seem difficult to get to the right ideas. However, once you get involved in the planning and implementation, once you 'get your hands dirty' you will find

that it will all come naturally. Two additional things will help you get to the right ideas. Firstly, the better you understand your situation and know where you want to go to, the better you will understand what has to be done. Secondly, a very important part of getting to the right ideas is to consult with your stakeholders. This will provide you with a ready made source of ideas and will also help you understand what has to be done.

This section in green in the Planning Pyramid is detailed in this Toolkit on Strategic Planning.

- **Spot on actions** – this has to do with the blue section of the Pyramid. Everyone involved, that is people from your department, key people from your municipality, your leadership and the community and business sector, must all have a clear action plan. This will ensure that everyone is driving towards the same goal and that one action does not counter another. But it must be remembered: the best action plans and strategies can sit lying on a shelf collecting dust if there isn't the will to get it done. Only if there is absolute willingness and commitment to get the actions done, will the plan be successful. There is no substitute to commitment.

This section is detailed in Toolkit 4 on Implementation.

- **A learning attitude** – this involves the red section. Monitoring and evaluation will help you to understand if you are doing things according to your plan and if these actions are really helping you to achieve the vision of your department. By continually monitoring you will be able to know what is going well and take corrective action if something is not going too well. It is a process of continuous learning. Throughout the planning and implementation process you will be learning. The monitoring and evaluation process will help to make sure that you are always getting better. Mistakes are not a problem – the important thing is to learn from them and get better, get smarter.

This section is detailed in Toolkit 5 on Monitoring and Evaluation.

We will now go through each part of the Bonsai Pyramid and provide you with information on how to get each part of the Pyramid completed.

Getting to the right ideas

i) **Mission statement**

A mission statement explains the purpose of your tourism department or line function. If there is no line function responsible for tourism, then the statement should outline the purpose of the tourism function that you want to bring into being. The statement should capture the essence of what the department does or will be doing.

The mission statement is very important to drafting the strategy because without a clear purpose, you cannot draw up a strategy.

In drawing up your mission statement you should:

- Outline to all tourism stakeholders what the focus of your department is.
- What your department aims to do.
- Who you are targeting.
- How you are different from other departments.

Thus you could say:

We are a department of the local government of XXXXX. Our aim is to be a catalyst to promote tourism in our area by building strong partnerships amongst visitors to the area as well as the local businesses and the community, whilst managing our natural assets on a sustainable basis.

This is just an example. You should devise a statement that best suits your local area and your needs. The purpose could be:

- ☐ To promote a certain quality of visitor experience or
- ☐ To support SMMEs in the local tourist sector or
- ☐ To educate the public about the importance of tourism in the area or
- ☐ It could all of these or something entirely different dependent on your own situation.

The statement should be easy to understand and convey the basic needs that you fulfil to all internal and external stakeholders. Importantly, the mission should be a subset of the national mission of government and the mission of your municipality. As a branch of Government, the mission of a local tourism function cannot be independent nor in conflict with the purpose of national, provincial and local government.

ii) Vision

This concerns itself with what your local tourism function should look like in the future. It puts out a compelling description that tells everyone in the industry what the tourism line function will look like once the strategic plan has been implemented. Normally, the description looks ahead three to five years and outlines what it will mean for the strategy to have been successful.

The vision will tell you where you as a department are going. This will act as a beacon for what the strategy will have to achieve.

The description, noted in a vision statement, motivates everyone involved to target the same vision and achieve the future that is captured in the statement. It guides visitors, the industry and the community to all move towards the same picture of a successful tourism industry and a sustainable resource base. It challenges everyone involved to reach for something significant.

The tourism function, being part of Government, has the responsibility to ensure that the interests of all stakeholders are well balanced and that it leads to local unity and cooperation.

As noted in the South Africa Tourism Toolkit, the vision should have both internal and external elements. Noted below are the examples given in the NZ Toolkit.

Examples of an **internal vision** include:

- ☐ XYZ city will provide the service and infrastructure requirements to meet the projected increase in visitor numbers over the next 10 years;
- ☐ XYZ city will support the tourism industry by actively working with key industry sectors to identify and resolve potential impediments to future growth.

An example of an **external vision** is:

- ☐ XYZ city commits to providing an easily accessible, safe and exciting visitor destination that provides an economic benefit for the city, while respecting the needs of communities and the environment.

In drawing up your own vision, remember:

- ☐ It must be a subset of Government's vision.
- ☐ It should be about what success will look like in three to five year's time.
- ☐ It should be compelling and motivational.
- ☐ It should balance the different local interest groups.
- ☐ It should have internal and external elements.

iii) Goals

Goals describe the outcomes that you want to achieve in support of your vision and mission. Goals include general aspirations and directions to enhance local tourism. They are not expressed in measurable terms as are objectives.

In devising goals, you need to look at a number of things:

- ❑ Firstly, what you have to do to achieve your vision and mission.
 - ❑ Secondly, look at the situation analysis and the SWOT analysis that you have done. Also look at past performance. Identify the gaps that exist. Write down the gaps as a statement. For example, if the public and private sectors are not working together to promote local tourism, then you could end up with a statement that says:
There is lack of cooperation between the public and private in the local tourism industry.
 - ❑ Now take this same statement and work out what you have to do to turn around the situation – so that the problem can be tackled. This will be your goal – to take away the problem. Thus the above problem could lead to the following goal:
Encourage closer relationships between the public and private sectors of the tourism industry.
 - ❑ List your goals according to the VICE model – visitors, industry, communities and the environment. Here is a list of possible goals to go with each element of the VICE model:
Visitors:
 - Increase the number of visitors to the region;
 - Enhance the level of visitor satisfaction within the local area.**Industry:**
 - Encourage closer relationships between the public and private sectors of the tourism industry.**Communities:**
 - Increase the support for tourism in the region from the local community.**Environment:**
 - Maintain the quality of the environment.
 - ❑ On each of the VICE elements you can ask the following questions to get the active involvement of everyone at workshops and planning sessions:
 - What are you trying to achieve
 - What are you trying to avoid
 - What are you trying to preserve
 - What are you trying to eliminate
- The answers to these questions will help you to confidently set up your goals.

You should not have more than five or six goals.

iv) Objectives

Once you have your goals, you should work out what actions need to be done to achieve these goals. These actions that you have to do become your objectives. Objectives directly support your goals and they propel your department into constructive actions.

Each goal may have more than one objective. Each objective should be:

- ❑ Measurable – the objectives must be drafted in such a way that it can be measured once the action is completed.
- ❑ Easily understandable.
- ❑ Realistic and achievable

As with the goals and the like, the objectives should focus on the VICE model. The following are some examples of objectives for each VICE element:

Visitors:

- At least 80% of all visitors to (name of local area) will recommend it to other visitors as a ‘must see’ destination.

Industry:

- 75% of tourism operators recognise XYZ city as a user friendly place to initiate, develop and operate tourism businesses.

Communities:

- At least 80% of residents are very supportive of XYZ's initiatives for managing the growth of the tourism industry in the city.

Environment:

- 75% of stakeholders (visitors, industry and communities) are supportive of how XYZ city manages and reports on the impact of tourism on the environment.

As noted, goals and objectives should be closely aligned. An example of this is noted below. Assuming your local area is not safe for visitors, then your goal and objective could be as follows:

Goal	Objective
To improve the safety of visitors to the area	By 2010, 95% of all visitors to the area will regard it as a safe place to visit.

In this way there will be direct correlation between goals and objectives.

5.9 Toolbox 7: Community Outcomes

In South Africa, an outcomes based approach has frequently been used when planning. The NZ Toolkit provides useful insights into this aspect of tourism activities and is quoted below.

An outcome is a desired result or state of affairs, that is, the things the community considers are important for its wellbeing (e.g. a vibrant tourism industry). In promoting that outcome the municipality undertakes activities that contribute to the achievement of the outcome.

Community outcomes are those things that the local community believes is in its interest and promotes its wellbeing. Outcomes therefore belong to the community – not to the municipality. The municipality does not have to adopt the outcomes and may not even agree with the outcomes. It has to adopt these outcomes as part of the Batho Pele principles of putting people first.

To promote these outcomes and local wellbeing, the local tourism function can:

- ❑ Facilitate the process;
- ❑ Monitor progress towards the achievement of community outcomes in conjunction with other parties;
- ❑ Consider what it should do to promote the achievement of community outcomes.

The municipality will be one of a range of agencies that is capable of promoting outcomes, and needs to consider its role alongside that of other agencies.

The community outcomes process can:

- ❑ Stimulate debate about local needs and priorities (*e.g. do we have/want a vibrant tourism industry*);
- ❑ Inform and guide the planning of local authorities and other agencies (identify the benefits);
- ❑ Get local authorities working with other agencies (e.g. RTOs and local tourism businesses);
- ❑ Encourage people to take part in local affairs (promote the benefits of the process to the tourism sector);
- ❑ Provide a basis for communities to measure their progress (to what degree has the outcome been achieved).

The only requirements for the community outcomes process are that local authorities must:

- ❑ Involve other organisations or groups that can assist in identifying and promoting community outcomes;
- ❑ Attempt to get the agreement of these groups to the process for identifying outcomes and for the relationship between these and any existing plans;
- ❑ Develop a process that encourages the public to participate;
- ❑ Get agreement of the groups to the processes for monitoring progress against community outcomes, if practicable.

The end game of tourism is to promote sound community outcomes – keeping close to and listening to the community and driving towards the community's desired results will enhance the sustainability of local tourism.

5.9 Toolbox 8: Communication and consultation

The primary purpose of consultation is to enable the municipality and its community to exchange information on decisions and issues of concern. Consultation involves seeking counsel or advice: it is a two-way process of exchanging information.

