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## Gauteng Tourism Authority

### Gauteng Tourism Sector Strategy

May 2011

## Contents

	<b>Page</b>
<b>1. Introduction</b>	4
<b>2. Policy and Strategy Implications</b>	6
<b>3. Strategy Overview</b>	9
<b>4. Strategic Objectives</b>	11
<b>5. Strategic Clusters, Thrusts and Actions</b>	19
<b>6. Critical Success and Risks Factors</b>	28
<b>7. Institutional Structure</b>	31
<b>8. Monitoring and Evaluation</b>	37

## Section 1

### Introduction

1.	Introduction
2.	Policy and Strategy Implications
3.	Strategy Overview
4.	Strategic Objectives
5.	Strategic Clusters, Thrusts and Actions
6.	Critical Success and Risks Factors
7.	Institutional Structure
8.	Monitoring and Evaluation

## Introduction

### Background

The Gauteng Tourism Development Strategy ("**GTDS**") was finalised in August 2007. Although this strategy has formed the guiding framework for tourism in Gauteng very few of the identified strategies have been implemented and little progress has been made in achieving in the various actions.

In the ensuing years a number of new national and provincial strategies, frameworks and policies specific to the tourism industry as well as to the economy as a whole have been launched and implemented. These policies and strategies all have a significant bearing on the tourism industry in Gauteng Province.

It is for this reason that the Gauteng Tourism Development Strategy has been updated and renamed the Gauteng Tourism Sector Strategy ("**GTSS**").

This document outlines the resultant GTSS.

### Process followed

In transforming the GTDS into the GTSS the following process was followed:

- Review of relevant policies, regulations and strategies (refer to Annexure A)
- Stakeholder consultation processes through personal interviews with key stakeholders, GTA personnel as well as through workshop consultations with GTA personnel (in November 2010 and March 2011) and key industry stakeholders in May 2011 (refer to Annexures C, D and E).
- Redevelopment of a Gauteng Tourism Sector Strategy based on the relevant policies and strategies and stakeholder input.

## Section 2

### Policy and Strategy Implications

1. Introduction
- 2. Policy and Strategy Implications**
3. Strategy Overview
4. Strategic Objectives
5. Strategic Clusters, Thrusts and Actions
6. Critical Success and Risks Factors
7. Institutional Structure
8. Monitoring and Evaluation

## Policy and Strategy Implications

### Introduction

There are a number of key documents that have a bearing on the GTSS. A review of these documents as well as the implications for the GTSS are provided in Annexure A of this report.

However, of these documents the following are pivotal in shaping the GTSS, viz:

- The **National Tourism Sector Strategy** – this document will be driving tourism implementation nationally and at provincial level and there are clear roles for the province in delivering on this mandate.
- The **Gauteng Employment, Growth and Development Strategy** – this strategy will be driving decision-making, investment promotion and implementation in the province for the foreseeable future.

### Implications for the GTSS

Based on all relevant policies, strategies and regulations, the GTSS should thus take cognisance of:

#### Employment Creation:

- Employment creation in order to achieve higher economic growth. This should be the key focus of the strategy.

#### Increasing Investment:

- Going BIG i.e. taking calculated risks in order to increase job creation opportunities. This means identifying and supporting large-scale projects that create significant new jobs in the province.
- How the private sector could be incentivised or encouraged to take BOLD steps in investing in new areas.
- How and where existing tourism infrastructure and services can be expanded.

- Infrastructure development that increases accessibility, connectivity and interaction across the province.
- Identifying opportunities for public employment programmes.

#### Improving Quality and Sustainability:

- Improving quality assurance in the tourism industry.
- How to "green" the tourism industry.

#### Supporting SMEs, Co-Operatives and Entrepreneurs:

- Identifying opportunities for entrepreneurs.
- How to provide financial and non-financial support for SMEs and Co-Operatives.
- How to reduce red-tape and the cost of doing business in the tourism industry.

#### Broad-Based Black Economic Empowerment:

- Employment equity and Broad-Based Black Economic Empowerment ensuring that tourism reaps benefits for:
  - Youth
  - Women
  - Co-operatives
  - Employees through improved working conditions, career pathing, skills development, etc
  - Local businesses through procurement
  - Entrepreneurs through enterprise development initiatives.

## Policy and Strategy Implications

### **Decent Work Opportunities:**

- Improving skills of employees in the sector. It is important to set targets and monitor these.
- How to improve working conditions in the industry and to protect vulnerable workers.

### **Institutional Relations and Dialogue:**

- How to improve institutional relations and to increase dialogue amongst all players in the industry, both private and public.
- How to improve tourism linkages within the province.
- Viewing the province as one-City region. This requires extensive co-ordination and co-operation and consideration needs to be made as to how this can be achieved.
- Ensuring that strategies are not restricted to provincial and municipal boundaries.
- How institutions can work together to ensure improved service delivery and reduced inequalities in the industry.

### **Inclusivity:**

- Being inclusive of:
  - Large business and SMEs/ Co-operatives
  - Informal and formal businesses
  - Rural and urban locations and businesses
  - Entrepreneurs and workers
  - Youth/ new entrants and existing workers
- Community led and top-down led interventions

### **Funding Opportunities:**

- How to access and make use of provincial and national funds earmarked for job creation initiatives.
- Ensuring that the tourism sector receives adequate levels of public sector funding so that it can compete effectively nationally and internationally.

### **Linkages with other industry sectors and products:**

- How to provide support to, or how to link in with, cultural industries.
- Ensuring that provincial heritage is incorporated into the tourism industry and product offering.
- How to link creative industries to tourism.
- How to link the rehabilitation of rivers and parks to the tourism industry.

In summary, it is recognised that the tourism industry in Gauteng needs to agree and focus on a bold, long-term vision that will generate meaningful, employment opportunities.

## Section 3

### Strategy Overview

1.	Introduction
2.	Policy and Strategy Implications
3.	Strategy Overview
4.	Strategic Objectives
5.	Strategic Clusters, Thrusts and Actions
6.	Critical Success and Risks Factors
7.	Institutional Structure
8.	Monitoring and Evaluation

## Strategy Overview

### Vision

**Africa's must-see, vibrant, big city visitor experience**

### Mission

We will achieve our vision through:

- The provision of a wide-range of world-class, customer –focused and vibrant visitor experiences located throughout the province which appeal to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents.
- Being a destination of choice for global, regional, national and local events
- The public sector, private sector and communities working in partnership to achieve our goals
- Focusing on sustaining existing jobs and creating new jobs through a (continued) growing contribution to the provincial economy
- Being a transformed industry sector that acts responsibility for the benefit of the economy, environment, employees, communities and society as a whole
- Offering a safe and secure destination for visitors and all our citizens
- Providing world-class infrastructure that supports the tourism industry as well as frameworks to guide investment and operations in the sector.

