

Western Cape Tourism Master Plan

Regulatory & Institutional Environment Section

Presented to:

Western Cape Department of Economic Development and Tourism (DEDAT)

Compiled by:

Western Cape Economic Development Partnership (EDP)

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Section 1: Introduction

1.1 Introduction

The Western Cape Department of Economic Development and Tourism (DEDAT) is currently undertaking the development of a 15-year Western Cape Tourism Master Plan (WCTMP). An important component of the WCTMP is an assessment and review of the regulatory and institutional relationships in the tourism sector ecosystem, and a proposal for a new partnering approach that strengthens the relationships within the tourism sector to improve overall system performance.

I and M Futureneer Advisors Pty Ltd and the Western Cape Economic Development Partnership (EDP) were appointed to compile the assessment and review of the regulatory and institutional relationships in the tourism sector ecosystem.

1.2 Methodology

To inform the tourism regulatory and institutional section of the WCTMP, we conducted the following:

- A desktop review of relevant legislation and strategies to provide context to both the engagements and the recommendations;

- A review of the different models in relation to the institutional arrangements at the district and local levels being used in the current system; and
- The development of recommendations for a new partnership model in relation to the institutional arrangements to inform the action plan of the tourism regulatory and institutional environment section of the WCTMP. The three identified regions that will be used for assessment purposes are the Cape Town Metropolitan area, the West Coast District and the Overberg District. Workshops will be designed and facilitated with the purpose of investigating the strength of the relationships between the institutions and organisations that constitute the Western Cape tourism system, in order to inform recommendations for system improvement. Specifically, using the EDP's partnering and systems change framework and methodology, the following aspects will be investigated and assessed:
 - o The strengths and weaknesses of the institutional relationships within the tourism sector itself (Destination Marketing Organisations (DMO), Regional Tourism Organisations (RTOs), Local Tourism Organisations (LTOs), Local Tourism Authorities (LTAs), industry bodies, municipalities);

- o The state of the relationships between the tourism sector and the broader eco-system upon which the tourism sector is dependent, e.g. safety and security, infrastructure, transport, local economic development plans, urban management, heritage, natural and built environment management, etc., and specifically, the ability of the tourism sector to engage with and influence other decision-makers and mandate-holders outside of the tourism sector;
- o The relationship and alignment between the destination planning, marketing, management and development functions; and
- o Potential legislative, regulatory, financial, decision-making and other blockages in the system.

We will design and facilitate two Plenary Sessions, the purpose of which will be to provide a platform for the WCTMP Steering Committee to present the current status of the project, and to engage with the tourism sector.

The final Report will make proposals for a Western Cape tourism sector partnering framework and approach (partnering model) as well as recommendations for a set of steps to get to a more desired 'to-be' scenario, that can be incorporated in a WCTMP action plan.

1.3 Terminology and Abbreviations

BBBEE	Broad-Based Black Economic Empowerment
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DEDAT	Western Cape Department of Economic Development and Tourism
DMO	Destination Marketing Organisations
EDP	Western Cape Economic Development Partnership
LED	Local Economic Development
LTAs	Local Tourism Authorities
LTOs	Local Tourism Organisations
MFMA	Municipal Finance Management Act
MINMEC	Ministers and Members of Executive Councils Meeting
MIPTECH i	The interprovincial technical committee on tourism is an intergovernmental forum of national government tourism officials, heads of provincial tourism departments, SALGA, and CEOs of tourism authorities, which coordinate provincial and national tourism affairs in preparation for and support of the MINMEC
MSA	Municipal Systems Act
NDT	National Department of Tourism
NTSS	National Tourism Sector Strategy
RTOs	Regional Tourism Organisations
SAT	South African Tourism

WCTMP	Western Cape Tourism Master Plan
Wesgro	Western Cape Investment and Trade Promotion Agency

Section 2: Legislative Context

2.1 Introduction

DEDAT operates within the context of several national and provincial acts and policies. The legislative and policy mandates, on a national, provincial and municipal level are summarised below.

The relevant legislative and policy mandates to include have been guided by the Annual Performance Plan 2019/20 of DEDAT and the Tourism Destination Planning Manual published in March 2018 by NDT.