Consultation principles:

- ❑ Provision of information – a municipality should provide those who will be, or may be affected by, or interested in a decision, with information to help them present their views to the municipality (e.g. residents adjacent to a proposed new hotel, tourism businesses subjected to a proposed new tourism rate);
- ❑ Encourage parties to present views – a municipality should seek out and welcome the views of those who will or may be interested in a particular decision (e.g. hotel association, regional tourism organisation, residents);
- ❑ Explain the scope of consultation – potential submitters should be told the purpose and focus of the consultation (e.g. impact on the environment of a proposed new visitor activity);
- ❑ Give reasonable opportunities to present – anyone who wishes to put views before the municipality should be given a reasonable opportunity to present those views to the municipality in a way that is appropriate to the needs of the submitter (e.g. written, present in person, as part of a broader group);
- ❑ Keep an open mind – although local authorities may have working plans in mind, they must be prepared to listen to, and consider, all submissions with an open mind;
- ❑ Give reasons for decisions – local authorities should provide information to submitters on the decision taken, and the reasons for it (e.g. proposed tourism project declined);

In addition to these six principles, every municipality must have specific policies in place to consult with a view to incorporating local culture into the tourism offering and promoting the local culture as a local asset. We have included a Cultural Planning Toolkit in the references to assist you with incorporating and promoting local culture as a key objective of the tourism function.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- Creativecity.ca; Cultural Planning Toolkit www.kzn.org.za - for an article on *Responsible Tourism Planning*.
- www.qualityplanning.org.nz - which provides resources for use by practitioners especially in respect of the incorporation of Moari views and culture in the New Zealand context.
- www.sciencedirect.com - here you will find an article on Managing stakeholders a Tourism Planning Model.
- www.culture.developmentgateway.org – for various articles on cultural tourism.
- A book on Cultural Tourism by Greg Richards (SBN 0789031175, 9780789031174) which has information on township tourism.
- A book on Rural Tourism Development in South Africa by Johan Viljoen, Kholadi Tlabela (ISBN 10: 0-7969-2180-6; ISBN 13: 978-07969-2180-2)

5.10 Toolbox 9: Marketing and branding

In this section we will cover:

- Consumer orientation
- The importance of marketing research
- Branding for non-commercial organisations
- Marketing channels

5.10.1 Consumer Orientation

In tourism, it is easy to see that there is competition for destinations. You are trying to change the behaviour of the target market to better benefit regional and national tourism. At the end of the day, the consumer holds the power that decides the ultimate long-term success of your objectives.

Due to this power residing with consumers, their needs, wants and expectations must be considered first. After this, the organisation can manage how to deliver to these requirements within resource constraints. This affects everything the organisation does, from product/service development all the way through to advertising and communication.

This is certainly no easy task. The entire organisation must be educated around this orientation. Everybody must realise its importance and play their part accordingly. Of special importance is buy-in and implementation from all levels of management.

5.10.2 Market Research

An important aspect of consumer-orientation is consumer research. Non-commercial organisations tend to do very little research, usually due to budget constraints. Research helps managers by describing, explaining and predicting market characteristics. In cases where a budget is tight, market research should only be undertaken when it lead directly to a strategic decision.

Either primary or secondary research can be undertaken depending on organisation budget and strategic requirements.

Important macro-market research includes:

- Determination of market characteristics
- Short- and long-range forecasting
- Trend studies
- Competitive offering studies
- Measurements of market potentials
- Market share analysis
- Sales analysis

Important micro-market statistics includes:

- Tourist satisfaction surveys
- Tourism and Migration studies
- Arrivals statistics by visitor destination
- Arrival statistics by form of travel
- Arrivals growth projections
- Visitor spend data

- Seasonality index
- Visitor purpose (reason for travel)
- Average length of visitor stay
- Tourism industry growth and contribution to GDP
- Market segmentation reports

Such general statistics for the country can be acquired quite easily and cheaply. However, your organisation may have to undertake similar studies within your area/region if none exist or are out-of-date. However, one should always do a cost-benefit analysis before undertaking research to determine how useful it will be.

It is also recommended that research decisions have a backward focus. This means that the organisation first looks at what kind of decision will be made based on the research, and then a study is designed. Further, it should be taken into account what form of report the research will take to best inform managerial decisions. The report form will suggest what analysis is required, which will inform the design of the study.

5.10.3 Branding

Branding is the management of the associations that consumers have with your product, service or organisation. It is all the information people have to draw on when deciding how valuable your product, service or organisation is. Changing these associations will change the behaviour of people to better suit your brand.

Branding, therefore, concerns every point where a potential or existing consumer comes into contact with anything to do with the brand. This may take the form of advertising, word-of-mouth, competitor communications, calls into your organisation, public relations or independent communications such as newspaper articles.

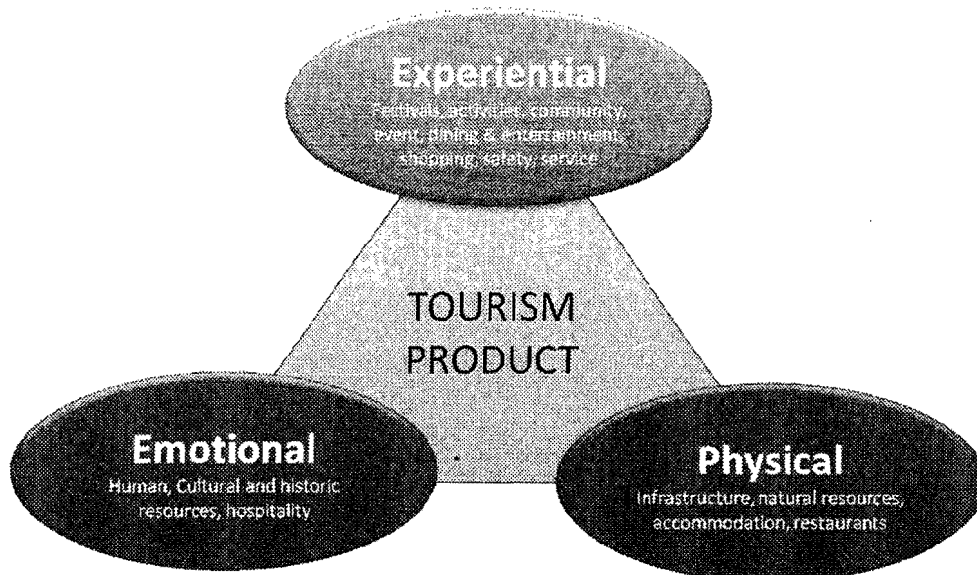
Branding, through the eyes of a government organisation is a two-way education in market and internal communications. Here is a step-by-step explanation:

- i) The organisation uses feedback from the consumer (market research) to develop a product/service offering/organisation brand
- ii) The organisation then sets out to inform the market about the brand. This takes the form of internal communication (with staff) and external communication (to consumers). We must also take note of what our competitors are communicating, as consumers use this communication to compare similar brand offerings.
- iii) Consumers use these communications to make brand associations and develop their favourability towards the brand. This would set the strength and uniqueness of the brand within their minds.
- iv) If the brand is something unique or one that can strongly identify with, they will form an emotional attachment to the message.
- v) If the emotional attachment is strong enough, the consumer will choose to experience the brand (buying the product, using the service, or supporting an organisation). This experience will change the attitude they have regarding the brand, which will add or detract from brand value depending on whether the experience was better or worse than previous communications. Of course, if the experience was exactly the same compared to expectations brand value remains the same.
- vi) The better the brand value, the more likely consumers will form brand loyalty. This is inevitably what the organisation wants. Loyal consumers are more likely to repeat purchasing from the brand and are easier to convince about new service offerings from the same brand. They are also more likely to spread good reports of the brand to potential consumers.

- vii) This consumer reaction is, once again, recorded by the organisation and used as feedback to modify the existing service or new service offerings to better suit or surpass consumer expectations.

5.10.4 Product Development

Developing new tourism products or redesigning existing ones must be done with your branding and consumer orientation in mind. Every tourism product is made up of three factors:



Visitors will expect certain things regarding each classification of tourism products (wildlife parks, water-based attractions, retail, sport events, etc – see Mapping Tourism Resources). Government and the private sector must work together to ensure that these tourism products fulfil or surpass consumer expectations. Keep in mind that these expectations are also formed through comparisons between your products and competitor products.

This model of product development suggests the following actions:

- To define visitor needs and wants and to create new products, research must be undertaken, specifically visitor satisfaction surveys and competitor analysis.
- Research must be undertaken to spot gaps and trends in the market, where new and exciting products would find a profitable audience.
- Existing tourism products that promote unique experiences and create greater cultural bonds (such as community-based or cultural tourism products) should be encouraged and promoted
- Education must be provided to the local tourism industry regarding product development and the specific strategic direction and branding values the local tourism department would like to promote.
- SMMEs and communities can be encouraged to produce such products.
- The creation of new and unique tourism products must be encouraged. Niche markets must be catered for.
- Tourism infrastructure, such as accommodation and transport facilities must be measured against this full tourism product definition.
- Undertake monitoring measures to ensure this quality and spirit is upheld into the future

As a final note for product development, we must remember that many products exist where local residents live. Product development must take their well-being into account and all changes must either raise the quality of life for those areas, or at least not make it worse. A happy local resident body reinforces the experiential and services aspects of the tourism product.

5.10.5 Experience

Probably the most important factor in tourism branding is the experience. The visitor experience is made up of impressions along every step of their journey - arrival all the way through to departure. This means that every aspect of the visitor experienced must be monitored to ensure an acceptable level of service delivery and quality.

Government tourism departments should create a set of guidelines and/or values that stakeholders should adhere to thereby ensuring this quality. Service delivery and quality delivery can then be measured in terms of these guidelines and values, as well as through things such as visitor surveys.

Guidelines should be formed around what kind of feelings we want to leave visitors with. Some suggestions for guidelines:

- Safe and secure visit
- Good treatment – introduce them to South African warmth and hospitality
- Fair treatment – fair and standard rates in all purchases
- High level of service - make visitors feel special through exceptional service delivery and professionalism

5.10.6 Why Government Departments need Branding

All over the world, governments are branding and rebranding themselves. Increased competition in tourism has made it necessary to differentiate tourist destinations. Branding happens no matter what you do. Managing the process allows to control visitor and business perceptions creating opportunities.

Here are a few reasons why branding is important:

- A strong government brand is something that people inside and outside the country can look at as a symbol of dependability and delivery.
- South Africans will feel a sense of pride connected to the brand as it appeals both to patriotism and delivery. Delivery has been erratic from some government departments, and tourism is a very big positive in this respect.
- The tourism industry both locally and abroad can leverage your brand to market destinations associated with your brand. This makes their work easier and makes your objectives more achievable because visitors will have a unique image in their mind to differentiate from destination competitors.
- Your branding, together with a positive experience of other brands (tourist destinations, events, attractions), enhances the brand of the attraction, the department and South Africa as a whole, making brand loyalty and repeat visits more likely.
- Branding can make it easier to attract foreign investment into the tourism industry
- Having a strong brand makes it easier to break into new visitor markets

NOTE: Branding at regional government level must not detract from values and associations put forward by the national brand. This would cause confusion in the minds of potential visitors and investors, and make it harder for local businesses to market the destination.