## Section 4

### Strategic Objectives

1. Introduction
2. Policy and Strategy Implications
3. Strategy Overview
- 4. Strategic Objectives**
5. Strategic Clusters, Thrusts and Actions
6. Critical Success and Risks Factors
7. Institutional Structure
8. Monitoring and Evaluation

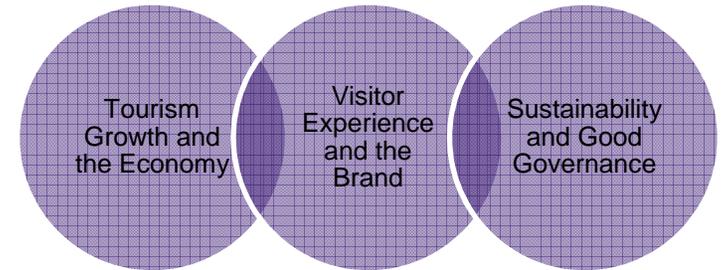
# Strategic Objectives

## Introduction

The strategic objectives for the Gauteng Tourism Sector Strategy have been aligned to the national objectives as per the National Tourism Sector Strategy

## Themes

As per the National Tourism Sector Strategy the objectives have been categorised into 3 themes, viz:



## Strategic Objectives

The strategic objectives for the Gauteng Tourism Sector Strategy have been categorised into the 3 themes as follows:

**Tourism Growth and the Economy**

- To grow the travel and tourism sector's absolute contribution to the economy
- To provide excellent people development and decent work within the tourism sector
- To increase domestic tourism's contribution to the tourism economy
- To contribute to the regional tourism economy

**Visitor Experience and the Brand**

- To entrench a culture of travel amongst South Africans
- To deliver a world-class visitor experience
- To position South Africa as a globally recognised tourism destination brand

**Sustainability and Good Governance**

- To achieve transformation within the tourism sector
- To address the issue of geographic, seasonal and rural spread
- To promote 'responsible tourism' practices within the sector
- To unlock tourism economic development at a provincial and local government level

## Strategic Objectives

### Conditions

It must be noted that the targets presented in this strategy can only be achieved if:

- The National Tourism Sector Strategy is implemented and supported nationally, including the allocation of sufficient funds for the implementation of national targets at a provincial level. Many targets outlined in these objectives are dependent on national targets being attained.
- This strategy is supported financially by various parties, including the Gauteng Government, various national and provincial institutions and the private sector (as applicable).
- The implementation of this strategy is supported by all levels of government nationally and in the province as well as by private sector institutions, sector employees, organised labour and large and small businesses.

# Strategic Objectives

## Strategic Objectives by Focus Areas, Targets and Baselines

- Theme 1: Tourism Growth and the Economy**

NTSS Objective	GTSS Objective	Focus	Gauteng Targets			Comments	Annual Compound growth rate	
			2009 Baseline	2015 Target	2020 Target		2009 to 2015	2009 to 2020
To grow the tourism sector's absolute contribution	Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•Increase in tourism GDP levels	33.3	48.6	69.8	Rand Billion. Measured at 6.5% average annual growth to 2015 and 7.5% average annual growth from 2015 to 2020	6.5%	7.0%
		•Increase in foreign visitor arrivals	4.6	6.2	8.25	(million) international arrivals. Calculated based on share of national arrivals. 2009 Gauteng attracted 46% of international arrivals. Aim for 50% in 2015 and 52% in 2020.	5.2%	5.5%
		•Increase in number of domestic tourists	5.0	7.0	10.26	(million) overnight trips. 2009 16,5% market share. Increase to 17.5% by 2015 and 19% by 2020. Ensure a sub-target is set for local resident tourists	5.8%	6.8%
	Acting responsibly for the benefit of the economy, environment, employees, communities and society as a whole	•Increase the number of people employed in the sector	Unknown	To be determined		Baseline study required to determine number of jobs - suggest using provincial TEA to determine. Growth in jobs should be in line with growth in provincial tourism GDP		
	Providing world-class infrastructure that supports the tourism industry as well as frameworks to guide investment and operations in the sector	•Increase in public sector/ government investment in tourism infrastructure	Unknown	Public sector to provide financial and other forms of support to at least 2 major (total value >R500 million) tourism related projects by 2015 and a further 2 by 2020		Add in requirement to include increase in public sector investment in general, not just in infrastructure		
	Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•Increase in private sector capital formation (for new and existing projects)		New, private sector led tourism investments in the province (value >R100 million) - 5 by 2015 and 10 by 2020		Larger projects are easier to record/ measure than smaller projects. R100 million investment is equivalent to a 100-room hotel		
		•Increase in levels of foreign direct investment in the tourism industry		Attract foreign investment of some form in at least 30% of all new large, scale tourism project (value >R100 million)		Foreign investment is a nice to have but not imperative to the province		

# Strategic Objectives

## Strategic Objectives by Focus Areas, Targets and Baselines

### • Theme 1: Tourism Growth and the Economy (cont)

NTSS Objective	GTSS Objective	Focus	Gauteng Targets			Comments
			2009 Baseline	2015 Target	2020 Target	
•To provide excellent people development and decent work within the tourism sector	Focusing on sustaining existing jobs and creating new jobs through continued growing contribution to the provincial economy	•Increase in the number of tourism enterprises complying with the codes of decent work thereby increasing the number and percentage of people employed in decent jobs	Unknown	75% compliance with MOU	95% compliance with MOU	Targets set are 5 percentage points higher than the national target
•To increase domestic tourism's contribution to the tourism economy	Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•Domestic tourism GDP as a percentage of tourism's overall contribution to GDP	10%	10.8%	11.1%	Targets calculated as a % of yield i.e. in 2009 domestic tourism accounted for 10% of total provincial tourism yield. Grow by 6% to 2015 and 9% to 2020
		•Upper LSMs – perceptions of taking South African holiday versus outbound holidays to outbound competitors.	Unknown			Research required to inform targets
		•Middle LSMs level of knowledge, understanding and propensity to take holidays	Unknown			Research required to inform targets
		•Increase in domestic holiday travel across all market levels	Unknown			Research required to inform targets
•To contribute to the regional tourism economy	Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•Increase in the levels of marketing in the African market	unknown			Measurement criteria to be determined. Could be trade shows attended, brochures distributed, money spent on marketing. Ensure linkage with national initiatives

# Strategic Objectives

## Strategic Objectives by Focus Areas, Targets and Baselines

### • Theme 2: An Enhanced Visitor Experience

NTSS Objective	GTSS Objective	Focus	Gauteng Targets			Comments
			2009 Baseline	2015 Target	2020 Target	
•To deliver a world-class visitor experience	Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•Delivering experiences that equal or surpass the expectations of our visitors	Unknown	Strive to be best performing province on national satisfaction index		Link in with national visitor satisfaction index. Measure improvement. Gauteng should be better than national average and strive to be best performing province.
		•Meeting or exceeding expectations of our tourists				
•To entrench a tourism culture among Gauteng Residents	Acting responsibly for the benefit of the economy, environment, employees, communities and society as a whole	•Increase the average length of awareness of tourism and its value within Gauteng and South Africa				
		•Increase in levels of community participation in the sector	Unknown	Increasing levels of community participation		Need to determine current extent of community participation in tourism and then monitor progress on this. Needs to increase
•To position Gauteng as a recognised tourism destination brand	Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•Showcase Gauteng as a distinctive brand, and communicate this to markets.	Unknown	Increasing recognition of Gauteng as a must experience destination		Research required to measure this

