

eMadlangeni Local Municipality

Development of Tourism Sector Strategy & Implementation Plan

Tourism Strategy Report

January 2015



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KwaZulu-Natal Department of Economic
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30 January 2015

Dear Ms Zondi

DEVELOPMENT OF A TOURISM SECTOR STRATEGY AND IMPLEMENTATION PLAN FOR THE EMADLANGENI LOCAL MUNICIPALITY

We have pleasure in presenting our Tourism Strategy Report.

The opinions and recommendations contained in this report are based on such information as was available to us at the time of our research and the study is based on estimates, assumptions and other information developed by us from our independent research, general knowledge of the industry, and from consultations with the Client and its representatives. We assume no responsibility for inaccuracies in reporting by the Client, its agents and representatives or any other data source used in preparing or presenting our study.

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We trust that the report will prove useful for your purposes. We would, of course, be pleased to discuss any aspect of the report with you in more detail should you so require.

Yours sincerely

Christelle Grohmann

Director

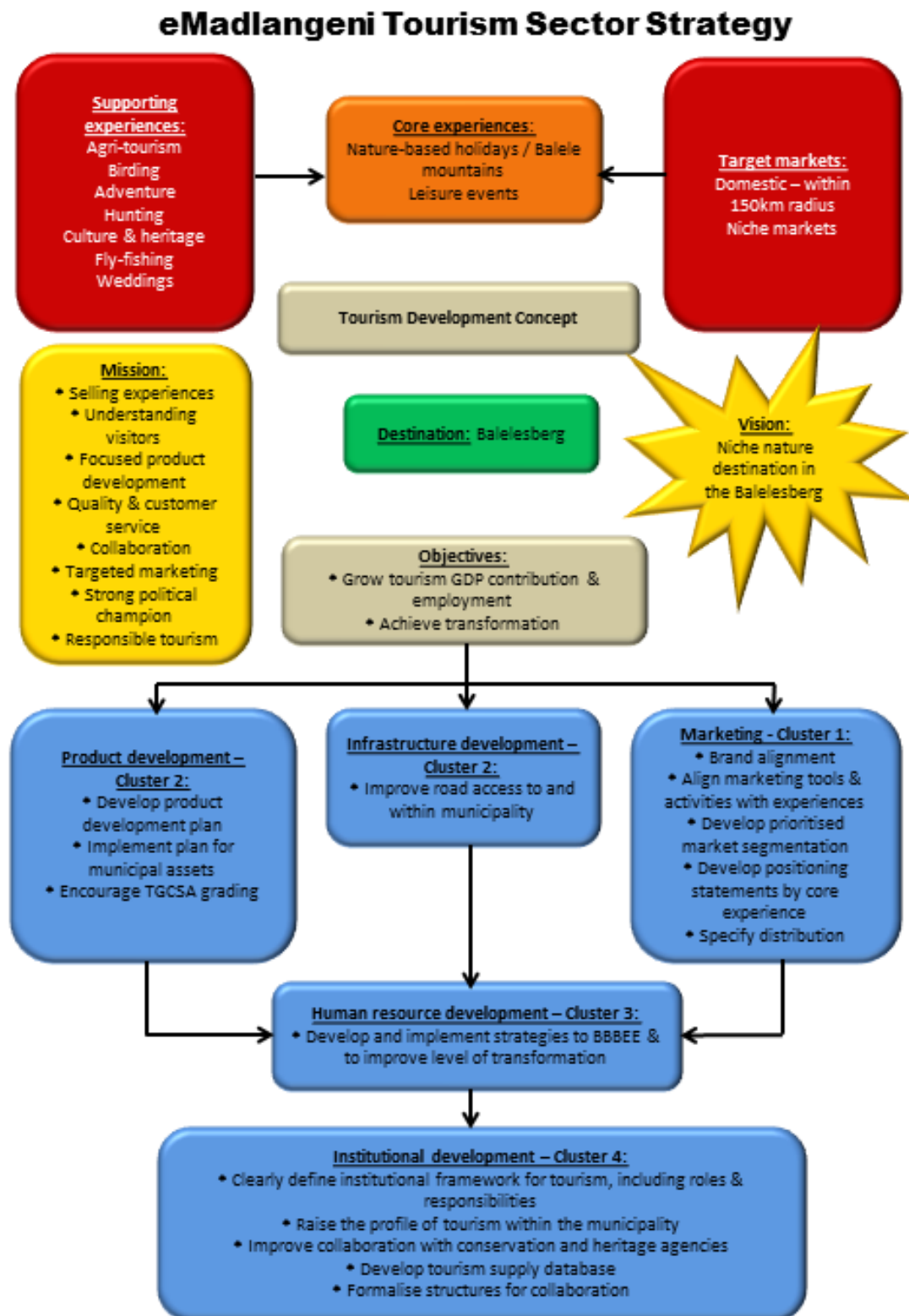
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Executive Summary

The tourism strategy of the eMadlangeni municipality is summarised in the diagram below. It provides an overview of the strategy and includes the prioritised actions to achieve the vision for tourism in the eMadlangeni municipality.