2.2 National Legislative Mandates

Constitution of the Republic of South Africa, 1998 (Act 108 of 1996).

The Constitution of South Africa is the supreme law of South Africa, and any law which is inconsistent with the Constitution is invalid. The Constitution includes various schedules, including functional areas of concurrent national and provincial legislative competence, such as tourism. Other concurrent functional areas relevant to tourism include airports other than international and national airports, casinos, cultural matters, nature conservation (excluding national parks, national botanical gardens & marine resources) and public transport.

Schedule 4 and 5 of the Constitution of South Africa state that concurrent national and provincial legislative competences, as relevant for Economic Development, are:

- Industrial Promotion
- Tourism
- Trade

Schedule 4A of the Constitution lists Tourism as a functional area of concurrent national and provincial competence.

Section 4B of the Constitution identifies local tourism as a local government functional area to the extent set out in sections 155(6) (a) and 7 of the Constitution. The Constitution states that:

- Functional areas with exclusive provincial legislative competence are identified as, liquor licenses, museums other than national museums, provincial cultural matters and provincial roads and traffic;
- Local tourism is a concurrent local government competence, as well as municipal airports.
- Local government exclusive competence related to tourism include beaches and amusement facilities, licensing and control of undertakings that sell food to the public, municipal parks and recreation and municipal roads.

Intergovernmental Relations Framework Act (No 13 of 2005)

The Intergovernmental Relations Framework Act (No 13 of 2005) guides the relationships between various spheres of government to promote improved relations and provide mechanisms for dispute resolutions. The Act is comprised of the following sections, i.e.:

- Intergovernmental structures (including the president's coordinating council, as well as national, provincial and municipal intergovernmental forums);
- Conduct of intergovernmental relations;
- Settlement of disputes.

The Act applies only to national, provincial and local government, and not to public entities.

Local government is involved in provincial intergovernmental forums through the attendance of the mayors of all municipalities within a province. Local intergovernmental forums are intended to include district and local municipalities, of which the mayors are the representatives. The Act further provides for the establishment of inter-municipality forums between two or more municipalities, or inter-provincial forums between two or more provinces. In addition, the Act specifies that technical support structures could be established for these forums.

Tourism could be one of the topics of discussion within the forums mentioned above as a result of the concurrent competence at national, provincial and local level. At national level, MINMEC exists as a forum for the Tourism Minister and MECs responsible for tourism (political), while MIPTECH is the forum where the NDT Director-General meets with the Heads of Department of the provincial departments responsible for tourism (technical).

Tourism Act, 2014 (Act 3 of 2014)

This Tourism Act 3 of 2014 makes provision for the development and promotion of sustainable tourism for the social, economic and environmental benefit of South African citizens. The act contains the following sections:

- Interpretations and objects;
- National Tourism Sector Strategy (NTSS), norms and standards and codes of good practice;
- South African Tourism Board;
- Grading System;
- Tourism Protection;
- Tourist Guides;
- General (dealing with offences and penalties, delegations and assignments and regulations);
- A schedule with transitional arrangements and savings.

The Tourism Act provides for the adoption of the NTSS, the establishment of a national tourism information and monitoring framework, a national database of tourism establishments and norms and standards for responsible tourism and service excellence. It also refers to the national grading and quality assurance scheme, the continuation of the South African Tourism Board, the appointment of a Tourism Protector to monitor complaints about the tourism industry, the Registrar of Tourist Guides and penalties for companies abusing the tourism grading scheme.

Its objectives include the promotion of responsible tourism practices; the effective marketing of South Africa, both domestically and internationally through South African Tourism (SAT); the promotion of quality tourism products and services; the promotion of economic growth and development of the sector, and the establishment of concrete intergovernmental relations to develop and manage tourism. It specifically makes provision for further training and registration of tourist guides, a code of conduct and ethics for tourist guides, and procedures to lodging complaints and disciplinary measures.

Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999)

The Act regulates financial management in the Department to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively and provides the responsibilities and authority to persons entrusted with financial management in the Department. The Act impacts on the procurement and funding of tourism experiences.