# Strategic Objectives

## Strategic Objectives by Focus Areas, Targets and Baselines

### • Theme 3: Sustainability and Good Governance

NTSS Objective	GTSS Objective	Focus	Gauteng Targets			Comments
			2009 Baseline	2015 Target	2020 Target	
•To achieve transformation within the tourism sector	Being a transformed industry sector, within meaningful representation of PDIs at all levels in the industry	•Increase number of companies with a BBBEE scorecard	Unknown	Set targets higher than national		Research needed to inform targets, link into national research
		•Increase in number of companies accredited at higher levels as per gazetted tourism sector codes and decrease number of companies accredited at lower levels				
		•Increase the number of tourism industry companies reaching tourism charter targets	Unknown	70% of tourism charter 2017 target	Link in with national research initiative and targets	
		•Increase the number of black owned tourism businesses	Unknown		Link with national research initiatives and targets. Measure across small, medium and large enterprises	
•To address the issue of geographic, seasonal and rural spread	Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•Increase in the number of visitors and bednights spent by tourists in least visited areas of the province	Unknown			Baseline study to be determine bednights in regions and then within least visited areas within metros. Set targets to improve visitation to these areas
		•Increase in the supply of tourism products that achieve acceptable patronage and revenue levels, especially in the least visited areas in the province	Unknown			Use registration process to measure total supply, patronage and revenue levels by metro and least visited areas
		•Improvement in the seasonality index of foreign arrivals	Unknown			Develop a provincial seasonality index and measure progress against this
		•Increase in the number of bed nights spent in low season months	Unknown			Determine % foreign and domestic bednights spent in low season months and aim to improve on this
•To promote responsible tourism practices within the sector	Acting responsibly for the benefit of the economy, environment, employees, communities and society as a whole	•Increase in the number of tourism programmes and projects led by and benefitting communities	Unknown			Link in with national baseline research, set targets based on this research. Aim for targets higher than national targets
		•Increase in the number of tourism businesses incorporating responsible tourism management and practices	Unknown			Link in with national baseline research, set targets based on this research. Aim for targets higher than national targets
•To unlock tourism economic development at provincial and local government level	The public sector, private sector and communities working in partnership to achieve our goals	•Systems for provincial and local government tourism support. Incorporating GTSS targets in IDPs and local economic development strategies	Unknown	All IDPs and LED strategies in the province include tourism and recognition of, and linkages to, the GTSS		
		•Ensuring support for local government programmes and capacity	Unknown			Measure support provided to local government for tourism development programmes and/or tourism focus areas IRO money and time. Develop targets to improve on these

# Strategic Objectives

## Strategic Objectives by Focus Areas, Targets and Baselines

- Gauteng Specific Objectives**

GTSS Objective	Focus	Gauteng Targets			Comments
		2009 Baseline	2015 Target	2020 Target	
Offering a safe and secure destination for visitors and service providers	•To decrease incidents of crime against visitors and tourism service providers	Unknown			Baseline to be determined, targets to be set and monitoring against these
	•To decrease incidents of negative reporting on Gauteng relating to crime, safety and security	Unknown			Baseline to be determined - measure extent of negative reports for 1-year and set and monitor targets accordingly.
Providing a wide-range of world-class, customer-focused and vibrant visitor experiences located throughout the province which appeals to the diverse needs of increasing numbers of overseas, African and domestic visitors and local residents	•To increase the number of local residents visiting and making use of tourism products and services in Gauteng	Unknown			Research needs to be conducted (link with national domestic tourism research) to determine number of local residents visiting Gauteng tourism products (as day visitors or overnight guests), frequency of visitation to Gauteng products/ services also need to be determined. Targets to be set once baseline is understood.
	•To increase the frequency of visitation/ usage of Gauteng products and services by local residents	Unknown			
	•To ensure that local residents are ambassadors for the tourism industry and proud of their province	Unknown			Research needs to be conducted on local resident perceptions and opinions about the tourism industry in Gauteng. Perception index to be developed. Targets to be set for improvement in the index.
Being a destination of choice for global, regional, national and local events	•To host events that attract an increasing number of local, domestic and international visitors to the province	Unknown			Baseline research required to determine number of visitors whose primary purpose of visit is eventing. Set targets for improvement and monitor against these. Research should be included in national visitor research
	•To support the hosting of at least one world-renowned local event per annum	Unknown	Measure international and national media coverage and number of visitors (by source)		Monitor designated events for international and national media coverage, number of international, national and local visitors (primary purpose to attend event). Set benchmark and targets and monitor against these
	•To be recognised globally and locally as a premier, responsible events destination	Unknown	Measure number of responsible tourism accredited event products/ services		Research need to be conducted to set baseline. Targets to be set against this.

## Section 5

### Strategic Clusters, Thrusts and Actions

1.	Introduction
2.	Policy and Strategy Implications
3.	Strategy Overview
4.	Strategic Objectives
5.	Strategic Clusters, Thrusts and Actions
6.	Critical Success and Risks Factors
7.	Institutional Structure
8.	Monitoring and Evaluation

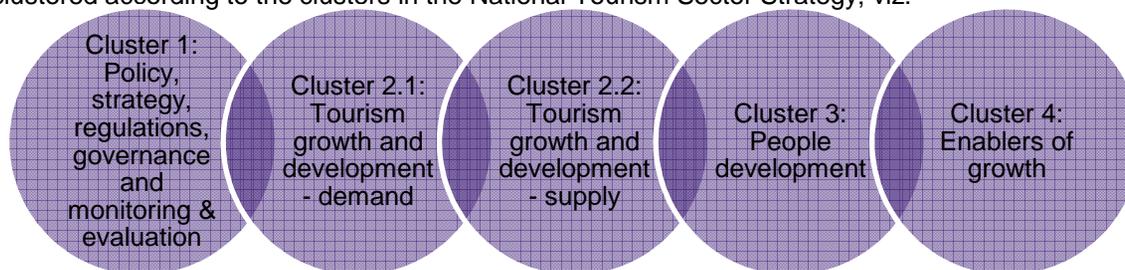
# Strategic Clusters, Thrusts and Actions

## Introduction

Through alignment to the National Tourism Sector Strategy, ensuring that the provincial strategy meets provincial and national objectives as well as through consultation with the industry and stakeholders, a number of strategic actions were identified in order to meet the provincial objectives.

## Clusters

The identified actions have been clustered according to the clusters in the National Tourism Sector Strategy; viz:



## Thrusts

Various actions and sub-actions have been categorised into the following thrusts:

Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation	Cluster 2.1: Tourism growth and development - demand	Cluster 2.2: Tourism growth and development - supply	Cluster 3: People development	Cluster 4: Enablers of growth
<ul style="list-style-type: none"> <li>• Research, information and knowledge management</li> <li>• Policy and legislative framework</li> <li>• Collaborative partnerships</li> <li>• Prioritising tourism at provincial and local government level</li> </ul>	<ul style="list-style-type: none"> <li>• Research, information and knowledge management</li> <li>• Policy and legislative framework</li> <li>• Collaborative partnerships</li> <li>• Prioritising tourism at provincial and local government level</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant capacity building</li> <li>• Niche-product development and rural tourism</li> <li>• Product information</li> <li>• Responsible tourism</li> <li>• Investment promotion</li> <li>• Quality assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Transformation</li> <li>• Decent work</li> <li>• Service excellence</li> <li>• Community beneficiation</li> </ul>	<ul style="list-style-type: none"> <li>• General tourism awareness among South Africans</li> <li>• Safety and security</li> <li>• Ground transportation</li> </ul>

# Strategic Clusters, Thrusts and Actions

## Actions and Sub-actions

The high-level actions and sub-actions identified for the Gauteng tourism industry, by thrust are as follows:

- Cluster 1: Policy, strategy, regulations, governance and monitoring & evaluation**