The approach to the implementation of the strategy is outlined below:



And the prioritised investment projects for tourism product development are:



Section 1
Introduction

1. Introduction
2. Strategic Direction
3. Strategy Objectives
4. Strategic Clusters, Thrusts & Actions
5. Tourism Institutional Structure

1.1 Background

Grant Thornton was appointed by the KZN Department of Economic Development, Tourism and Environmental Affairs (“EDTEA”) to develop a tourism strategy for the eMadlangeni local municipality.

1.2 Study Approach

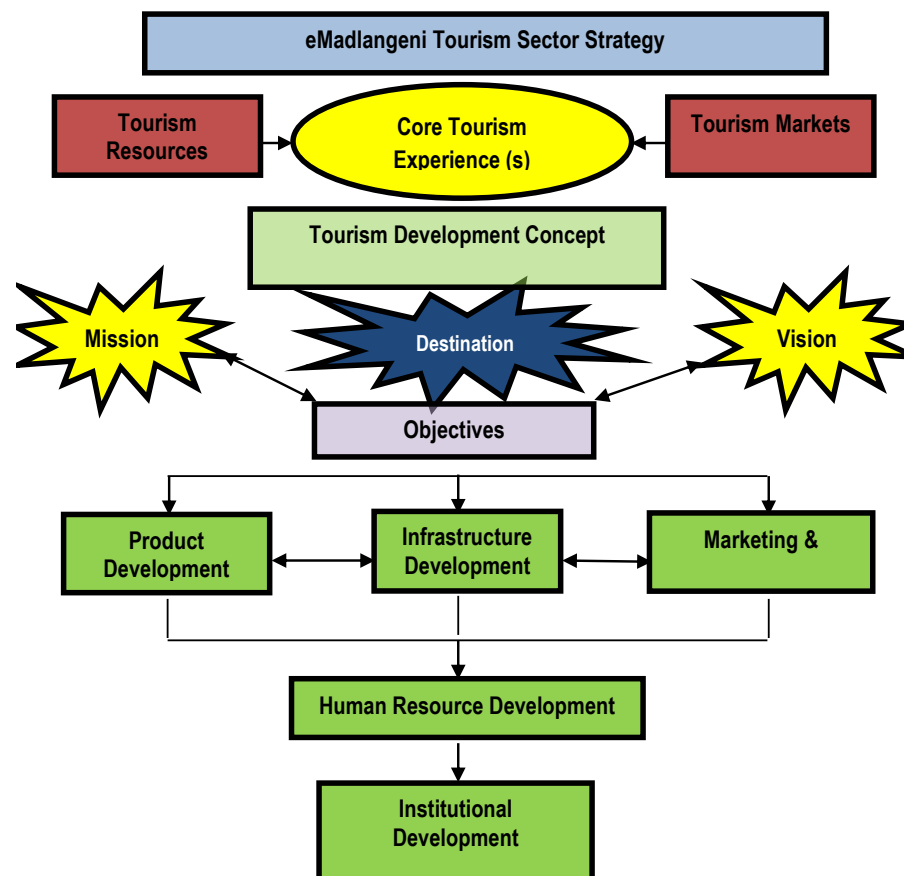
Our methodology for this project includes four broad phases:

- Phase One: Project Inception (1a) & Situational (Contextual) Analysis (1b)
- Phase Two: Tourism Sector Strategy Formulation
- Phase Three: Project Design
- Phase Four: Implementation Plan & Project Close Out

This report pertains to Phase 2 of the study.

Figure 1.1 shows the approach to tourism destination planning which forms the basis of the strategy development for the eMadlangeni Municipality.