2.3 Non-Tourism Specific National Legislative Mandates affecting the Tourism

Industry

The tourism industry is complex and varied in nature with a variety of role-players that interact with the tourism industry in different ways. Many of these role-players are not directly classified as tourism role-players but legislation related to these various role-players has led to non-tourism specific legislation that affects the tourism industry. This legislation can be categorised into seven functional areas.

Protection of tourists

Protection of tourists range from personal safety to economic protection with regards to cancellations of flights and other bookings. The relevant legislation includes:

- All laws of South Africa ensuring the safety of residents and tourists alike as enforced by the South African Police Service and relevant courts.

- The Consumer Protection Act (Act 68 of 2008) in regards to economic protection.

Border controls

The relevant legislation includes:

- Immigration Act, 2002, as amended in 2011 with the Department of Home Affairs providing immigration services and the South African Revenue Service providing customs services. Illegal items are dealt with by the South African Police Service.

Quality of services

The relevant legislation includes:

- The Tourism Act of 2014 dealing with the Tourism Grading Scheme of South Africa and the registration of tourist guides. The Act also provides for the establishment of a 'Tourism Protector' that can handle complaints from tourists with regards to the quality of services they receive from tourism operators. This is yet to be implemented.
- The Consumer Protection Act (Act 68 of 2008) dealing with services rendered.

Protection of the environment

The relevant legislation includes:

- The South African Constitution (1996) provides for the protection of the environment in the Bill of Rights (Chapter 2, Section 24).
 - The South African National Environmental Management Act (107 of 1998) governs the management of the environment in South Africa.
- Further environmental protection legislation and policy) includes:
- The National Environmental Management: Biodiversity Act (10 of 2004);
 - The World Heritage Convention Act (49 of 1999);
 - The Marine Living Resources Act (18 of 1998);
 - The National Protected Areas Act 57 of 2003, as amended in 2009 and 2014 including the operation of the South African National Parks Board which is responsible for the national parks in South Africa, including their tourism facilities.

Conservation of historical sites and monuments

The relevant legislation includes:

- The South African Heritage Resources Act (No 25 of 1999) governs the protection and conservation of historical sites and monuments in South Africa.
- The Cultural Institutions Act 119 of 1998 deals with museums of national importance.

Economic development

The relevant legislation is numerous and the most prominent includes:

- The Companies Act (No 71 of 2008)
- Businesses Act, 1991 (Act 71 of 1991)
- Broad-Based Black Economic Empowerment (BBBEE) Act, 2003 (Act 53 of 2003) (as amended BBBEE Amendment Act, 2013 (Act 46 of 2013))
- The Consumer Protection Act (No 68 of 2008)
- Cooperatives Act, 2005 (Act 14 of 2005, as amended by the Cooperatives Amendment Act, 2013 (Act 6 of 2013))
- National Small Business Act, 1996 (Act 105 of 1996) (as amended by the National Small Business Amendment Act, 2004 (Act 29 of 2004))
- The Liquor Act (No 59 of 2003)
- The National Gambling Act (No 7 of 2004)
- Basic Conditions of Employment Act (No 75 of 1999)
- The Employment Equity Act (No 55 of 1998)
- The Skills Development Act (No 97 of 1998) and the Skills Development Levies Act (No 9 of 1999)
- National Land Transport Act, No. 5 of 2009 and Cross -Border Road Transport Act, No. 4 of 1998

Relationships between various segments of the industry

The relationships between various public sector entities are governed by the Intergovernmental Relations Framework Act (No 13 of 2005). The relationships between various private sector entities are not legislated and tend to be self-regulating.

2.4 Provincial Legislative Mandates

Western Cape Investment and Trade Promotion Agency Law, 1996 (Act 3 of 1996) (as amended by the Western Cape Investment and Trade Promotion Agency Amendment Act, 2013 (Act 6 of 2013))

The Law establishes the Western Cape Investment and Trade Promotion Agency (Wesgro). It was amended by the Western Cape Investment and Trade Promotion Agency Amendment Act, 2013 (Act 6 of 2013), which amended the principal act so as to extend the objects, powers and functions of the Western Cape Investment and Trade Promotion Agency and the powers and duties of directors of the Board of the Agency (the Board) and the Chief Executive Officer to include tourism promotion.