Thrust	Action	Sub-Action
Research, information and knowledge management	Enhance capacity of research and knowledge management at GTA to enable it to co-ordinate and guide tourism-related research	Develop a Tourism Economic Account for Gauteng in order to measure the sector's contribution to provincial GDP and jobs
		Use the provincial database of supply in order to measure available capacity, patronage/ usage, seasonality, source markets, etc by region for the province
		Measure recognition of the Gauteng tourism brand
		Measure local resident patronage/ usage of tourism products, perceptions and opinions of tourism in the province
		Measure number, type, extent of events and measure impact of major events as well as visitor satisfaction
		Monitor implementation of tourism projects at local level. Ensure addition of this strategy in local IDP and development plans
		Monitor number of new tourism projects in the province including investment by public and private sector as well as FDI
	Monitor crime statistics against visitors and tourists as well as negative reporting about safety and security in the province	
	Link to and work with the NDT and SAT to ensure that national research is able to inform strategic direction in Gauteng province	Ensure that the following national research projects are able to provide relevant information for Gauteng: Visitor satisfaction surveys, community participation and beneficiation, responsible tourism monitoring, BBBEE monitoring and reporting in the tourism sector, national tourism index, industry competitiveness, performance of marketing for African markets, packaging of domestic leisure holidays, domestic tourism trends by LSM, race and type of traveller, etc.
	Roll-out a the national process of establishing a supply database for the tourism industry in Gauteng	Ensure that the database links with the national database Ensure that the provincial process of registration links with the National process
Policy and legislative framework	Review the current provincial Tourism Act to ensure compliance with this strategy	Ensure implementation of relevant regulations in order to enable implementation of the Act Conduct regular review of all relevant policies and acts to make sure that they are conducive to tourism development and promotion in the province
Collaborative partnerships	Promote and formalise structures to ensure collaboration and interaction between the public and private sector and communities in the province	Strengthen Gauteng private sector tourism association and ensure that there is adequate participation and representation at provincial level and not just at national level in the province Encourage and support formation of regional tourism organisations Formation of a TBCSA structure for the province
Prioritising tourism at provincial and local government level	Develop a clear framework within which all appropriate roles and areas of responsibility are clearly spelled out for all government role players	Ensure that tourism structures in the public sector are strengthened and that there is a clear distinction between policy and marketing roles
	Raise the profile of tourism in the province (currently tourism just is and is expected to deliver without much investment or support from the public sector)	Establishing a dedicated tourism department in the provincial Department of Economic Development
		Formulating structures for ongoing dialogue at provincial, agency and local government level. Develop bilateral relations with other departments/ agencies including those involved in creative industries such as film, fashion, economic development, etc Ensure that government's provincial budget for tourism is significant in order to implement this strategy

# Strategic Clusters, Thrusts and Actions

## Actions and Sub-actions

### • Cluster 2.1: Tourism Growth and Development - Demand

Thrust	Action	Sub-Action
Marketing and brand management	Develop a marketing campaign portraying Gauteng as a vibrant "must see" Big City Region	Ensure that the campaign encompasses the cultural and creative aspect of the City Region
	Ensure linkages with SAT target markets	Link marketing campaign and marketing activities with SAT - don't reinvent or try to "go it alone" to foreign markets. Focus on selling the Big City Region vibrancy within the South African brand.
Domestic tourism	Market Gauteng as a vibrant "must see Big City region to domestic business and leisure tourists	Develop a comprehensive domestic tourism marketing strategy that covers all major markets and matches markets to experiences
		Ensure linkages with the Sho't left campaign - package Gauteng experiences for inclusion in this campaign
		Develop campaigns to attract tourists outside of the Sho't left campaign i.e. school groups, sports tours, township tours, city tours, creativity tours, etc
	Encourage low income South Africans to visit Gauteng	Initiate local events, repeated annually, that attract domestic visitors to Gauteng such as a carnival. Build-on and further develop existing events
		Link to the comprehensive website aimed at domestic tourism to be developed by NDT - ensure that Gauteng is prominently represented on this website.
Regional tourism	Investigate ways to stimulate and simplify trading and shopping tourism	Ensure that packages are developed that appeal to low income households - encouraging them to visit Gauteng for holiday purposes
	Develop a marketing campaign aimed at the African traveller	Link these packages with NDT initiatives to market to banks, loyalty programmes, stokvels, corporate CSR initiatives, etc
	Create conditions to promote destination Gauteng	Ensure linkages with the NDT and DTI in understanding the needs of shopping tourists from African countries. Implement recommended strategies to encourage African visitors to visit Gauteng for shopping and trading purposes.
Local visitors	Raise the profile of tourism in the province amongst local residents	Understand the needs of the various African traveller markets and create marketing campaigns to appeal to these markets. Link in with SAT research to assist in understanding market needs and ensure linkages with SAT marketing campaigns to these markets
	Encourage Gauteng residents to visit local attraction/ products for day-trips and/or overnight visits	Facilitate easy travel to and in the province such as transport, accommodation packages, etc
	Encourage development of products/ services that appeal to Gauteng residents	Implement a strategy to inculcate respect for all visitors into all Gautengers. Run campaigns to improve Gautengers' views of their province, tourism infrastructure, experiences and tourists. Increase awareness of the benefits of tourism to the province
	Revitalisation of parks and waterways	Make use of "don't miss out", "last minute" special deals, events, etc to encourage local travel. Market and package experiences and products aimed specifically at the local Gauteng market. conduct research to find out exactly what would appeal to different segments of the Gauteng market. Make sure campaigns stretch across all LSM segments
Business and events tourism	Establish a provincial convention bureau responsible for business events, co-ordination and support for bids and develop and roll out a business tourism and events strategy	Based on research conducted to determine needs of Gauteng residents, encourage the development/ implementation of products and services to meet these needs. Support entrepreneurs to initiate these services/ products. Refer to entrepreneurship strategy for more detail.
		Refer to investment promotion
		Encourage the usage of parks and waterways for recreational activities in the province.
	Investigate and implement the establishment of a bidding fund to support bids for events of provincial importance	Ensure convention bureau works closely with national convention bureau as well as City/ local convention bureaux. Ensure no duplication of effort, but rather synergistic and supportive approach
Support accreditation of professional conference organisers in collaboration with the industry to ensure their credibility and accessibility to all	Develop business plan for convention bureau	
	Encourage formation of local convention bureaux in order to market and support business tourism	
	Identify at least 2 provincial events as flagship events that represent the provincial experience and grow the importance of these events. Refer to domestic visitor strategy for more information	
	Link with National Convention Bureau to determine extent and size of bid fund required. Bid fund to be used to support business tourism and events and to support local convention bureau as applicable	
	Through convention bureau create awareness of PCO accreditation and promote usage of accredited PCOs for all government and industry events	