5.10.7 Distribution and Marketing Channels

Channel marketing is the relationship between a supplier and intermediaries that sell its products. A marketing channel is a place where a potential consumer can find information relating to your product and purchase those products.

There are two ways to channel marketing promotion efforts: direct and indirect:

- Direct efforts should be used when the market is more mature and has some experience of the destination.
- Indirect marketing should be used in markets where no or little knowledge exists concerning the product.

5.10.8 Direct Contact

Database marketing

Databases hold records on various stakeholders in the tourism industry (visitors, tourism businesses, tourism service providers, communities) making them easier to manage. This allows easier relationship building between entities with the aim of creating favourable conditions for all.

Internet

Managing tourism information portals as well as government sites will direct stakeholders better. This will aid in branding, communications between stakeholders, and information gathering for visitors. It also provides an important market research channel.

Consumer events

Consumer events are a great channel for meeting and interacting directly with existing and potential visitors. It is also an opportunity to review competition promotions and offerings. Should no consumer event exist, government could create such an event in the interests of promoting and creating excitement within the industry.

5.10.9 Indirect Contact

i) Tour Operators

Tour operators are essential to the tourism industry as an interface between destinations, tourism infrastructure and visitors.

Tour operators and travel agents want to have open communication channels with government. This leaves the door open to form strong relationships between government and such enterprises at local level.

This relationship will allow you to disseminate your brand message and strategic plan through such agencies and it will allow you to gather information regarding the market and its needs, wants and expectations. Working with and supporting such bodies are very important to tourism departmental goals.

ii) Advertising

Government can decide to advertise itself. This can provide communication between government and stakeholders.

Government should also ensure that all advertising within the tourism industry complies with national, regional and local government branding goals and values.

iii) Public Relations

Public relations is not completely under your control. Press and news agencies can publish any news item and this can have positive or negative effects on people attitudes towards your products.

Standard tools for tourism public relations include press releases, press conferences and briefings, interviews, media and industry co-operations and press trips. More recent tools are online PR, blogs and podcasts

iv) New Marketing Channels

New market channels should be explored to reach new markets and niche markets. Where none exists, the department can move to create such channels. An example of this is exhibitions. For example, the department can host an art exhibition showing the natural beauty and community in the area specifically relating to tourism products.

5.10.10 Monitoring

Marketing efforts should be monitored to ensure that the organisation is getting full benefit from them. Research and internal consultations should be used to find out if branding efforts are working. Below are some questions that could be asked:

- Could you consider the organisation to be consumer-oriented towards its various markets (visitors, local residents, business, communities, environment, etc)? Are there open communication or information channels between these markets and your organisation?
- Are you taking up sufficient levels of market research? Are significant management decisions informed by such research? Is the budget set aside for research sufficient, and if not, how can this be increased? Do you know enough about the visitor, their expectations, their needs and wants, and their current impressions of the brand? Do you know enough about competitor offerings and what visitors think about them?
- Does the current brand position reflect the correct values, goals and objectives of the department? Are appropriate feedback mechanisms in place to evaluate this? Has it been properly disseminated throughout the target markets (visitors, local residents, business, communities, environment, etc)?
- Is new product development focused on the required consumer experience? Do new products fall within the strategic objectives of the department?
- Are marketing channels getting through to appropriate existing and potential visitor target markets? What messages are they receiving? How can this message be enhanced? How can the channel be enhanced? Do we need to look at new channels?

Case Studies – You can find the following files in the attached References Folder:

- Case Study – London Tourist Board
Using market research to reposition London and develop a new marketing campaign
- Case Study – Islington
Marketing on a shoestring budget: the power of PR and the importance of niche markets

For further information you can refer to the following documents either on the web or in the attached References Folder

- DEAT Annual National Tourism Conference;
http://www.deat.gov.za/HotIssues/2008/ntc/new%20files/uploaded_13%20Nov/WEB/index.html
- City of Johannesburg Tourism Strategy;
<http://www.joburg.org.za/content/view/1116/114/>
- Hawai'i Strategic Tourism Plan Plan 2005 – 2015
- KZN Draft Action Plan 2004/2005
- Australian Experiences Industry Toolkit
- 2008; Tourism NT; Marketing campaign and activity;
<http://www.tourismnt.com.au/nt/nttc/marketing/campaigns.html>

- 1998; Jones, c; The Applications of Database Marketing in Tourism; <http://www.hotel-online.com/Trends/ERA/ERADatabaseTourism.html>
- Marketing Victoria; Strategic Plan 2002 – 2006; http://www.tourism.vic.gov.au/strategicplan/plan2002_2006/4_marketing_victoria/marketing_overview.htm

5.11 Toolbox 10: Specific infrastructure planning

a) Current Status of Tourism Infrastructure

The status of infrastructure should be gauged first. Such analysis can be gathered from site visits to tourism destinations and infrastructure, surveys (businesses, residents, visitors, etc), and trend analysis from past tourist visitor figures. Please see Section 4.1 Public Sector Infrastructure Toolbox for more on this.

b) Private Sector Investment into the Economy

Infrastructure development, along with fulfilling tourist needs, attracts foreign and local investment. This investment would certainly add to the profile of the area, and encouraging investment would have a positive spin-off in the form of increased or better tourist attractions and infrastructure. A lack of investment into tourism is a major issue for the growth of the tourism industry.

It is unlikely that private sector investment would occur without having at least basic infrastructure in place. Tourism Western Australia undertook an investor survey to determine which criteria were most important in the decision to invest or not. Established infrastructure came second behind the expected return on the investment.

Local government should try to make investment into the area as easy as possible. To attract such investment has great long-term benefits. When investment conditions are met, the private sector responds with significant contributions to tourism. Tourism authorities and the private sector should have open communication regarding this.

c) Overall Infrastructure Goals

Strategically, departments should have overall strategic goals for tourism infrastructure. These goals must aid the development of tourism, transport and infrastructure needs to benefit both local bodies and visitors. Examples of Tourism Infrastructure Strategic Goals:

- Must provide safe secure and cost effective modes of transport from arrival odes to attractions, business centres and tourism infrastructure such as accommodation. Intermodalism must be must be employed to this effect.
- Must be able to accommodate for the increase in visitors resulting from natural tourism and economic growth as well as from the 2010 event. Excess infrastructure needs from the 2010 event needs to be planned for.
- Must be within environmental constraints.
- Must aid local community transport needs
- Create an increased consultation within the tourism industry between service providers, travel agents, government bodies and private sector entities to upgrade and maintain infrastructure needs.
- Must aid economic growth within the region
- Must increase competitiveness of the region on local and international tourism fronts
- Investment must be prioritised for those areas where current and potential tourism spend are high and infrastructure requirements are not being met.

d) Strategic Infrastructure Goals

Each infrastructure element must be accompanied by specific strategic goals. This will guide current and future development. Below is an example of goals for individual infrastructure elements. Note that this will not be the same for every region, and strategic emphasis will differ between regions.

Figure 7: Strategic Infrastructure Goals

Infrastructure Element	Goals
Air Infrastructure	Increase volumes - x% of all tourists to arrive by air by 2012 Air travel to be easy, safe and secure coming into the area Air travel to be cost effective
Road Infrastructure	Have a comprehensive road network by 2013 Sufficient road maintenance measures Increase road capacity to deal with 2010 traffic Ensure road network between arrival nodes, business centres, tourist attractions and accommodation suppliers
Telecommunications	Ensure telephony at all arrival nodes, business centres, tourist attractions and accommodation suppliers Provide wireless hotspots at major tourist attractions
Rail Infrastructure	Cargo Based Ensure adequate level of service along supply routes for supply of tourism industry Tourism Based Ensure adequate transport and public transport services between arrival nodes, business centres, accommodation suppliers and rail nodes Ensure adequate supply of rail services from rail nodes to tourist attractions
Public Transport Facilities	Ensure public transport projections are met for 2010 for capacity between arrival nodes, business centres, tourist attractions and accommodation suppliers Ensure safe, secure and standardised public transport system by 2010
Marine Infrastructure	Transform existing marina facilities into high quality tourist attractions Upgrade water based tourist attractions Ensure adequate service provision amongst marine-based arrival nodes Upgrade port facilities
Accommodation	Ensure adequate information sources to visitors regarding accommodation services Ensure sufficient signage Ensure standardisation of services and pricing
Conferencing	Ensure adequate conferencing services Attract at least 1 major conferencing event every 6 months Attract at least one other conferencing event every month Provide sufficient public transport services to and from conferencing facilities
Tourist Services	Create at least 1 point for tourist information per 300 expected tourists Ensure adequate signage to direct tourists Ensure information regarding strategic tourist attractions and key tourism infrastructure is available Ensure adequate web-based tourist services
Electricity	Provide continuous, adequate and cost effective electricity supply to all

Infrastructure Element	Goals
	residents, communities and businesses within the area.
Water and Basic sanitary and sewerage services	Provide continuous, adequate and cost effective water related basic services supply to all residents, communities and businesses within the area.
Waste Removal	Provide continuous, adequate and cost effective waste removal basic services supply to all residents, communities and businesses within the area.
Signage	Increase and improve signage from major tourism destinations to and from business nodes and arrival nodes

Such goals are not always all immediately achievable by local tourism authorities due to budget, capacity and time constraints. A number of options are open to these authorities including various partnerships with private sectors, investment and tax incentives, etc.

These should be taken into account when translating goals into actions.

e) Tourism Infrastructure Actions

Once you have gauged all infrastructure elements goals you can begin putting actions into place. Below is an example taking the first two infrastructure elements from the table above.

Infrastructure Element	Goals	Actions	Responsibility	By When
Air Infrastructure	Increase volumes to x% of all tourists arrivals by 2012 Air travel to be easy, safe and secure coming into the area Air travel to be cost effective	Increase airport capacity Market more locally and internationally within our target market Attract low cost carriers to enter region Build new lost-cost airports		
Road Infrastructure	Have a comprehensive road network by 2013 Sufficient road maintenance measures Increase road capacity to deal with 2010 traffic Ensure road network between arrival nodes, business centres, tourist attractions and accommodation suppliers	Assess status of current road quality Assess coverage area of roads Assess road access between arrival nodes, business centres, tourist attractions and accommodation suppliers Report emergency road maintenance to Dept of Transport		

f) Prioritisation of Infrastructure Investment

These actions should then be prioritised according to strategic urgency.