Cape Town International Convention Centre Company Act, 2000 (Act 8 of 2000)

The purpose of the Act is to provide for the Province's shareholding in the Cape Town International Convention Centre Company, for the funding

provided to the Company by the Province, and to provide for matters incidental thereto.

Membership of the Western Cape Economic Development Partnership

Act, 2013 (Act 12 of 2013)

The purpose of the Act is to provide enabling legislation to regulate the relationship between the Western Cape Government and the Economic Development Partnership (EDP). The Act provides that the Western Cape Government may become a member of the EDP and establishes a formal relationship (inclusive of providing for transfer payments) between the two parties. The Act put forward conditions relating to the Western Cape Government's membership of the EDP and funding of the EDP through transfer payments. The Act does not regulate the governance and operations of the EDP as these are regulated by company laws. The Act was passed by Provincial Cabinet in December 2013.

2.5 Municipal Legislative Mandates

Municipal Systems Act, 2000 (Act 32 of 2000)

The Act provides core principles, mechanisms and processes to enable municipalities to move progressively towards social and economic upliftment

of communities and to ensure access to essential and affordable services.

The MSA provides for the following:

- Legal nature, rights and duties of municipalities
- Municipal functions and powers (as outlined in the Constitution)
- Community participation
- Integrated development planning
- Performance management
- Local public administration and human resources
- Municipal services
- Credit control and debt collection
- Provincial and national monitoring and standard setting
- Legal matters

The MSA was amended in 2011 to provide more clarity in respect of the appointment of municipal managers and other staff related matters.

The Municipal Structures Act (No 117 of 1998)

The Act allocates responsibility for local tourism promotion to district municipalities, whilst local municipalities are not specifically excluded from the local tourism promotion function.

Municipal Finance Management Act (No 56 of 2003)

The Municipal Finance Management Act (MFMA) provides for the administration of municipal finances. It applies to local government in the same way in which the Public Finance Management Act applies to the finances of national and provincial entities and government departments.

Division of Revenue Act (DORA) 2008

The MFMA is supported by the annual Division of Revenue Act (DoRA) and was implemented by National Treasury to ensure sound financial management within local government.

Annually, DoRA (Division of Revenue Act 2008) outlines the allocation of revenue to each municipality within South Africa according to its equitable share of revenue raised nationally. It further outlines specific grants available to municipalities, such as the Municipal Infrastructure Grant and the Municipal Systems Improvement Grant.

2.6 National Policy Mandates

White Paper on Tourism Development and Promotion (1996)

The White Paper on the Development and Promotion of Responsible Tourism in South Africa (1996) is the current national tourism policy and guides the development of various aspects of the tourism industry. It highlights that the

development of tourism should be led by Government, driven by the private sector, and based within the communities of South Africa.

The White Paper is comprised of the following main sections, i.e.:

- The role of tourism in South Africa.
- The problem statement (highlighting tourism as a missed opportunity and raising certain key challenges, including the limited involvement of local communities in the tourism sector).
- “Towards a New Tourism”, which outlines the rationale for developing the tourism industry in South Africa and establishing the principle of responsible tourism development.
- Vision, guiding principles, critical success factors and key objectives (economic, social and environmental objectives) with key targets.
- “Igniting the Engine of Tourism Growth” – listing areas in which policies need to develop to support the development of the tourism industry.
- Role of the key players, including national, provincial and local government, as well as the private sector, labour, communities, women, NGOs, the media, and conservation agencies.
- The organisational structure for national and provincial tourism.

National Development Plan (NDP)

The key concepts of the NDP are:

- Uniting South Africans around a common programme;
- Citizens active in their own development;
- Faster and more inclusive economic growth;
- Building capabilities;
- A capable state;
- Leadership and responsibility throughout society.

Industrial Policy Action Plan (IPAP)

The Industrial Policy Action Plan (IPAP) is firmly entrenched in Government's overall policy and plans to address the key challenges of economic and industrial growth and race-based poverty, inequality and unemployment.