# Strategic Clusters, Thrusts and Actions

## Actions and Sub-actions

- Cluster 2.2: Tourism Growth and Development - Supply**

Thrust	Action	Sub-Action
Relevant capacity building	Engage Provincial and local government to ensure that a comprehensive framework is developed for tourism activity at local level, including ensuring that relevant local municipalities allocate a budget for tourism	Link in with NDT audit of local government skills audit and assist NDT with the roll-out of training programmes targeted at local government officials to address skills gaps and shortages identified. Assist NDT with the roll-out of tourism awareness and training programmes among all local government councillors and management members in relevant municipalities
	Ensure that tourism is an important criterion in infrastructure development planning	Identify key infrastructure projects in relevant municipalities that could assist in the development of tourism and liaise with relevant responsible agencies to prioritise these projects
		Ensure that tourism development is a key factor considered when an infrastructure project is included in a municipality's IDP
		Implement NDT mechanisms to encourage participation in local tourism organisations
	Manage and implement a human resources development strategy	Engage with NDT and ensure that the national human resource development strategy is adapted to Gauteng Province and implemented
		Engage associations to promote formal training, improve the quality of the people working in the industry and ensure an increased intake of tourism graduates
	Engage with Cathsseta (prev. Theta) to implement specific training programmes in Gauteng	Identify specific training needs across the province, with an emphasis on improving skills and quality of service delivery and engage with Cathsseta to identify an opportunity to roll-out a mass training programme, supported by the SETA, for all relevant employees in the province.
Link with the national roll-out of a customer relations training programme for all travel and tourism employees (service excellence training)		
Encouraging participation of youth in tourism	Encourage the industry to take on leadership/ apprenticeship learnerships. Consider incentivising industry to take-on learners and youth in learnership programmes	
Niche-product development and rural tourism	Identify, at a provincial level, the existing and potential tourism experiences available in Gauteng	Develop a spatial tourism product and experience development strategy for niche markets. Link with the national strategy. Include accommodation, tourism activities and attractions that could combine to create satisfying tourist experiences. Develop in consultation with stakeholders, a marketing framework and at niche markets. Do not allow the experiences to be confined to municipal or provincial boundaries.
		Communicate and implement the spatial tourism product and experience development strategy in partnership with municipalities and the industry
Product information	Develop and implement a provincial structure, linked with the national structure, for tourism information provision which covers information provision on all Gauteng tourism products and experiences. Ensure that this structure links with the national, central electronic database.	Structure design to link with national design such that all are accredited, uniformly branded information centres (could be virtual; mobile; exclusively for information provision or coupled with a travel agency, petrol station; consider franchising option; etc)
		Develop tourism's signage permissions and standards, linked to national permissions and standards, including the use and ownership of the sign
		Agree on the responsibilities of local government in developing and managing tourism information centres and ensure local information centres fit in with the uniformly branded designs.
	Training of tourism information officials	Link with NDT training programmes for tourism information officials and ensure that all such officials are appropriately trained, ensuring that officials obtain knowledge about the entire country. Ensure that internships are provided to local learners (tourism) and students (tourism) at tourism information centres

## Strategic Clusters, Thrusts and Actions

### Actions and Sub-actions

- Cluster 2.2: Tourism Growth and Development – Supply (Cont)

Thrust	Action	Sub-Action
Responsible tourism	Implement national programme to set, adhere to and measure attainment of 'responsible tourism' standards	Implement the national minimum standards for responsible tourism
		Promote awareness of responsible tourism among tourism businesses
		Encourage usage of responsible tourism messages by marketing organisations
		Promote adherence to universal access standards by existing and new tourism products
		Support implementation of training programmes, developed nationally, for responsible tourism practices "how to guides"
		Encourage signing of the national voluntary accord to reduce the tourism industry's carbon footprint and to monitor the province's progress against this
		Ensure/ encourage all new structures to comply with the "green buildings" guidelines/ principles.
		Seek financial support (corporate CSR spend) for the implementation of energy-efficiency conversions in existing hospitality SMMEs
		Provide incentives or encourage participation of tourism enterprises in "green" or "responsible" tourism accreditation programmes
Quality assurance	Encourage participation in the national grading scheme	Consider implementing an awards programme for graded establishments in Gauteng that consistently maintain quality and manage customer complaints/ feedback effectively. Make use of the TGCSA customer feedback system as well as public comment websites such as Hello Peter, Trip Advisor, etc to monitor quality and service levels
		Ensure that government only supports graded organisations for government use/ events, etc
		Provide financial support to SMMEs for participation in the national grading scheme
	Encourage visitors to comment on grading and quality of service, services and facilities	Encourage all relevant tourism enterprises to participate in the expanded grading system when implemented. Consider providing financial assistance to organisations to encourage participation in the schemes
		Ensure that the TGCSA's customer feedback system is included in visitor information, information centres, etc so that customers can provide feedback
		Link to the national service index and monitor the province's performance against this
Measure the levels of service provision in the province	Link with training programmes and ensure that service training is ongoing and systematic - industry "induction" programme	

## Strategic Clusters, Thrusts and Actions

### Actions and Sub-actions

#### • Cluster 2.2: Tourism Growth and Development – Supply (Cont)

Thrust	Action	Sub-Action
Investment promotion	Make it easier to do business in the tourism sector and encourage entrepreneurship	Implement the national one-stop shop system in the province to provide support to businesses throughout their life-cycle i.e. from start-up to expanding and established businesses
		Ensure that entrepreneurs, through the one-stop shop, have access to all available funding sources, including those that form part of the NGP objectives. Provide assist to businesses/ entrepreneurs in accessing funds from relevant agencies, organisations, etc.
		Implement an "Enterprise Challenge Fund" which provides financial support to investors for marginal investments/ encourages investment in riskier areas/ projects
		Link with national initiatives to ensure that the standard set of bylaws are implemented for tourism development at local level thus reducing red tape
	Encourage the development of BIG, meaningful projects	Provincial and local government to identify opportunities for large-scale tourism projects that will have a significant impact on job creation opportunities and local economic impact
		Provide financial support, in the form of feasibility studies and the provision of bulk and related infrastructure in order to encourage the development of large-scale tourism projects that will have a meaningful impact on job creation and the provincial economy. Funding for such projects should be linked to national funds for large projects
		Provide political backing to large, private sector initiated projects that will make a meaningful contribution to job creation and economic growth in the province
		Implement an "Enterprise Challenge Fund" which provides financial support to investors for marginal investments/ encourages investment in riskier areas/ projects
	Support the revitalisation of parks and waterways	Work with groups of small entrepreneurs to form co-operatives so that as a group they can develop a big or bigger project that meet the needs of the tourism industry as opposed to a numerous small projects
		Refer to local visitor demand strategies
		Work with the relevant departments to improve public infrastructure in the province around waterways and parks
	Improve government owned and managed tourism infrastructure	Consider the option of rating (Blue Flag equivalent) for public parks and facilities and encourage participation in this scheme
Consider the option of revitalising waterways in Gauteng - implementing a clean-up programme initially, followed by a safety and security plan followed by the development of recreational infrastructure along waterways throughout the province		
Investigate the possibility of housing all government owned and managed provincial tourism and environmental projects in one organisation		
		Market and manage these organisations and attractions in unity/ through one agency. Improve marketing and management performance for these entities. Set targets for improvement and monitor performance against these targets. If necessary consider outsourcing operations to reputable private sector entities
		Upgrade facilities and services of government owned and managed tourism infrastructure