Certain infrastructure would have to be upgraded as a matter of urgency as it is not able to handle current visitor figures. Other infrastructure will only have to be upgraded once tourist numbers increase.

Some attractions are more important to an area than others. This may be because it attracts a disproportionately large number of visitors, or perhaps it is of great strategic importance (e.g. a soccer stadium for use in the 2010 Event). These would be given priority over other upgrades, even if the other developments could be completed quicker.

The organisation would have to rank all these infrastructure requirements by strategic importance, time and budget.

1. For further information you can refer to the following documents either on the web or in the attached References Folder: Tourism Infrastructure Policy and Priorities, TTF Australia
2. Tourism WA, *Submission to State Infrastructure Strategy*, 2005
3. Tourism Strategy of Turkey – 2023



**The South African
Tourism Planning
Toolkit
for Local Government**

6.6. CAPACITY BUILDING TOOLKIT

6.1 Introduction

Municipalities across South Africa are facing serious capacity constraints. The capacity building toolbox is structured as a discussion of common issues around which tourism practitioners in local government need to build their capacity issues around. These issues may arise in using the Tourism Toolkit as well.

The capacity building benefits tourism practitioners in a municipality in understanding critical issues that can effect your preparations for tourism planning in local government and implementing in a local area.

Achieving effective agreements

When structuring agreements, everyone wants a process that runs smoothly, entails little expense, and results in an agreement with minimal risk.

Three of the major reasons why most agreements fail to meet the requirements are:

1) The roles in the process are unclear or unfilled.

Many companies lack the right staff to manage the agreement process.

The best solution is to make a qualified, objective person accountable for driving the process to a successful conclusion. The best choice is a trained negotiator who has a good basic understanding of the business under discussion, and who follows an efficient process for structuring strong agreements. If you do not have a person on staff who meets these qualifications and cannot justify the expense of hiring one, consider contracting with a specialist.

2) The work team begins at the wrong starting point.

In most cases the teams charged with structuring a complex agreement usually use an old contract as the starting point.

The best solution is to begin with an outline of all the relevant points, designed specifically for the type of arrangement under discussion. The key is to be thorough and be sure nothing, however minor it may seem, is omitted. Previous contracts may be used as guides, but the key issues need to be considered carefully with input from subject matter experts.

3) The negotiating team is not properly prepared.

At times management just instructs an unprepared negotiating team to "just go in there and do the best you can," rather than making sure the team is properly prepared.

The best solution is to ensure that the team prepares by first reading the entire agreement at least three times: once for general points, once to focus on completeness and omissions, and once to study the details such as liabilities and indemnifications. From these readings, the team, with management's buy-in, should prepare a detailed negotiating strategy. Every strategy should include a list of potential concessions, when the concessions may be offered, what must be gained in return, and the threshold for walking away from the deal.

Stakeholder Analysis

As you become more successful in your career, the actions you take and the projects you run will affect more and more people. The more people you affect, the more likely it is that your actions will impact people who have power and influence over your projects. These people could be strong supporters of your work – or they could block it.

Stakeholder Management is an important discipline that successful people use to win support from others. It helps them ensure that their projects succeed where others fail.

The benefits of using a stakeholder-based approach are that:

- By communicating with stakeholders early and often, you can ensure that they know what you are doing and fully understand the benefits of your project – this means they can support you actively when necessary.
- You can anticipate what people's reaction to your project may be, and build into your plan the actions that will win people's support.
- Gaining support from powerful stakeholders can help you to win more resources – this makes it more likely that your projects will be successful.
-

The three steps in stakeholder analysis are explained below:

1. Identifying Your Stakeholders:

The first step in your stakeholder analysis is to **brainstorm** who your stakeholders are. As part of this, think of all the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion.

2. Prioritize Your Stakeholders:

You may now have a long list of people and organizations that are affected by your work. Some of these may have the power either to block or advance it. Some may be interested in what you are doing, others may not care.

Using the Power/Interest Grid as shown below you can classify them by their power over your work and by their interest in your work.

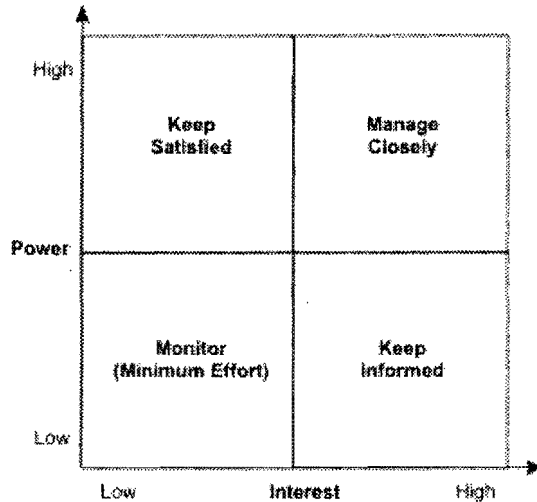


Figure 1: Power/Interest Grid for Stakeholder Prioritization

For example, your boss is likely to have high power and influence over your projects and high interest. Your family may have high interest, but are unlikely to have power over it.

Someone's position on the grid shows you the actions you have to take with them:

- High power, interested people: these are the people you must fully engage with, and make the greatest efforts to satisfy.
- High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- Low power, less interested people: again, monitor these people, but do not bore them with excessive communication.

3. Understanding your key stakeholders:

You need to know more about your key stakeholders. You need to know how they are likely to feel about and react to your project. You also need to know how best to engage them in your project and how best to communicate with them. A very good way of answering these questions is to talk to your stakeholders directly – people are often quite open about their views, and asking people's opinions is often the first step in building a successful relationship with them.

Overall, managing stakeholder expectations may seem difficult to achieve; however, effective project managers will organize and adequately prepare themselves during the project's initiation in order to ensure that all stakeholders are satisfied not only with the project's end result, but with the measures taken to achieve those results. Always remember that managing stakeholders and their respective expectations increases the probability that your project will be completed on time, within budget, and free from conflicts that cause disruption.

Brainstorming

Brainstorming is simply listing all ideas put forth by a group in response to a given problem or question. Creativity is encouraged by not allowing ideas to be evaluated or discussed until everyone has run dry. Any and all ideas are considered legitimate and often the most far-fetched are the most fertile. Structured

brainstorming produces numerous creative ideas about any given "central question". Done right, it taps the human brain's capacity for lateral thinking and free association.

Brainstorms help answer specific questions such as:

- What opportunities face us this year?
- What factors are constraining performance in Department X?
- What could be causing problem Y?
- What can we do to solve problem Z?

A brainstorm starts with a clear question, and ends with a raw list of ideas. That's what it does well - give you a raw list of ideas. Some will be good, and some won't. But, if you try to analyze ideas in the brainstorming session, you will ruin the session. Wait. Later, you can analyze the results of a brainstorm with other quality improvement tools. To conduct a successful brainstorm:

1. Make sure everyone understands and is satisfied with the central question before you open up for ideas.
2. Begin by going around the table or room, giving everyone a chance to voice their ideas or pass. After a few rounds, open the floor.
3. More ideas are better. Encourage radical ideas and piggybacking.
4. Suspend judgment of all ideas.
5. Record exactly what is said. Clarify only after everyone is out of ideas.
6. Don't stop until ideas become sparse. Allow for late-coming ideas.

Goal Setting

If you want to succeed, you need to set goals. Without goals you lack focus and direction. Goal setting not only allows you to take control of your life's direction; it also provides you a benchmark for determining whether you are actually succeeding. To accomplish your goals, however, you need to know how to set them. You can't simply say, "I want." and expect it to happen. Goal setting is a process that starts with careful consideration of what you want to achieve, and ends with a lot of hard work to actually do it. In between there are some very well defined steps that transcend the specifics of each goal. Knowing these steps will allow you to formulate goals that you can accomplish.

Here are five steps of goal setting:

1: Set Goals that Motivate You

When you set goals for yourself, it is important that they motivate you. Set goals that relate to the high priorities in your life. This means making sure it is something that's important to you and there is value in achieving it. If you have little interest in the outcome, or it is irrelevant given the larger picture, then the chances of you putting in the work to make it happen are slim. Motivation is key to achieving goals. Goal achievement requires commitment, so to maximize the likelihood of success, you need to feel a sense of urgency and have an "I must do this" attitude.

2: Set SMART Goals

For any goal to be achieved in the public sector it must be designed to be SMARTA. There are many variations on what SMARTA stands for, but the essence is this - Goals should be:

- Specific
- Measurable
- Attainable
- Relevant
- Time Bound
- Aligned

3: Set Goals in Writing

The physical act of writing down a goal makes it real and tangible. You have no excuse for forgetting about it. As you write, use the word "will" instead of "would like to" or "might". Frame your goal statement positively. For example, "I will reduce my operating expenses by 10% this year." Post your goals in visible places to remind yourself everyday of what it is you intend to do.

4: Make an Action Plan

This step is often missed in the process of goal setting. You get so focused on the outcome that you forget to plan all of the steps that are needed along the way. By writing out the individual steps, and then crossing each one off as you complete it, you'll realize that you are making progress towards your ultimate goal. This is especially important if your goal is big and demanding, or long-term.

5: Stick With It!

Remember, goal setting is an ongoing activity not just a means to an end. Build in reminders to keep you on track and remember to review your goals continuously. Your end destination may remain quite similar over the long term but the action plan you set for yourself along the way can change significantly. Make sure the relevance, value, and necessity remain high.

Goal setting is much more than simply saying you want something to happen. Unless you clearly define exactly what you want and understand why you want it the first place, your odds of success are considerably reduced.

Running meetings

Designing a good agenda

When designing the agenda some of the factors to consider when are:

- In what order should the topics be presented?
- How will participants get to know each other?
- How will they gain a common understanding of the objectives?
- If an event is to be broken into separate sessions, how much time should be allocated to each item?
- Will all participants be involved each session?
- Or will some be in smaller, break-out groups?
- How and when will break-out groups' feed back to the wider group?
- When will you recap and summarize?
- How will the outcomes of one session flow into the next?
- How will you achieve closure of the overall event?

By the end of the design and planning stage, you should have a solid agenda, which focuses on outcomes, and provides a good flow and structure for the event.