IPAP 2018 is a product of the Economic Sectors, Employment and Infrastructure Development (ESEID) cluster. The responsibility for its implementation lies with Government as a whole and a wide range of entities, including SOCs. IPAP2018 focuses on the following ten key themes which inform the work of the dti and act as a roadmap for the wider industrial effort:

- Grow the economy.
- Strengthen efforts to raise aggregate domestic demand - mainly through localisation of public procurement and intensified efforts to

persuade the private sector to support localisation and local supplier development.

- Step up South Africa's export effort.
- Create and reinforce policy certainty and programme alignment.
- Strengthen ongoing efforts to build a less concentrated, more competitive economic and manufacturing environment in which barriers to entry for new entrants are lowered.
- Build a stronger system of industrial finance and incentives to support and secure higher levels of private sector investment in the productive sectors of the economy and grow exports.
- Press ahead with technology intensive, value-adding beneficiation projects which fully leverage SA's comparative resource endowment advantage into a global competitive advantage.
- Optimise technology transfer and diffusion and, working closely with the Department of Science and Technology, further ramp up the effort to commercialise 'home-grown' R&D in key sectors.
- Support the further strengthening of energy efficient production and carbon mitigation efforts and measures in a manner that allows for sustainable adaptation by all the energy intensive sectors of the economy.

- Understand, grasp and prepare for the foreseeable effects of the Digital Industrial Revolution and emergent disruptive technologies, collaboratively adapting SA's productive and services sectors to meet the challenges, including those relating to employment displacement.

National Tourism Sector Strategy (NTSS)

Research indicates that there are still numerous opportunities for tourism growth in the country that are not being fully exploited. This has led the new National Department of Tourism, under the direction of the Minister of Tourism, to initiate and manage an inclusive process to draft a National Tourism Sector Strategy to inspire and accelerate the responsible growth of the tourism industry from 2010 to 2020. The NTSS proposes three core themes with specific focus areas which has a National, Provincial and local perspective.

THEME 1: Tourism growth and the economy

- To grow the 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.

THEME 2: An enhanced visitor experience

- To deliver a world-class visitor experience.

- To entrench a tourism culture among South Africans.
- To position South Africa as a globally recognised tourism destination brand.

THEME 3: 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 local government level.

2.7 Provincial Policy Mandates

OneCape2040

OneCape2040 is a deliberate attempt to stimulate a transition towards a more inclusive and resilient economic future for the Western Cape region. It is a vision and strategy for society, rather than a plan of government, although all three spheres of government are essential for implementation. It does not replace any existing statutory plans required of either province or municipalities. It is rather intended as a reference point and guide for all stakeholders in order to:

- Promote fresh thinking and critical engagement on the future;

- Provide a common agenda for private, public and civil society collaboration;
- Help align government action and investment decisions;
- Facilitate the necessary changes we need to make to adapt to our (rapidly) changing local and global context; and
- Address our development, sustainability, inclusion and competitiveness imperatives.

Provincial Strategic Plan (PSP)

The PSP is a five-year plan that sets out the Western Cape Government's strategies and plans for the next five years. It consists of 5 Strategic Goals, namely:

- Strategic Goal 1: Create opportunities for growth and jobs.
- Strategic Goal 2: Improve education outcomes and opportunities for youth development.
- Strategic Goal 3: Increase wellness, safety and tackle social ills.
- Strategic Goal 4: Build a quality living environment, resilient to climate change.
- Strategic Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.

The Department is tasked with leading Strategic Goal 1: Create opportunities for growth and jobs, which can be summarised across 9 Strategic Priorities, namely:

- Invest in growing, attracting and retaining the skills required by our economy.
- Support entrepreneurs and small businesses to thrive.
- Make it easier to do business by addressing red tape.
- Invest in high quality, efficient and competitive infrastructure.
- Rebrand the region to increase internal and external investment.
- Open markets for Western Cape firms and key sectors wanting to export.
- Ensure our economic, social and environmental sustainability.
- Demonstrate leadership which promotes an improved regional economic eco-system (governance) and embraces innovation.
- Improve our visitor economy through destination marketing.