# Strategic Clusters, Thrusts and Actions

## Actions and Sub-actions

- Cluster 3: People Development**

Thrust	Action	Sub-Action
Transformation	Develop and implement strategies to promote businesses with a BBBEE scorecard and encourage businesses to improve their scores and reach the tourism charter targets	Work with the NDT to engage associations to promote transformation and implement BBBEE scorecards
		Facilitate partnerships between big business and smaller black owned start-ups/ existing businesses. Link to corporate CSR strategies and enterprise development programmes
		Promote diversity in tour packages/ excursions
		Encourage government department procurement from BBBEE rated/ compliant tourism enterprises
	Support the national people development plan, including training, to effectively produce the required sector skills at all levels, but particularly for management and entrepreneurial skills	Ascertain the levels of skills demand for the province
		Assist in the development of required capacity in designated groups
		Consider offering bursaries for black learners to assist in the acquisition of required skills
		Work with the private sector and encourage the development of black personnel in line with the skills needs of the province. Offer incentives to private sector entities engaged in relevant skills development for black employees/ learners - couple with Cathsseta initiatives
	Work with national programmes to encourage black entrepreneurs to enter the industry and own and operate businesses throughout the sector. Provide necessary support to these entrepreneurs	Implement the national mentorship programme for entrepreneurs in the tourism industry. Link with the national database and link mentors with black SMME owners or aspiring entrepreneurs. Showcase successful mentorship projects
		Ensure that provincial black owned SMMEs are incorporated into marketing campaigns and TEP programmes and ensure that they derive benefits from marketing campaigns such as Sho't Left
Decent work	Encourage provincial tourism businesses to comply with the principle of providing decent work	Link with NDT to determine the current status of 'decent work' provision in the province across various sub-sectors of the tourism industry
		Determine the gap between current actual work scenario and the ideal scenario
		Identify programmes to reduce the identified gap
		Approach the Decent Work Country Programme for assistance in implementing programmes to reduce the identified 'decent work' gaps in the sector
	Encourage the implementation of ILO convention 172 and recommendation 179 in the industry	
Support national initiatives to attract and retain quality people and create careers in the industry	Support national initiatives to accredit/ register labour brokers in the province	
Service excellence	Support the national service satisfaction/ excellence programme	Encourage implementation of the national people development and tourism awareness strategy
		Ensure that the national service satisfaction study is segmented such that information can be extracted for the province.
		Measure and monitor ongoing provincial performance against these standards
		Use results of the provincial performance to identify training needs and ensure implementation of appropriate training programmes to improve service excellence across the province
		Introduce provincial Service Excellence Awards, linked to the national Service Excellence Month
	Provincialise the national monthly service excellence newsletter	
Tourism consumer feedback system	Implement the national employee awareness campaign to encourage improved service	
Community beneficiation	Work with national programmes to build awareness and understanding of tourism among communities to eliminate unrealistic expectations	Link to the national tourism consumer feedback system and implement provincially. Ensure that feedback is channelled back to the service provider for action and follow-up to ensure that there is a response. Consider implementing penalties for non-response.
	Identify areas and destinations in the province where communities could be beneficiaries of tourism projects, and identify and support appropriate product development	Implement community campaigns, developed nationally. Encourage community participation and knowledge of local tourism projects (big and small) - distribute relevant, factual information in the local community where new developments are planned/ underway
		Work with the national programme to encourage community swapping programmes i.e. hosting rural visitors for shopping and entertainment and city visitors being hosted by rural communities
		Develop and implement a provincial heritage tourism development strategy. Ensure linkages with the national strategy

## Strategic Clusters, Thrusts and Actions

### Actions and Sub-actions

- **Cluster 4: Enablers of Growth**

Thrust	Action	Sub-Action
General tourism awareness among South Africans	Support tourism as a subject in Gauteng schools	Support initiatives that support tourism teacher development. Encourage private sector to participate in these programmes and to provide work experience programmes for school learners and teachers
	Link with the national school trip programme	Ensure Gauteng is as a destination is included in the national school trip programme developed by the Department of Basic Education
	Exchange programme	Encourage Gauteng tourism service providers to participate in the national tourism exchange programme
Safety and security	Support the national safety campaign	Implement the national tourism safety and awareness strategy in Gauteng in consultation with relevant stakeholders
		Formalise relationships with the national Tourism Safety Initiative (TSI)
		Build on success of 2010 FIFA World Cup and strengthen safety and security relationships and partnerships established - to ensure continuation of these services as applicable.
Ground transportation	Work with the NDT to ensure the continued improvement in ground transportation and the tourism transport licensing system to make these efficient and consistent	Ensure that there is a provincial tourism transport plan, that links in with the broader transport plan for the province and the national tourism transport plan.
	Streamline tourist guide registration and management	Ensure that provincially, first-aid certificates and tourist guide registration are co-ordinated and aligned to run concurrently. Ensure strict and effective policing of tour operators and guides
	Ensure an efficient intermodal transport system in Gauteng, linking in with the national transport system, that allows domestic and international tourists to move about easily - to, from and within the destination	Link with the national assessment of current transport provision in the province
		Engage tourism ground transport providers to identify challenges in respect of ground transport
		Engage with the provincial Department of Transport in order to regulate and monitor/ control the metered taxi industry in the province
		Prioritise tourism transport needs. Identify key tourism transport routes and ensure that there is transport available as well as appropriate tourism signage for self-drive tourists. Take the tourism marketing strategy into consideration as well as tourism segments

## Section 6

### Critical Success and Risk Factors

1.	Introduction
2.	Policy and Strategy Implications
3.	Strategy Overview
4.	Strategic Objectives
5.	Strategic Clusters, Thrusts and Actions
6.	Critical Success and Risks Factors
7.	Institutional Structure
8.	Monitoring and Evaluation

## Critical Success and Risk Factors

### Critical Success Factors

The following factors are critical for the successful implementation of the Gauteng Tourism Sector Strategy:

- The National Tourism Sector Strategy is implemented and supported nationally, including the allocation of sufficient funds for the implementation of national targets at a provincial level. Many targets outlined in these objectives are dependent on national targets being attained.
- This strategy is supported financially by various parties, including the Gauteng Government, various national and provincial institutions and the private sector (as applicable).
- The implementation of this strategy is supported by all levels of government nationally and in the province as well as by private sector institutions, sector employees, organised labour and large and small businesses.
- The strategy is continuously and proactively aligned with any changes to the NTSS and with key developments and trends in the macro, competitive and market environments.
- Giving strategic priority to the prioritisation of tourism at provincial and local government level. Continuously advocating tourism among all politicians and opinion leaders as a strategic and sustainable industry which requires appropriate funding support.
- Giving strategic priority to people development.
- Addressing community participation and beneficiation as an underlying and cross-cutting strategic priority.
- Ensuring that tourism product development and packaging are value and market-driven and underpinned by a culture of service excellence.
- Ensuring and sustaining a powerful and distinctive destination that is competitively positioned and marketed.

- Strategically managing reliable, timely and accessible knowledge and research as a key to successful planning, marketing and management of the resource base.
- Ensuring a results-driven, streamlined, dynamic and adaptable tourism structure from provincial to local level with clarity on roles, responsibilities and relationships (avoiding unnecessary bureaucracy).
- Leveraging mutually beneficial relationships and partnerships between stakeholders at all levels.
- Continually focusing on sustainable competitiveness and balancing economic, social and environmental issues
- Continuously realigning the target markets with the changing market landscape to balance the portfolios.
- Ensuring risk mitigation plans are in place.

### Critical Risk Factors

As with the NTSS there are a number of risk factors which this strategy could be susceptible to. Each of the identified risks may result in failure to meet some or all of the objectives and targets identified in this strategy.

Some of the identified risks can be mitigated against, however, many are beyond the control of government and/or the tourism industry. Some of the risks are best mitigated at national level, whilst for others a collaborative approach may be required.

As with the NTSS, the identified risks include:

- **Global currency exchange rates** – this has an impact on global competition as well as the overall value of South Africa as a destination and may impact on GTSS objectives and targets.