In addition to process and agenda, you should also consider the following:

- Information and materials - What do participants need to know before or at the event? How will this be provided and when?
- Room arrangements - What room set-up will best encourage participation? Are separate rooms needed for break out groups?

- Tourism Legislation

All local plans and activities should be done within the framework of the above documents.

- Supplies - What supplies and props do you need? Pens, flip charts, post-it notes are just the starters - make sure you have everything you need for the agenda and process you've planned. And make sure you have backups for things like data projectors, just in case these fail.

Controlling the meeting

With the agenda and group process in place, it's time to think about how you'll guide and control the proceedings.

To guide and control the meeting, you will need to:

- Set the ground rules - What rules should participants follow in the meeting? How will people interact? How will you ensure that people respect each others ideas? How will questions be handled? You'll prepare some ground rules in advance, and propose and seek agreement to these at the start of the event.
- Set the scene - Here, you'll run through the objectives and agenda. Make sure everyone understands their role, and what the group is seeking to achieve.
- Get things flowing - You'll make sure everyone introduces themselves, or perhaps use appropriate icebreakers to get the meeting off to a positive start.
- Keep up the momentum and energy - You might need to intervene as the proceedings and energy levels proceed. Make sure people remain focused and interested. (If energy levels are beginning to flag, perhaps it's time to take a break?)
- Listen, engage and include - This sets a good example for other participants, and also means you are always ready to intervene in facilitative ways. Is everyone engaged? If not, how can you bring them in? How can you get better participation?
- Monitor checkpoints, and summarize - Keep in control of the agenda, tell people what they've achieved and what's next; Summarize often.

To keep the event flowing and positive:

- Watch for and close any side conversations. These limit the ability of others to focus, and often people are exchanging ideas that should be brought to the group.
- Keep a close eye on the timing. Be flexible, and balance the need for participation with the need to keep things running efficiently.
- Learn what to do when a discussion isn't reaching a natural conclusion. Is more information needed? When and how will the discussion proceed? Park topics that cannot be concluded, and ensure that action time is scheduled to address these issues.
- Be on the lookout for people who aren't participating fully. Are they experiencing discomfort? What is the source of the discomfort? What can you do to bring them into the conversation?
- Pay attention to group behavior, both verbal and non-verbal. Some of the most damaging behavior is silent, so know how to spot it and stop it effectively.
- Step in and mediate immediately if there are obvious personal attacks. Effective facilitators look for the least intrusive intervention first, so reminding everyone of the ground rules is often a good place to start. Whatever the issue, you can't allow bad behavior to continue so be prepared to take the steps necessary to stop attacks.

Mentoring staff members

Mentoring is an essential leadership skill in that in addition to managing and motivating people, it's also important that you can help others learn, grow and become more effective in their jobs. You can do this through a mentoring partnership, which you can arrange within your organization or through a personal or professional network.

Mentoring can be a rewarding experience for you, both personally and professionally. You can improve your leadership and communication skills, learn new perspectives and ways of thinking, advance your career, and gain a great sense of personal satisfaction.

Is Mentoring Right for You?

- Even if you understand the benefits of mentoring and it sounds like a great idea, you have to decide whether it's right for you. Clarify your reasons and motivations for becoming a mentor. When you meet a prospective mentee, this will help you assess your compatibility.
- To explore your reasons for mentoring and whether you want to take this type of commitment further, ask yourself these questions:
- Do you want to share your knowledge and experience with others?
- Do you enjoy encouraging and motivating others?
- Are you comfortable asking challenging questions?
- Are you prepared to invest your time in mentoring on a regular basis?
- How will mentoring contribute toward your own career goals?
- In what areas are you willing to help? Are there any areas that you don't want to go near?

What You Should Consider

- Although you may want to jump right in with both feet, think about these practical considerations:
Frequency of contact - How much time can you commit to this relationship?
-Can you "meet" weekly? Biweekly? Once a month?
-How long can you spend in each meeting? Half an hour? An hour? More?
-Do you want to be available between "formal" sessions?
- Method of contact - Would you prefer face-to-face meetings, phone calls, or emails? If you were to use phone calls, who places the call? Can you both use an Internet phone service such as Skype (giving high quality, free local and international calls)?
- Duration of partnership - Do you want to limit the length of the mentoring partnership? Do you want to set regular intervals to review whether you're both happy with the relationship, or do you just want to informally review progress on an ongoing basis?
- Skills, knowledge, and experience - What specific expertise can you offer to a mentee?
- Confidentiality - How will you approach confidential business information? Think of ways to speak about general concepts and situations while maintaining confidentiality.

Where to Draw the Line

- When developing a mentoring partnership, make sure you have clear boundaries of what you can and cannot do for the mentee. As a general guide, focus on your expertise and experience. If anything is beyond your skills and abilities, refer the mentee to another expert.
- As a mentor, you can become the mentee's confidante and adviser. You may be called upon to be a "sounding board" for all sorts of issues and concerns. So know in advance how you're going to deal with difficult situations and getting "off subject."

A mentoring partnership can be an enriching experience. Before you begin a mentoring partnership, it's important to think about your reasons for becoming a mentor and the practical considerations and logistics of such a relationship. If you decide that mentoring is right for you, the time and effort that you put into it can reap great rewards that far exceed your expectations.

How to Motivate Your Team

What do people want from their jobs?

Do they want just a higher salary? Or do they want security, good relationships with co-workers, opportunities for growth and advancement - or something else altogether?

This is an important question, because it's at the root of motivation, the art of engaging with members of your team in such a way that they give their very best performance. The psychologist Fredrick Herzberg asked the same question in the 1950s and 60s as a means of understanding employee satisfaction. He set out to determine the effect of attitude on motivation, by asking people to describe situations where they felt really good, and really bad, about their jobs. What he found was that people who felt good about their jobs gave very different responses from the people who felt bad.

Step One: Eliminate Job Dissatisfaction

Herzberg called the causes of dissatisfaction "hygiene factors". To get rid of them, you need to:

- Fix poor and obstructive company policies.
- Provide effective, supportive and non-intrusive supervision.
- Create and support a culture of respect and dignity for all team members.
- Ensure that wages are competitive.
- Build job status by providing meaningful work for all positions.
- Provide job security.

All of these actions help you eliminate job dissatisfaction in your organization. And there's no point trying to motivate people until these issues are out of the way!

Step Two: Create Conditions for Job Satisfaction

- To create satisfaction, Herzberg says you need to address the motivating factors associated with work. He called this "job enrichment". His premise was that every job should be examined to determine how it could be made better and more satisfying to the person doing the work. Things to consider include:
- Providing opportunities for achievement.
- Recognizing workers' contributions.
- Creating work that is rewarding and that matches the skills and abilities of the worker.
- Giving as much responsibility to each team member as possible.
- Providing opportunities to advance in the company through internal promotions.
- Offering training and development opportunities, so that people can pursue the positions they want within the company.

The relationship between motivation and job satisfaction is not overly complex. When you're seeking to motivate people, firstly get rid of the things that are annoying them about the company and the workplace. Make sure they're treated fairly, and with respect.

Once you've done this, look for ways in which you can help people grow within their jobs, give them opportunities for achievement, and praise that achievement wherever you find it.

Conflict Resolution

In many cases, conflict in the workplace just seems to be a fact of life. The fact that conflict exists, however, is not necessarily a bad thing: As long as it is resolved effectively, it can lead to personal and professional growth. In many cases, effective conflict resolution skills can make the difference between positive and negative outcomes.

The benefits of effective conflict resolution are:

- Increased understanding: The discussion needed to resolve conflict expands people's awareness of the situation, giving them an insight into how they can achieve their own goals without undermining those of other people;

- Increased group cohesion: When conflict is resolved effectively, team members can develop stronger mutual respect, and a renewed faith in their ability to work together; and
- Improved self-knowledge: Conflict pushes individuals to examine their goals in close detail, helping them understand the things that are most important to them, sharpening their focus, and enhancing their effectiveness.

Understanding the Theory: Conflict Styles

In the 1970s Kenneth Thomas and Ralph Kilmann identified five main styles of dealing with conflict that vary in their degrees of cooperativeness and assertiveness. They argued that people typically have a preferred conflict resolution style. However they also noted that different styles were most useful in different situations.

Competitive: People who tend towards a competitive style take a firm stand, and know what they want. They usually operate from a position of power, drawn from things like position, rank, expertise, or persuasive ability. This style can be useful when there is an emergency and a decision needs to be made fast; when the decision is unpopular; or when defending against someone who is trying to exploit the situation selfishly. However it can leave people feeling bruised, unsatisfied and resentful when used in less urgent situations.

Collaborative: People tending towards a collaborative style try to meet the needs of all people involved. These people can be highly assertive but unlike the competitor, they cooperate effectively and acknowledge that everyone is important. This style is useful when you need to bring together a variety of viewpoints to get the best solution; when there have been previous conflicts in the group; or when the situation is too important for a simple trade-off.

Compromising: People who prefer a compromising style try to find a solution that will at least partially satisfy everyone. Everyone is expected to give up something, and the compromiser him- or herself also expects to relinquish something. Compromise is useful when the cost of conflict is higher than the cost of losing ground, when equal strength opponents are at a standstill and when there is a deadline looming.

Accommodating: This style indicates a willingness to meet the needs of others at the expense of the person's own needs. The accommodator often knows when to give in to others, but can be persuaded to surrender a position even when it is not warranted. This person is not assertive but is highly cooperative. Accommodation is appropriate when the issues matter more to the other party, when peace is more valuable than winning, or when you want to be in a position to collect on this "favor" you gave. However people may not return favors, and overall this approach is unlikely to give the best outcomes.

Avoiding: People tending towards this style seek to evade the conflict entirely. This style is typified by delegating controversial decisions, accepting default decisions, and not wanting to hurt anyone's feelings. It can be appropriate when victory is impossible, when the controversy is trivial, or when someone else is in a better position to solve the problem. However in many situations this is a weak and ineffective approach to take.

Once you understand the different styles, you can use them to think about the most appropriate approach (or mixture of approaches) for the situation you're in. You can also think about your own instinctive approach, and learn how you need to change this if necessary.

Using the Tool: A Conflict Resolution Process

Based on these approaches, a starting point for dealing with conflict is to identify the overriding conflict style employed by yourself, your team or your organization.

Then use the process below to resolve the conflict:

Step One: Set the Scene

Make sure that people understand that the conflict may be a mutual problem, which may be best resolved through discussion and negotiation rather than through raw aggression. If you are involved in the conflict, emphasize the fact that you are presenting your perception of the problem. Use active listening skills to ensure you hear and understand other's positions and perceptions.