Western Cape Broadband Strategic Framework (2012)

The framework sets out a holistic approach to address access (infrastructure), readiness and usage of government, citizens and businesses in order to improve government service delivery, strengthen citizens access to opportunities and information and increasing economic competitiveness.

Western Cape Green Economy Strategy Framework

The aim of the framework is to position the Western Cape as the lowest carbon province in South Africa and the leading green economic hub of the African continent.

Western Cape Infrastructure Framework

The provincial Infrastructure Framework aligns the planning, delivery and management of infrastructure, provided by all stakeholders (national government, provincial government, local government, parastatals and the private sector).

2.8 District and Municipal Mandates

District and Municipal Mandates consists of specific district and municipal policies and strategies including Integrated Development Plans (IDP's), Local Economic Development (LED) strategies, Spatial Development Frameworks (SDF) and Tourism Strategies and Plans.

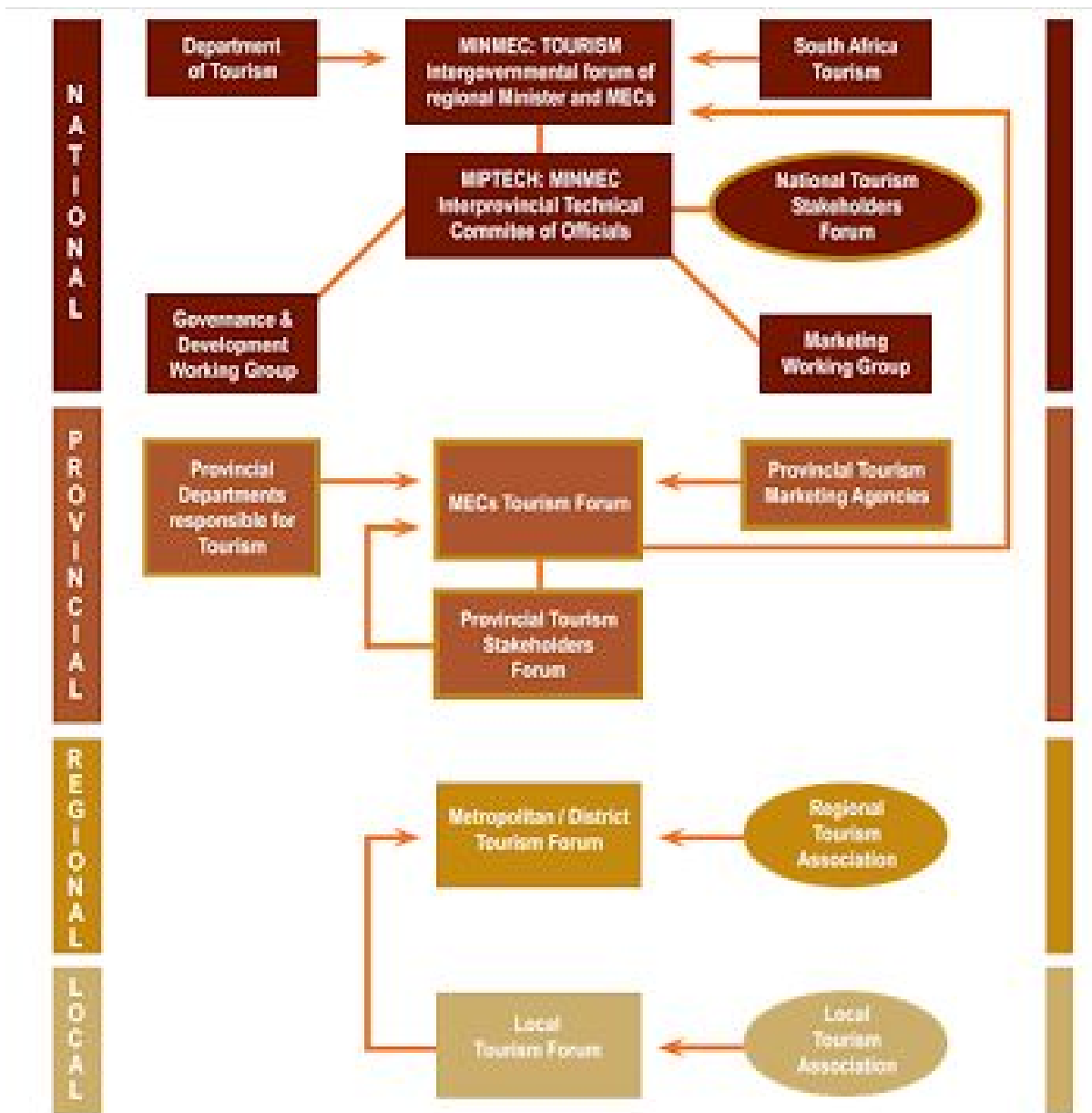
Section 3: Roles and Responsibilities

3.1 Introduction

The tourism industry and its various role-players are subject to various legislation and policies as summarised in Section 2. The Tourism Destination Planning Manual published in March 2018 by NDT defines the roles and responsibilities of the various role-players as per the various legislation and policies.

3.2 Roles and Responsibilities

The Tourism Destination Planning Manual published in March 2018 by NDT utilise the National Tourism Sector Strategy and the Tourism White Paper of 1996 as the guiding documents to define the roles and responsibilities of the various tourism role-players. The institutional arrangements are detailed in the diagram below.



The functions and roles of the different role-players in the tourism industry are summarised below:

National Government:

- Facilitation and implementation: Establish safety, stability, security, provision of incentives for investment, enabling legal and fiscal frameworks, facilitation of active labour market policy, allocation of

finances for tourism promotion and development, effective marketing and encourage foreign investment.

- Co-ordination: With international, regional and provincial government with respect to tourism development; of tourism related efforts of government departments and related institutions; with NGOs, labour and community organisations, training institutions, universities and other bodies.
- Planning and policy-making: Formulation, monitoring and updating of a national tourism policy and strategy; development of integrated national tourism plans.
- Regulation and monitoring: Application of environmental management principles in land use development proposals to facilitate sustainable use of resources; formulation of development guidelines and regulations to facilitate sustainable and responsible development.