## Critical Success and Risk Factors

- **Global economic turnaround** - would could lead to a reduction in consumer travel and spending thus impacting on GTSS targets.
- **Macro-economic policy** – a tighter fiscal environment could impact on government spend in the tourism industry and hence could threaten tourism targets. Risk mitigation needs to be considered at a provincial level such that provincial spend on tourism is controlled and managed as much as possible.
- **International, national or local terrorism** – a terrorism act could influence tourism travel globally, nationally and/or locally. Thus provincial security is important to manage and control provincial terrorism threats.
- **Natural disasters and climate change** – could influence travel patterns and hence tourism targets in the GTSS.
- **Political unrest/ civic strife** – political unrest and civic strife could impact on the South African tourism brand as well as the Gauteng destination brand and hence impact on tourism targets. Thus political unrest and civic strife need to be carefully managed at a provincial level.
- **Dependence on one market** – an overdependence on one tourism market could be detrimental for the province. Thus it is imperative that the GTSS be encompassing of a wide range of domestic, regional and overseas tourism markets in order to diversify demand and hence minimise the impact of a slow-down in one or more markets. It is important that new markets are continually identified and targeted.
- **Crime** – crime and/or perceptions of poor levels of safety and security may (continue to) brand South Africa and Gauteng as an unsafe tourism destination and hence impact on tourism targets. It is therefore imperative that the responsible departments in Gauteng work together in ensuring a safe and secure destination for visitors and citizens.
- **Incidents of intolerance** – any form of intolerance towards others will negatively impact a tourism destination. For example incidents of Xenophobia in Gauteng will have an impact on the province being able to attract visitors from these regions/ countries. It is imperative that all forms of intolerance are managed.
- **Spread of diseases** – the spread of communicable diseases will have an impact on any tourism destination. These therefore need to be contained and controlled.
- **Incoherent policies** – if key partners fail to accept and support the GTSS, this may have serious implications for the implementation of the strategy and hence achieving the targets.
- **Lack of organisation structure** – The GTSS requires extensive collaboration between all spheres of government, sector departments and the private sector. Should the current relationships and structures in the province continue as is this strategy will not be implemented and the identified targets will not be achieved. This has been identified as a very real risk for Gauteng.
- **Poor stakeholders relations and management** – structures need to be put in place that ensure that stakeholder relations are improved, maintained and well-managed.

## Section 7

### Institutional Structure

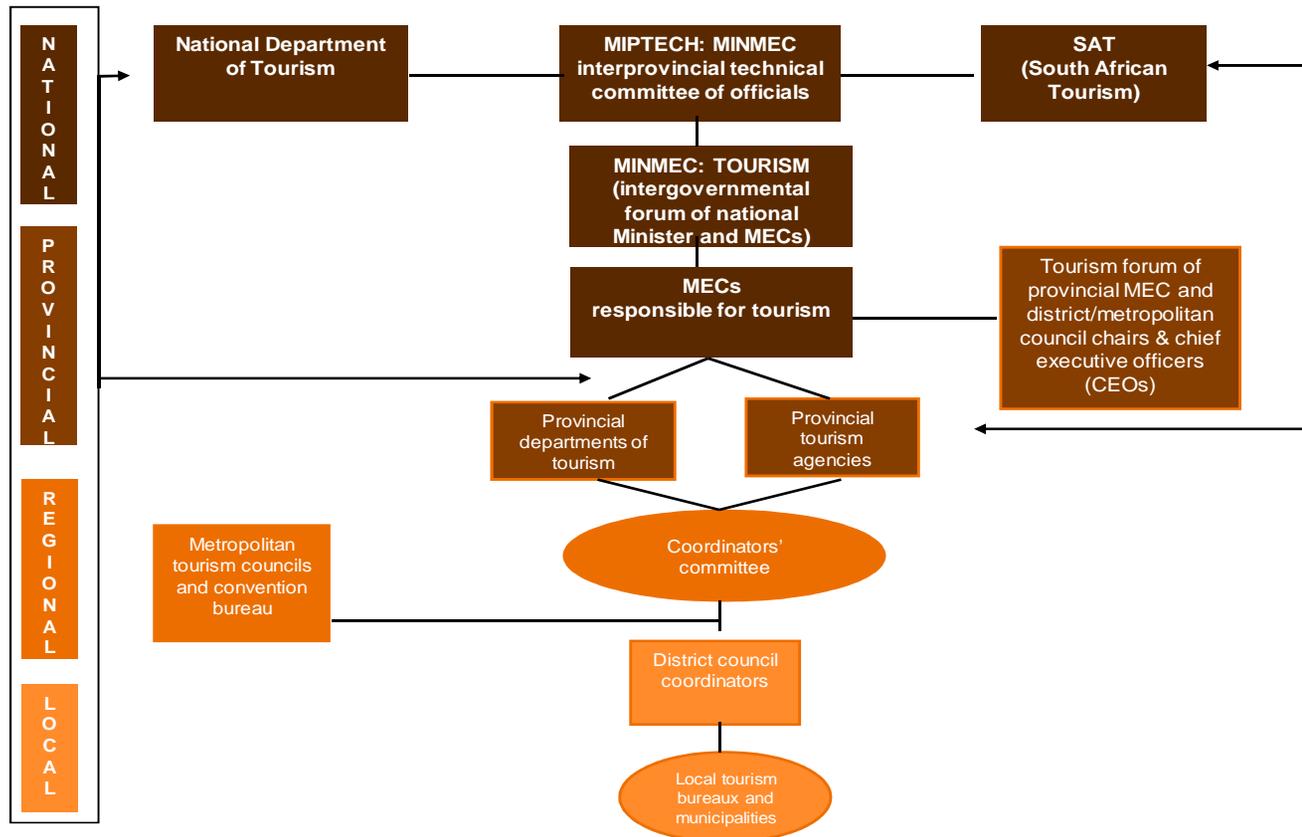
1.	Introduction
2.	Policy and Strategy Implications
3.	Strategy Overview
4.	Strategic Objectives
5.	Strategic Clusters, Thrusts and Actions
6.	Critical Success and Risks Factors
7.	<b>Institutional Structure</b>
8.	Monitoring and Evaluation

# Institutional Structure

## Institutional structure for tourism in South Africa

The NTSS outlines an institutional structure for tourism in South Africa. The recommended institutional structure, as per the NTSS, will be adopted in Gauteng.

Proposed institutional structure for tourism in South Africa



Source: National Tourism Sector Strategy, February 2011

## Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

### Arrangements at national level

The key structures at the national level are:

<b>MINMEC</b>	The intergovernmental tourism forum of the National Minister of Tourism and the provincial MECs for Tourism that discusses and agrees on national tourism policy matters
<b>MIPTech</b>	The interprovincial technical committee on tourism is an intergovernmental forum of national and provincial tourism officials, SALGA, heads of government of provincial tourism departments, and CEOs of tourism authorities, that coordinate provincial and national tourism affairs in preparation for and support of the MINMEC.
<b>NDT</b>	The Department is responsible for national tourism policy, regulation and development.
<b>SAT</b>	SAT is responsible for international and domestic marketing of South Africa as a tourism destination, quality assurance and provide strategic leadership on convention bureaus

### Arrangements at provincial level

Effective tourism-coordinating mechanisms should be established at the provincial and local government spheres in order to ensure synergised efforts and optimal resource allocation and usage. The various tourism spheres should complement one another, culminating in a strong and effective provincial tourism development effort.

The following are the key entities at provincial level:

<b>MEC tourism forum</b>	It is vital that tourism be acknowledged and managed as a priority at provincial level. To this end, it is proposed that the provincial MECs for Tourism should establish an MEC tourism forum, where they can meet with the chairpersons of the district and metropolitan councils and voluntary regional tourism associations on a biannual basis to discuss the tourism strategy for the province. The MEC tourism forum should be informed by the provincial coordinators' committee comprising officials of the provincial tourism authorities and the district/metropolitan tourism coordinators. It should meet regularly to discuss and agree on cooperative tourism programmes and strategies.
<b>Provincial tourism authorities</b>	Provincial tourism authorities should align their international tourism marketing efforts with those of SAT to ensure synergy.

## Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

### Responsibility schedule

The provincial tourism departments and the statutory provincial tourism authorities should be responsible for formulating and executing the tourism policy and strategy within the following responsibility schedule:

#### Distinct responsibilities of the provincial tourism departments and provincial tourism authorities

##### Provincial tourism departments

- Formulate, publish, legislate and monitor provincial tourism policy and strategy
- Provide funding for tourism promotion and development, and monitor the application of the funds
- Work with national safety and security departments and bodies to address tourism safety and security
- Maintain and develop provincial public tourist attractions (e.g. historical, cultural and environmental)
- Facilitate the provision of public infrastructure
- Facilitate the provision of public amenities, such as parking, ablution and public transport, in support of the tourism industry
- Conduct spatial planning in support of tourism, and allocate land and infrastructure for tourism development
- Establish a road sign plan and provide road signs
- Work with relevant departments to maintain the general safety, upkeep, cleanliness and beautification of the province

##### Provincial tourism authorities

- Guide and lead the implementation of the provincial tourism marketing policy and strategy
- Cooperate with SAT in generically marketing the province globally as a key part of the South African tourism product
- Generically market the province domestically
- Work with regional coordinators and LTBs to package new themes, routes and experiences
- Develop a provincial marketing toolkit that represents all products, areas and towns
- Establish an integrated provincial tourism information system (including an accredited information offices network) together with regional coordinators, LTBs and the private sector
- Initiate provincial initiatives to raise awareness and understanding of tourism among the population at large
- Manage and implement provincial tourism registration and accreditation systems in conjunction with LTBs

#### Joint responsibilities of provincial tourism departments and provincial tourism authorities

- Formulate a provincial tourism development framework, and work with regional coordinators, LTBs, private sector and all other relevant bodies to develop new tourism products and attractions
- Initiate basic training and education programmes to improve tourism knowledge and skills, within the framework set by the Sector Education and Training Authority (SETA) at national level
- Establish a tourism business advisory network to encourage and stimulate entrepreneurship
- Initiate provincial programmes to facilitate increased participation by previously disadvantaged communities and entrepreneurs in tourism

## Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

### Arrangements at regional level

The regional tourism function should be mainly a developmental one, and should focus on the following two structures:

<b>Voluntary regional tourism associations</b>	The tourism industry and LTB in an area may decide to form a voluntary regional tourism association, but such body should operate independently of government statutes or finance. There should be no obligation to establish such an association.
<b>Tourism coordinating committee</b>	Provincial tourism structure that provides for alignment and integration between provinces and local government within the province

### Arrangements at metro level

As the gateways to the provinces, the tourism bodies for the metro councils require special attention, and the following is proposed:

<b>Tourism and conventions bureau</b>	<p>A single tourism and conventions bureau should be established for each metropolitan area. In addition to the functions of a tourism coordinator (similar functions to LTB), such bureau should have a strong events and conventions management focus, and should arrange and bid for major tourism meetings, events and conventions.</p> <p>Existing LTBs in metropolitan areas should be amalgamated into, and fulfil the role of, information offices of the bureaux, depending on their location.</p>
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### Responsibility schedule

Tourism body	Government
<p><b>Regional tourism organisations (RTOs)</b></p> <ul style="list-style-type: none"> <li>RTOs should be voluntary bodies that could be established by the private sector and/or local tourism bureau in an area.</li> <li>Aimed at collectively packaging and marketing the products of a regional area in conjunction with LTBs and district council coordinators, in support of the provincial marketing strategy and information system</li> </ul>	<p><b>District/metropolitan council coordinating function</b></p> <ul style="list-style-type: none"> <li>Primarily a developmental and coordinating role</li> <li>Conduct similar functions to those of the local municipality, for areas without municipal status in the jurisdiction of the district council (see local authority functions above)</li> <li>Assist with the establishment and maintenance of LTBs (at least information offices) in towns and settlements that are unable to establish these</li> <li>Act as a coordinator of common actions among the various LTBs within the jurisdiction of the region</li> <li>Assist the provincial tourism authority and RTO (should it exist) to package the products of the region collectively, in support of the provincial marketing strategy and information system</li> </ul>

## Institutional Structure

The following information has been sourced from the National Tourism Sector Strategy.

### Arrangements at local level

The following proposals are made in relation to arrangements at the local level:

<b>LTB</b>	<p>Tourism-specific functions should be carried out by an LTB, which should:</p> <ul style="list-style-type: none"> <li>• be established by the local authority (town or district council) and private businesses in a local area, as a legal entity that represents these parties;</li> <li>• be jointly funded by the local authority and private-sector/industry members in the area, as well as from own revenue, including marketing commissions;</li> <li>• include a significant number of persons who represent previously disadvantaged constituencies; and</li> <li>• be accredited to the provincial tourism authority if it meets the requirements.</li> </ul>
<b>Local authorities</b>	<p>The local authority's line function departments should be responsible for all integrated development matters, including the development of tourist attractions, the provision of public amenities and infrastructure in support of tourism, and the general maintenance of the environment. These should be part of the development plan of the local authority, who should consult the LTB in the planning and implementing phases.</p>

### Responsibility schedule

Local tourism authorities should perform the following functions:

Tourism body	Government
<p><b>LTB</b></p> <ul style="list-style-type: none"> <li>• Manage the information office(s) of the local area, and feed into the provincial information system</li> <li>• Market specific events, conferences and meetings that occur in the local area</li> <li>• Act as a first point of registration for tourism businesses in respect of the provincial registration system, and monitor minimum standards maintained by registered businesses in local authority area</li> <li>• Receive and channel applications for local road signs from members to the municipality</li> <li>• Promote tourism awareness, a culture of hospitality, and involvement in tourism among the local population</li> <li>• Keep a general watch over tourism matters, and advise the municipal authority regarding tourism development requirements</li> </ul>	<p><b>Local authority</b></p> <ul style="list-style-type: none"> <li>• Establish, and provide financial support to, the LTB</li> <li>• Upkeep and development of public tourist attractions (e.g. historical, cultural and environmental)</li> <li>• Provide public infrastructure</li> <li>• Provide public amenities, such as parking, ablution facilities and public transportation, in support of the tourism industry</li> <li>• Conduct spatial planning in support of tourism, and allocate land and infrastructure for tourism development</li> <li>• Plan and provide local road signs</li> <li>• Maintain the general safety, upkeep, cleanliness and beautification of the local area</li> <li>• Assist the LTB in implementing the provincial registration and minimum standards system by providing health and safety inspection services</li> </ul>

## Section 8

### Monitoring and Evaluation

1.	Introduction
2.	Policy and Strategy Implications
3.	Strategy Overview
4.	Strategic Objectives
5.	Strategic Clusters, Thrusts and Actions
6.	Critical Success and Risks Factors
7.	Institutional Structure
8.	Monitoring and Evaluation

## Monitoring and Evaluation

Monitoring and evaluation of this strategy will be the key responsibility of the Gauteng Tourism Authority, supported by the Provincial Department of Tourism.

In order to monitor and evaluate the effectiveness of this strategy it is imperative that the actions related to the research, information and knowledge management thrust are implemented. Without baseline research and ongoing research there will be no basis against which the achievements of this strategy can be monitored.