Restate

Paraphrase

Summarize

And make sure that when you talk, you're using an adult, assertive approach rather than a submissive or aggressive style.

Step Two: Gather Information

Here you are trying to get to the underlying interests, needs, and concerns. Ask for the other person's viewpoint and confirm that you respect his or her opinion and need his or her cooperation to solve the problem.

Also, try to understand the conflict in objective terms: Is it affecting work performance? damaging the delivery to the client? disrupting team work? hampering decision-making? or so on. Be sure to focus on work issues and leave personalities out of the discussion.

Listen with empathy and see the conflict from the other person's point of view

Identify issues clearly and concisely

- Use "I" statements
- Remain flexible
- Clarify feelings

Step Three: Agree on the Problem

This sounds like an obvious step, but often different underlying needs, interests and goals can cause people to perceive problems very differently. You'll need to agree the problems that you are trying to solve before you'll find a mutually acceptable solution.

Sometimes different people will see different but interlocking problems - if you can't reach a common perception of the problem, then at the very least, you need to understand what the other person sees as the problem.

Step Four: Brainstorm Possible Solutions

If everyone is going to feel satisfied with the resolution, it will help if everyone has had fair input in generating solutions. Brainstorm possible solutions, and be open to all ideas, including ones you never considered before.

Step Five: Negotiate a Solution

By this stage, the conflict may be resolved: Both sides may better understand the position of the other, and a mutually satisfactory solution may be clear to all. However you may also have uncovered real differences between your positions. This is where a technique like win-win negotiation can be useful to find a solution that, at least to some extent, satisfies everyone.

The three guiding principles here: Be Calm, Be Patient, Have Respect...

Conflict in the workplace can be incredibly destructive to good teamwork. Managed in the wrong way, real and legitimate differences between people can quickly spiral out of control, resulting in situations where co-operation breaks down and the team's mission is threatened. This is particularly the case where the wrong approaches to conflict resolution are used.

To calm these situations down, it helps to take a positive approach to conflict resolution, where discussion is courteous and non-confrontational, and the focus is on issues rather than on individuals. If this is done, then, as long as people listen carefully and explore facts, issues and possible solutions properly, conflict can often be resolved effectively.

Active Listening

Listening is one of the most important skills you can have. How well you listen has a major impact on your job effectiveness, and on the quality of your relationships with others.

We listen to obtain information.

We listen to understand.

We listen for enjoyment.

We listen to learn.

Clearly, listening is a skill that we can all benefit from improving. By becoming a better listener, you will improve your productivity, as well as your ability to influence, persuade negotiate. What's more, you'll avoid conflict and misunderstandings – all necessary for workplace success.)

The way to become a better listener is to practice "active listening". This is where you make a conscious effort to hear not only the words that another person is saying but, more importantly, to try and understand the total message being sent.

In order to do this you must pay attention to the other person very carefully.

You cannot allow yourself to become distracted by what else may be going on around you, or by forming counter arguments that you'll make when the other person stops speaking. Nor can you allow yourself to lose focus on what the other person is saying. All of these barriers contribute to a lack of listening and understanding.

To enhance your listening skills, you need to let the other person know that you are listening to what he or she is saying.

Becoming an Active Listener

There are five key elements of active listening. They all help you ensure that you hear the other person, and that the other person knows you are hearing what they are saying.

Pay attention.

Give the speaker your undivided attention and acknowledge the message. Recognize that what is not said also speaks loudly.

Look at the speaker directly.

Put aside distracting thoughts. Don't mentally prepare a rebuttal!

Avoid being distracted by environmental factors.

"Listen" to the speaker's body language.

Refrain from side conversations when listening in a group setting.

Show that you are listening.

Use your own body language and gestures to convey your attention.

Nod occasionally.
Smile and use other facial expressions.
Note your posture and make sure it is open and inviting.
Encourage the speaker to continue with small verbal comments like yes, and uh huh.

Provide feedback.

Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said. This may require you to reflect what is being said and ask questions. Reflect what has been said by paraphrasing. "What I'm hearing is..." and "Sounds like you are saying..." are great ways to reflect back.
Ask questions to clarify certain points. "What do you mean when you say..." "Is this what you mean?"
Summarize the speaker's comments periodically.

Defer judgment.

Interrupting is a waste of time. It frustrates the speaker and limits full understanding of the message.
Allow the speaker to finish.
Don't interrupt with counterarguments.

Respond Appropriately.

Active listening is a model for respect and understanding. You are gaining information and perspective. You add nothing by attacking the speaker or otherwise putting him or her down.
Be candid, open, and honest in your response.
Assert your opinions respectfully.
Treat the other person as he or she would want to be treated.

It takes a lot of concentration and determination to be an active listener. Old habits are hard to break, and if your listening habits are as bad as many people's are, then there's a lot of habit-breaking to do!
Be deliberate with your listening and remind yourself constantly that your goal is to truly hear what the other person is saying. Set aside all other thoughts and behaviors and concentrate on the message.

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The South African Tourism Planning Toolkit for Local Government

7.7. IMPLEMENTATION TOOLKIT

7.1 Introduction

In implementing our vision, mission goals, and objectives we must to meet the demands of Visitors, Industry, Community and Environment. After planning, we can divide build a resulting set of actions to achieve each objective.

This Toolbox takes the vision and objectives, developed in the Strategic Planning Toolbox and considers the actions required to achieve these successfully.

7.2 Implementing the Tourism Strategy Successfully

These are the keys to effective strategic planning for your business.

- Full and active executive support
 - Management must be fully behind the strategic planning and implementation. If not, the plan will fail. Without such backing, it is not worth even starting the planning process. Executives must lead, support, follow-up, and live the results of the strategic planning process to gain success
- Effective communication
 - Develop ways to communicate, reinforce, and provide a structure that supports the articulation and accomplishment of the strategic planning goals.
- Employee involvement
- Thorough organizational planning and competitive analysis, and
- Widespread perceived need for the strategic planning.

With this in mind, we can present some tools for successful strategic implementation:

1. Employee involvement: Recognise the human element involved in organisational strategy implementation. Involve staff in planning as much as possible, and take feedback from staff very seriously. Provide enough training to ensure staff have the right tools to perform.
2. Compensation and Incentives Linkage to Performance: Here staff and management can see a direct link between achieving action plans and their personal or departmental reward.
3. Communication: To ensure success in strategy implementation, the process must engage all employees at all levels of the organization.
4. Organizational Structure: A key enabler for effective strategy implementation is the ability to align strategic goals and objectives with organizational structure. The structure of the organization must complement strategy. Organisations should continually look at this aspect and, if necessary, balance and reconfigure their structures to ensure that strategy and company orientation are parallel.

5. Technology: Advancements in technology have brought forth a myriad of choices in applications and tools that support strategic planning as well as other organizational processes.

Outputs

Each action can be made up of one or more outputs. Outputs are the things that must come out of activities if a result area is to be achieved and the strategic plan is to be successful. All the outputs together should lead to the achievement of the key result area at which they are aimed. So, for example, if an activity were to organise for tertiary institutions to hold an open day in your area, then the output would be “a well-attended open day”.

Listing all the outputs gives you a checklist of things that must happen in order to achieve your goals. Usually, these lists are within a certain time period (e.g. Annual Plans). In addition to being great checklists, these lists are also very useful when reporting on project and plan progress.

Partnerships

Given the limited resources and capabilities of any organisation, local authorities will find it difficult to complete all necessary tasks within the given time period and budget. It becomes necessary for government to partner with certain organisations to achieve these goals.

The benefits associated with tourism-related partnerships include (New Zealand Planning Toolkit for Local Government, May 2006):

- Encourages cooperation and coordination between agencies;
- Partners working towards shared strategic objectives;
- Reduced costs for the same level of services;
- Shared and more effective research.

a) The Key Stages in Developing a Successful Partnership

- Identify participants, invite participation and agree shared overall objectives;
- Devise a strategy and action plan;
- Obtain resources;
- Manage delivery of the action plan;
- Monitor developments and provide results to stakeholders;
- Keep the partnership alive.

b) The Stakeholders

The stakeholders in most cases need to represent visitors, industry, community and the environment, although they will not all need to be involved in every partnership. Representation will be determined by need.

- Visitors are unlikely to be personally represented, but their views can be obtained through surveys and user group representatives (e.g. tour companies).
- Industry can be represented by major operators, industry organisation representatives and existing business forums.
- Community can be represented by elected members, community groups and interest groups.
- Environment can be represented by conservation organisations, DEAT and other environment agencies.

c) Factors that Determine Success or Failure of Partnerships

International research has identified the following factors as key to the success of tourism partnerships:

- Involve all stakeholders (VICE) early in the process – it is time-consuming to introduce a group later. With large partnerships it may be necessary to gather smaller, like-minded groupings, prior to bringing everyone together, so that each grouping feels it is relevant (e.g. attraction operators may initially meet separately from transport operators);
- Be open and honest. Use the partnership to identify and develop the ideas of others, not just rubber stamp your own;
- Commit to the partnership for the long-term. Be realistic about time resource requirements and do not be too ambitious in the number of groups established;
- Accept that it takes longer to reach decisions when working in a partnership – allow longer timescales;
- Communicate regularly and effectively both with partnership members and externally on the work and success of the partnership;
- Keep the partnership alive by investing time and effort into its management, maintaining activity, and demonstrating and reporting progress.

For more on PPPs, please refer to the National Treasury Departments Tourism PPP toolkit.

Project Design, Appraisal & Development

Given that local municipalities are the implementation agents of government, it is easy to see that these organizations play a crucial role in ensuring the quality and attractiveness of each destination in its area. Local municipalities will not only review every major project proposed, but also engage with project designers to ensure that the project falls within current and future strategic goals of the area, the province and the country.

A successful project design appraisal will have benefits for the developer and operator, host community, visitors, and the municipality (New Zealand Planning Toolkit for Local Government, May 2006):

- Undertaking a robust appraisal at an early stage reduces the possibility of problems (like litigation or redesign) emerging later in the development process;
- Creates a positive environment for collaboration;
- Helps identify opportunities for synergy between previously unrelated projects (e.g. road improvement and site development);
- Promotes greater integration between different attractions within a destination (e.g. improved access);
- Can strengthen the distinctive identity and character of a destination (e.g. through selecting appropriate design styles, materials etc)

In appraising any projects, the following procedures should be implemented:

a) Environmental Impact Assessment (EIA)

International Association for Impact Assessment (IAIA) defines an environmental impact assessment as "the process of identifying, predicting, evaluating and mitigating the biophysical, social, and other relevant effects of development proposals prior to major decisions being taken and commitments made." ("Principle of Environmental Impact Assessment Best Practice" International Association for Impact Assessment. 1999.)