Figure 1.1 Tourism Destination Planning Framework



Source: Grant Thornton

1.3 Critical Success Factors

The following factors are critical for the successful implementation of the tourism strategy:

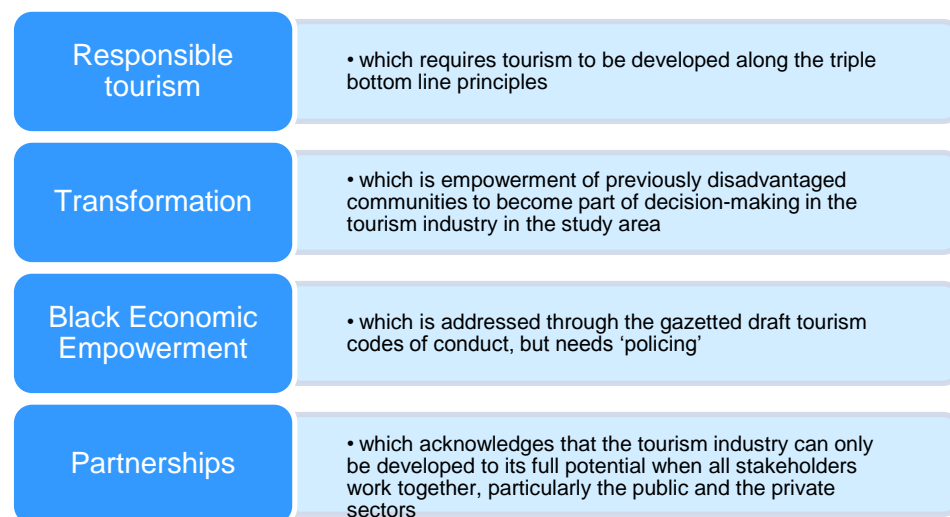
- The KwaZulu-Natal (“KZN”) Tourism Master Plan (“TMP”) is implemented and supported provincially, including the allocation of sufficient funds for the implementation of provincial targets. Similarly, it is assumed that the National Tourism Sector Strategy (“NTSS”) is implemented and supported nationally as some targets within the strategy are dependent on national and then provincial targets being attained.
- This strategy is supported financially by various parties, including the eMadlangeni Municipality, various district and provincial institutions and the private sector (as applicable).
- The implementation of this strategy is supported by all levels of government at local municipal level as well as by the district municipality and private sector institutions, tourism sector employees, organised labour and large and small businesses.
- The strategy is continuously and proactively aligned with any changes to the NTSS and KZN TMP 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 amongst all politicians and opinion leaders as a strategic and sustainable industry which requires appropriate funding support.
- Giving strategic priority to people development.
- 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 experience 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.
- 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 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.

1.4 Fundamental to the Tourism Strategy

In the development of the eMadlangeni Tourism Strategy we have taken into consideration four fundamental principles without which the tourism industry would not be developed to its full potential. These fundamental principles are assumed throughout the strategy, though it might not be specifically highlighted in each section. They are shown in **Figure 1.2** and have also been incorporated in the Mission Statement shown in **Section 2.5**.

Figure 1.2 Fundamental principles of the tourism industry



1.5 Terminology

The following abbreviations and terminology have been used in this report.

ADA	Amajuba Development Agency
AFLED	Amajuba Forum for Local Economic Development
ARO	Average Room Occupancy
ASGISA	Accelerated Growth Initiative for South Africa
B&B	Bed & Breakfast
BDF	Business Development Fund

BEE	Black Economic Empowerment
CATHSSETA	Culture, Arts, Tourism, Hospitality & Sport Sector Education & Training Authority
CBD	Central Business District
CTO	Community Tourism Organisation
EDTEA	KZN Department of Economic Development & Tourism
EMRS	Emergency Medical Rescue Services
FET	Further Education Training
GVA	Gross Value Added
IDP	Integrated Development Plan
LED	Local Economic Development
LTA	Local Tourism Association
KZN	KwaZulu-Natal
LTB	Local Tourism Bureau
NDP	National Development Plan
NSSA	Next Stop South Africa
NTSS	National Tourism Sector Strategy
PCO	Professional Conference Organiser
PGDS	Provincial Growth & Development Strategy
PSC	Project Steering Committee
PSEDS	Provincial Spatial Economic Development Strategy
SA	South Africa
SADC	Southern African Development Community

SAHRA	South African Heritage Resources Agency
SAT	South African Tourism
SDF	Spatial Development Framework
SETA	Sector Education & Training Authority
SWOT	Strengths, Weaknesses, Opportunities & Threats
TEP	Tourism Enterprise Partnership
TGCSA	Tourism Grading Council of South Africa
THETA	Tourism & Hospitality Education Training Authority
TKZN	Tourism KwaZulu-Natal
TMP	Tourism Master Plan
UK	United Kingdom
UNWTO	World Tourism Organisation
USA	United States of America
VFR	Visiting Friends & Relatives
YTD	Year-to-date

1.6 Structure of the Report

The remainder of the Tourism Sector Strategy Report is structured as follows:

- Section 2 – Strategic Direction
- Section 3 – Strategy Objectives
- Section 4 – Strategic Clusters, Thrusts & Actions
- Section 5 – Institutional Structure