- Development promotion: Equitable development of all destinations with tourism potential; promotion of community involvement; promote the spread of responsible tourism; promote the development of major tourism projects with national and countrywide impacts (e.g. trans-border protected areas).

Provincial Government

- Planning and policymaking: Responsible for the formulation of tourism policies applicable to their areas, and are partners in the implementation of national policies, strategies and objectives.
- Development promotion: Agreement an international marketing strategy with national tourism organisations that is coordinated nationally while executed with the participation and support of provincial organisations. Responsibility for domestic marketing in competition with other provinces.
- Tourism development: More prominent than national government, with the involvement of local communities, environmental management, safety and security of visitors, tourism plant development and infrastructure provision.

Local Government

- Responsible land use planning and control over land use and land allocation Provision and maintenance of tourist services, sites and attractions
- Marketing of specific local attractions

- Control of public health and safety
- Facilitation of local community participation in the tourism industry
- Ownership and maintenance of certain plant (e.g. ports and airports)
- Facilitate establishment of public transport
- License establishment, in line with a national framework
- Promote and financially support local publicity associations

The responsibilities of specific entities include:

- National Department of Tourism (NDT): National tourism policy, regulation and development
- SA Tourism: International and domestic marketing of South Africa as a tourism destination and providing strategic leadership on convention bureaus
- Tourism Grading Council of South Africa: Quality assurance, currently of accommodation establishments and meetings and events facilities
- MINMEC: 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
- MIPTECH: The interprovincial technical committee on tourism is an intergovernmental forum of national government tourism officials,

heads of provincial tourism departments, SALGA, and CEOs of tourism authorities, which coordinate provincial and national tourism affairs in preparation for and support of the MINMEC

- Tourism Working Groups: Intergovernmental structure which deals with governance, planning, development and marketing issues to ensure alignment, coordination and collaboration. governance, planning and marketing issues coordinated by NDT, whilst marketing issues are coordinated by SA Tourism. The working groups consider and recommend relevant matters to MIPTECH.
- National Tourism Stakeholders Forum: A tourism multi-stakeholder forum coordinated by NDT and attended by representatives from the private and public sectors representatives to deliberate on strategic and topical issues including the implementation of the NTSS

The institutional arrangements within the provincial government sphere and their responsibilities include:

- Provincial department responsible for tourism: Provincial government department mandated by the relevant legislation for tourism development.