An EIA report for a tourism project should take into account (New Zealand Planning Toolkit for Local Government, May 2006):

- The visual and sensory effects of the project (what it looks like, etc)
- The effect these changes will have upon the character and identity of the overall landscape setting

- The identification of ways in which the harmful effects of a project can be avoided, remedied or mitigated
- The effects of change and any proposed environmental compensation upon both the host community and the visitors

In many cases, the appropriate expertise and capabilities will have to be outsourced in the form of an EIA consultant.

One of the shortcomings of an EIA based approach is that, with its specific project focus, the effect of a multitude of projects upon a landscape or environment is not accounted for. Furthermore, environmental threats do not respect national borders.

Ideally, a robust strategic plan will help to address this risk, but even then, a total focus on reducing effects can become unhelpful. Municipalities and provinces should communicate with each other regarding these threats and the effects of major and multiple projects within certain geographical areas.

b) Project Scoping

Project scoping involves:

- An assessment of the basic project requirements;
- Analysis of potential and limitations (e.g. site analysis); and
- Identification of design opportunities.

This is usually done by developers as a risk assessment and opportunities identification method, but it is usually done only with the developers own commercial needs in mind. Local governments must also do this, but with a view to understanding the connections between the project and its surrounding.

It is the identification of design opportunities that offers greatest potential for creative collaboration. Local authorities will have their own capital investment and asset management plans, which may include projects that could complement the developer's proposals. Some examples of this type of synergy are the improvement district-led upgrading that have been implemented in parts of Johannesburg, in which the municipality has invested in public infrastructure in partnership with businesses and landowners upgrading their land and buildings. In other cases, the opportunity may lie in getting two developers to collaborate.

A checklist for helping you identify opportunities for collaboration between your council and developers on tourism project proposals is attached.

In most cases, a creative engagement between a municipality and developer can identify win-win outcomes. If the project is large enough, it may provide a stimulus for regeneration of a neighbourhood, acting as an anchor for other public and private investment. Involvement of a municipality can also improve the chances of attracting other forms of support (such as from central government agencies).

In order to realise these types of outcomes, it is essential for a municipality to nominate a well-qualified and experienced coordinator, who can work with the developer and their consultants on an equal footing. This may be an existing planner or designer within the council, or for a major project it could be efficient to engage an external consultant. This has been successful on a number of inner city projects in recent years. The overall aim is to identify ways in which a developer's initiative can add value to, and receive benefit from, the landscape setting for which it is proposed.

For more on EIAs, please refer to the EWTs EIA toolkit.

How Do We Ensure Implementation of Our New Plan?

The following guidelines will help ensure that the plan is implemented.

1. When conducting the planning process, involve the people who will be responsible for implementing the plan. Use a cross-functional team (representatives from each of the major organization's products or service) to ensure the plan is realistic and collaborative.
2. Ensure the plan is realistic. Continue asking planning participants "Is this realistic? Can you really do this?"
3. Organize the overall strategic plan into smaller action plans, often including an action plan (or work plan) for each committee on the board.
4. In the overall planning document, specify who is doing what and by when (action plans are often referenced in the implementation section of the overall strategic plan). Some organizations may elect to include the action plans in a separate document from the strategic plan, which would include only the mission, vision, values, key issues and goals, and strategies.
5. In the implementation section of the plan, be sure to detail particularly the first 90 days of the implementation of the plan. Build in regular reviews of status of the implementation of the plan.
6. Translate the strategic plan's actions into job descriptions and personnel performance reviews.
7. Communicate the role of follow-ups to the plan. If people know the action plans will be regularly reviewed, implementers tend to do their jobs before they're checked on.
8. Be sure to document and distribute the plan, including inviting review input from all. Reports and similar documents are great tool for monitoring and re-communicating the plan to stakeholders.
9. Be sure that one internal person has ultimate responsibility that the plan is enacted in a timely fashion.
10. The chief executive's support of the plan is a major driver to the plan's implementation. Integrate the plan's goals and objectives into the chief executive's performance reviews.
11. Have designated rotating "checkers" to verify, e.g., every quarter, if each implementer completed their assigned tasks.

Implementation of a strategic plan is an iterative process. Once teams and managers have been picked, progress needs to be monitored on a regular basis. If goals are not going to be met then it is possible that the team or management needs to be changed, or goal timelines or tasks need to be changed.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- Strategic Planning in Non-Profit Organisations;
http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm
- How To Make Strategic Planning Implementation Work;
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**The South African
Tourism Planning
Toolkit
for Local Government**

8.8. MONITORING PERFORMANCE TOOLKIT

8.1 Introduction

This Toolkit provides the resources to enable ongoing monitoring of the destination's performance in meeting its objectives for tourism. This will provide information that will enable the municipality to refine planning processes and identify priorities for action.

8.2 Monitoring and Evaluation

Monitoring is a task for management within the organisation. Within local government, the Municipal Systems Act, 2000 makes it a requirement that municipalities have functioning performance management systems in place to monitor the achievement of IDP objectives. Generally, the tourism plan can be included as a component of local economic development plans within an IDP. This varies between municipalities depending on the institutional arrangements prevailing and the importance of tourism within the municipality. Either way, it is important to include Key Performance Indicators (KPIs) aligned to the achievement of local tourism objectives in the scorecards of relevant municipal departments.

There is an internal administrative role for the person responsible for tourism to assist heads of department in ensuring that tourism KPIs are:

1. Appropriately incorporated, integrated and aligned to municipal objectives and the activities of other department during the IDP planning process;
2. Is sufficiently motivated during the budget compilation and project prioritisation phase; and
3. Is adequately reflected and accommodated during the finalisation of the Service Delivery Budget Implementation Plan (SDBIP) phase.

Once tourism activities and projects form part of the departmental scorecard for that financial year, an assessment of how a municipality is performing can be done and a comparison can be made as to what extent strategic plans have been actioned.

Monitoring and evaluation of a strategic plan has many benefits for organisations:

- It shows if the plan/s are being implemented successfully
- It ensures that the organisation is moving in the direction outlined by the plan/s
- It helps account to stakeholders regarding progress and status of the plan or the organisation as a whole
- It allows the organisation to more effectively learn from its mistakes
- It helps leadership and management undertake corrective measures before its too late to do anything about mistakes

- It helps to build commitment and support
- It can produce 'hard numbers' and calculates the impact of tourism on poverty
- It can be used to link the toolkit to wider development objectives
- It can grow local information resources about tourism

In assessing the progress and success of various strategic plans and projects, one has to measure their impact on Visitors, Industry, Community and the Environment. While municipalities are not required to perform every monitoring task, it should receive all relevant monitoring reports as this affects current and future planning cycles.

In order to assess progress and success, we must compare certain data from monitoring reports to baseline data. Baseline data is information regarding the situation when you first start any project. For example, if you want to increase the number of tourists through your plan, the baseline information would be the number of tourists that visits your area right now. You will measure the impact of your plan by comparing baseline information to information you have collected later. The performance indicator is how much better or worse your monitoring data is compared with baseline data.

A useful approach to monitoring and evaluation is to opt for measuring what is feasible over what is ideal. This approach to M&E focuses on:

- Achieving something rather than nothing (a minimum level of development?);
- Planning for implementation, i.e. setting up a mechanism that will continue year after year with updates and adaptations as needed;
- Partnerships as a way of working across sectors, levels of government and outside government – linking tourism with local economic development cannot be done without complementary action at national and local level, between government and private sectors and between the tourism sector and other sectors including agriculture, transport, environment, land use and industry.

Why use this Toolbox?

The use of performance indicators can bring a range of benefits:

- Provide data by which an organisation or project can be evaluated;
- Develop standards that inform people what to expect (e.g. environmental);
- Be used as a management tool to identify potential poor performance and take early corrective action;
- Enable benchmarking for comparisons between different organizations undertaking similar functions;
- Develop targets that motivate staff in the organisation, give them a sense of purpose and an independent means of recognising their achievements.

Determining What to Monitor & Evaluate

It is important to have in mind what the purpose of the monitoring and evaluation is in local government. It is, therefore, useful to reflect on what monitor and what evaluations will be done about tourism in a local area. Below is a table to assist with determining what to monitor and what to evaluate:

M&E will assist my municipality to...	Yes (this must be monitored & evaluated)	No (this is being addressed elsewhere)
Boost local inputs into the tourism supply chain?		

M&E will assist my municipality to...	Yes (this must be monitored & evaluated)	No (this is being addressed elsewhere)
Support micro/small/community tourism entrepreneurs		
Accredit a 'local guide' category		
Support craft makers & vendors		
Provide a market space for tourist craft sales		
Include un-skilled and semi-skilled people in hospitality training		
Stimulate partnerships between private sector and communities		
Influence private sector behaviour via concessions, licensing, or codes		
Catalyse destination linkages between stakeholders		
Address cultural/social costs of tourism		
Address environmental / physical costs of tourism		
Involve poor people in plans and policy making		

Baseline Measurement

You must first collect baseline information. This is information regarding the situation when you first start any project. For example, if you want to increase the number of tourists through your plan, the baseline information would be the number of tourists that visits your area right now. You will measure the impact of your plan by comparing baseline information to information you have collected later.

In assessing the progress of a plan or project, the following questions should be asked:

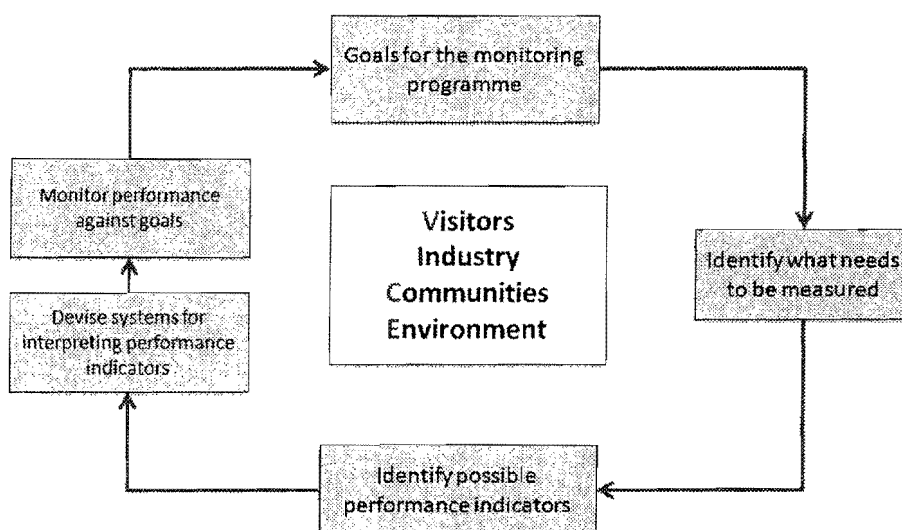
1. Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
2. Are resources being used efficiently and effectively?
3. Are work units meeting their objectives?
4. Are individuals meeting their objectives?
5. Will the overall goals be achieved according to the timelines specified in the plan? If not, then why?
6. Should the deadlines for completion be changed?
7. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
8. Are the goals and objectives still realistic?
9. Should priorities be changed to put more focus on achieving the goals?
10. Should the goals be changed?
11. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Designing Performance Indicators

The diagram below provides a format for designing performance indicators that reflect the requirement for:

- **Reliability:** how accurate do you want the information to be for the purpose to which it will be put?
- **Timeliness:** how soon do you want the information to be available following actual events?
- **Participation:** how will you involve those who will provide as well as those who will use the information?
- **Cost:** what is affordable, including the internal staff and other resources you will need to support this work?
- **Comparability:** is part of your requirement to make comparisons with other local areas, or at the regional or national levels?
- **Frequency:** is the information required continuously – every month, every year?
- **Utility:** are the indicators going to be used to inform the decision-making process? Will they be suitable for use by a wide range of audiences? Will they measure change? Can they be sustained over a period of time? If the answer to any of the above questions is “no”, think carefully as to the suitability of the indicators you are proposing.

Design of Performance Indicators



Performance Indicators

Below we present some examples for monitoring by way of performance indicators. The factors listed below under each section may not be applicable to your situation, and the model should be adapted where necessary.

Visitor Demand Toolbox Visitors (to the municipality)

Number of international and domestic visitors	Visitor country (international) and region (domestic) of origin
Purpose of visit	Number of visitors using different

	transport types to reach area
Length of stay	Number of visitors using different types of accommodation
Average number of visitors per day (overnight)	Seasonality profile for area
Average number of visitors per day (day trips)	Visitor projections and forecasts

Economic Impact Toolbox

Visitors

Number of overnight visitors	Daily visitor expenditure on accommodation, transport, attractions, shopping, food and beverage
Number of day trips	

Industry

Number of tourism businesses	Number of people employed directly in different types of tourism businesses
Number of day trips	

Community

Amount of money spent by visitors that stays in the area
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Tourism Industry Inventory Toolbox

Industry

Number of tourism businesses	Number and type of attractions
Number and type of accommodation businesses	Trends in accommodation provision
Number and type of activities	Quality of Council services
Number and range of transport providers	Trends in business registrations
Number of registered businesses	

Visitor Satisfaction (with the destination) Toolbox

Visitors

Quality, range, value for money of accommodation	Overall impression
Range/choice, quality of visitor attractions and activities to do	Popularity of attractions
Range/choice, quality of the shopping environment	Feeling of safety in terms of crime and traffic
Range/choice, quality of service, value for money of places to eat and drink	Ease and cost of parking
Ease of finding, quality of service, usefulness of information received from Info Site /information centre	Overall enjoyment
Ease of finding way around – road signs, pedestrian signs, display maps and information boards	Things liked most about the destination
Availability and cleanliness of public toilets	Cleanliness of the streets

Things that spoilt the visit	Likelihood of recommending destination to others
Range and quality of evening entertainment	Improvements visitors would like to see
Upkeep of parks and open spaces	

Public Sector Infrastructure Toolbox

Visitors

Number of overnight visitors	Type of accommodation used
Number of day trips	Visitor projections and forecasts
Seasonality profile for area	

Industry

Number of tourism businesses	Volume of water usage
Number and type of accommodation units	Volume of waste water generated
Volume of solid waste generated	Percentage of businesses that use environmental management systems

Community

Community views on investment in public infrastructure for tourism
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Environment

Impact of infrastructure requirements on the environment	Capacity of the environment to meet infrastructure needs
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Natural Assets Toolbox

Environment

Impact of tourism on environmentally sensitive areas	Capacity of the environment to cope with projected visitor numbers
Percentage of businesses that use environmental management systems	

Community Tourism Toolbox

Community

Level of community support for investment in the tourism industry	The impact of tourism on the social structure of communities
Views on the impact of tourism on the community	Degree of community consultation on tourism issues/developments

Project Design, Appraisal & Development

Environment

Guidelines in place to integrate new development into the existing urban and rural character of the destination	Municipality has a 'landscape' dimension in its asset management plan, to promote and ensure integration between different environmental systems, and between the municipality assets and new development e.g. a green space strategy: a planting design & management strategy; wetlands and
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All tourism development proposals include a landscape plan that shows how the project will integrate with the surrounding landscape	waterways strategy? Development proposals include design specifications for buildings and infrastructure that show how the environmental effects will be minimised and how the facilities will respect and enhance the destination identity
Municipality has a system to monitor the cumulative effect of developments upon the character of the destination (e.g. a GIS based 3D visualisation, A 3D model of urban form)	

Tourism Project Evaluation Toolbox

Visitors

Number of local, domestic and international visitors generated by project	Accommodation utilised
Origin of domestic and international visitors	Length of stay of visitors
Level of visitor satisfaction with project	

Industry

Number of project proposals received	Amount invested annually in approved projects
Number of projects approved and declined	Degree to which approved projects achieved objectives (return on investment)
Types of projects received and supported	

Community

Impact of new projects on the community

Environment

Impact of new projects on the environment

Event Development, Funding and Evaluation Toolbox

Visitors

Number of local, domestic and international visitors at each event	Accommodation utilised
Origin of domestic and international visitors	Length of stay of visitors
Level of visitor satisfaction with events	Level of visitor satisfaction with event venues

Industry

Number of event project proposals received	Amount invested annually in approved events
Number of event projects approved and declined	Degree to which approved projects achieved objectives (return on investment)
Types of projects received and supported	

Community

Number of events targeted at the local community	Level of community support for investment in events
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Level of satisfaction with the quantity and quality of municipality funded events	Social impact of events on the community
Environment	
Impact of events on the environment	Infrastructure capability of destination to hold events

Municipality

In addition to specific indicators for specific Toolboxes, the municipality must monitor its tourism strategy, if such a strategy has been developed.

Additional Indicators for Local Authorities

Has current tourism strategy	Monitoring arrangements in place for action plan
Tourism strategy prepared in consultation with stakeholders	Input updated tourism data to plan annually
Tourism strategy includes action plan and implementation schedule	

System for Interpreting Performance Indicators

Interpretation of performance indicators can be undertaken in a number of ways:

- Use scales to indicate the performance against the goals (e.g. 1 = poor performance, 5 = excellent performance);
- Evaluate by assessing impact at low, medium or high;
- Assess performance against existing standards;
- Assess performance against budget to identify variance.

In many respects these functions raise the question of the structure and location of ongoing tourism planning input within local authorities.

Monitor Performance against Goals

- Devise timetable for assessment (daily, weekly, monthly, quarterly, annually);
- Review achievement and refine goals if appropriate.

Information Collecting

Collecting your information for monitoring and evaluation does not need to be expensive or time intensive. It may include information that is easy for your department to acquire such as:

- Minutes at appropriate meetings involving stakeholders;
- Field officer reports;
- Time sheets;
- Financial record systems;
- Industry related statistics released by national government or Statistics SA

Your method for collecting information should be relevant to the information you need for monitoring, but also be simple and as resource efficient as possible.

Frequency of Monitoring and Evaluation

This depends of the kind of environment you organisation finds itself in. Where rapid change is evident or the project is strategically urgent, you may want to do this regularly. Most organisations do this on a monthly basis and report to Boards quarterly.

Reporting

Reporting is generally done in the form of status reports. In the reports, describe:

- 1. Answers to the above key questions while monitoring implementation.
- 2. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives
- 3. Recommendations about the status
- 4. Any actions needed by management

It is also useful to analyse the data using a table where you can compare expected results to actual results. An example appears below:

Expected indicator	Actual situation	Any deviation?	Probable reason for deviation	Lessons and Recommendations
Increase in visitor arrivals by 20% in 2008	Visitor arrivals increase by 10% in 2008	10% less increase than we expected within the time frame	Global credit crisis Marketing efforts not strong enough	Look into the potential result of increasing marketing efforts regarding more cost effective destinations in six months Adjust visitor arrivals target figures to take the global credit crunch into account

Changing the Plan

As can be seen form the above example, it is possible to change your strategic plan. These changes include those involving deadlines, action or goals themselves.

Changes in the plan usually result from:

- Changes in the organization’s external environment
- Changes in organisational strategic direction
- Changes in client needs
- Changes in the availability of resources to carry out the original plan

The most important aspect of deviating from the plan is knowing why you’re deviating from the plan, i.e., having a solid understanding of what’s going on and why.

Be sure some mechanism is identified for changing the plan, if necessary. For example, regarding changes, write down:

- 1. What is causing the changes?
- 2. Why the changes should be made (the "why" is often different than "what is causing" the changes)?
- 3. The actual changes to be made including to goals, objectives, responsibilities and timelines.

You can also manage this process better by:

- Recording and dating the various versions of the plan (including putting a new date on each new version of the plan).
- Always keep old copies of the plan.
- Always discuss and write down what can be learned from recent planning activity to make the next strategic planning activity more efficient.

A Note About Celebration

Be sure to celebrate achievements and milestones set out by the plan. Focus on achievement, not failure. Celebration adds a sense of closure, acknowledgement and fulfilment from a job well done. This impacts the next planning cycle in positive ways.

For further information you can refer to the following documents either on the web or in the attached References Folder:

- a) Civicus Action Planning Toolkit
 - b) Basics of Monitoring, Evaluating and Deviating from the Strategic Plan, Free Management Library, http://www.managementhelp.org/plan_dec/str_plan/monitor.htm
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