- Provincial Tourism Marketing Authorities: Provincial tourism authorities should align their international tourism marketing efforts with those of SA Tourism to ensure synergy.
- MEC Tourism Forum: Tourism Committee of Provincial MEC and District/Metropolitan Council Chairs and CEOs of provincial tourism marketing authorities, CEOs of other relevant entities and SALGA to discuss and agree on cooperative tourism programmes and strategies. The MEC should be informed about provincial tourism priorities, interests and challenges which require national attention for consideration and discussion by MINMEC.
- Provincial Tourism Stakeholders Forum: A provincial multi-stakeholder forum coordinated and attended by representatives from the private and public sectors to deliberate on crosscutting issues pertaining to planning, development and marketing. The Forum considers and recommends relevant matters to the MEC Tourism Forum.

The institutional arrangements within the local government sphere and their responsibilities include:

- District/Metropolitan and Local Tourism Forum: A District multi-stakeholder forum chaired by the Executive Mayor or the

Chairperson of the Tourism Portfolio and attended by Local Mayors or Chairpersons of the Tourism Portfolio and supported by officials.

Participation should also include the Executive Committee of the Regional Tourism Association to represent private sector interests, and other relevant regional entities, including representatives of provincial tourism department as well as the provincial marketing authority.

The Forum shall deliberate and determine tourism priorities to support tourism growth and development in the region, facilitate cooperation and alignment with provincial tourism development priorities; and confer relevant issues for consideration by the MEC Forum.

The above arrangement can be replicated at a local level.

- Regional and Local Tourism Associations: A regional tourism association constituted by tourism business operators to organise and represent the interests of the private sector speaking in one voice.

The role of communities in the tourism industry could include:

- Organise themselves to interact with government at all levels and have a representative voice in tourism structures, and to maximise the sharing of information and experiences, possibly facilitated through financial assistance by local governments.

- Identify potential tourism resources and attractions within their communities.
- Exploit opportunities for tourism training and awareness, finance and incentives for tourism development.
- Seek partnership opportunities with the established tourism private sector.
- Participate in all aspects of tourism, including being tourists.
- Actively participate in, support and promote responsible tourism and sustainable development.
- Oppose developments that are harmful to the local environment and culture of the community.
- Participate in decision-making with respect to major tourism developments planned or proposed for the area.
- Work toward enhancing the positive benefits of tourism and minimise the negative impacts.
- Encourage the press, particularly the radio and the print media to proactively provide tourism information and awareness to communities.
- Work closely with NGOs to educate communities concerning tourism and engender tourism awareness.

- Make information on community tourism resources and attitudes transparent and accessible to all levels of national, provincial and local governments.
- Sensitise the private sector, tourism parastatals, environmental agencies and NGOs to the importance of communities' involvement in tourism development.

The role of the private sector in the tourism industry could include:

- Investment in the tourism industry.
- Operate and manage the tourism plant efficiently, profitably and according to appropriate standards.
- Advertise and promote individual tourism services as well as the country - locally, regionally and internationally.
- Continuously upgrade the skills of the workforce by continuously providing training and retraining.
- Continuously refurbish plant and equipment.
- Satisfy customer needs by providing quality products and services.
- Develop and promote socially and environmentally responsible tourism.
- Ensure the safety, security and health of visitors in collaboration with the government and other private sector members.

- Collaborate with the government in planning, promoting and marketing tourism.
- Involve local communities and previously neglected groups in the tourism industry through establishing partnership ventures with communities, out-sourcing, purchase of goods and services from communities (e.g. poultry, herbs, vegetables and other agricultural supplies, entertainment, laundry services, etc.).
- Enable communities to benefit from tourism development, for example communities benefiting directly from new reticulation systems and village electrification programmes developed through tourism investment in rural areas.
- Efficiently organise itself to speak with one voice.
- Represent the interests of private business on the boards of the major national and provincial tourism bodies.