Section 2

Strategic Direction

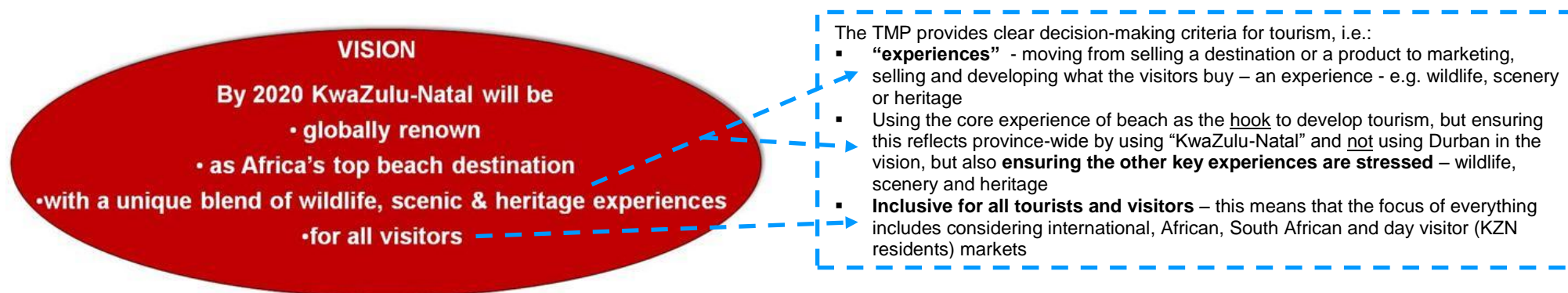
1. Introduction
- 2. Strategic Direction**
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2.1 Introduction

This section provides an overview of the tourism strategy for eMadlangeni Municipality, including context from the KZN TMP and guiding principles for the eMadlangeni tourism sector.

2.2 Provincial Context

The KZN TMP was approved by Cabinet in late 2012 and provides the provincial context for the tourism sector in the Municipality in terms of its alignment. The vision for tourism set out in the TMP is as follows:



In order to achieve the vision, the KZN TMP identifies a number of strategic clusters as shown in **Table 2.1**.

Table 2.1 Summary of the KZN TMP strategic clusters

Strategic Cluster	Strategy	Strategic Thrust
Marketing – tourism growth & development (demand)		<ul style="list-style-type: none"> Aligned and integrated provincial tourism branding and positioning Prioritised and experience based market segmentation Market distribution
Product Development and Planning	Beach tourism Strategy	<ul style="list-style-type: none"> Enhance the Durban Experience New Beach Resort Nodes Social Tourism Maintain / upgrade / tweak / enhance existing beach product (North and South Coast)
	Heritage Tourism Strategy	<ul style="list-style-type: none"> Ensure superlative drawcard experiences Integrate heritage within / across core experiences
	Scenic Tourism Strategy	<ul style="list-style-type: none"> Enhance iconic natural scenic tourism experiences (Ukhahlamba / Drakensberg World Heritage Site) Enhance general scenic experiences throughout KZN
	Wildlife Tourism Strategy	<ul style="list-style-type: none"> Focus & Enhance the KZN Wildlife Experience (iSimangaliso World Heritage Site / Lubombo Transfrontier Conservation Area / Elephant Coast / Hluhluwe-Imfolozi)
	Rural Tourism Strategy	<ul style="list-style-type: none"> Focus a Enhance the Rural Tourism Experience
	Niche Tourism Strategy	<ul style="list-style-type: none"> Business, Sport and Events Tourism Strategy Cruise Tourism Strategy Other Niche Strategies <ul style="list-style-type: none"> Heritage Avi-tourism Adventure Diving Rail Hunting Health/medical Township tourism Pink Tourism Agri-Tourism Shopping Mission Tourism

Strategic Cluster	Strategy	Strategic Thrust
		<ul style="list-style-type: none"> • Future Niches <ul style="list-style-type: none"> – <i>Green Tourism</i> – <i>Paleontological</i> – <i>Geological</i>
	Tourism Accessibility Strategy	<ul style="list-style-type: none"> • Airlift Tourism Strategy • Public Transportation / Intermodal Transport • Other Types of Transport to Access KZN
	Tourism Support Strategies	<ul style="list-style-type: none"> • Universal Accessibility Strategy • Investment Promotion Strategy • Tourism Safety and Security • Tourism Planning Framework
People in tourism		<ul style="list-style-type: none"> • People development • Transformation • Tourism awareness and understanding • Quality experiences and service excellence
Policy, strategy, governance, research & knowledge management monitoring & evaluation		<ul style="list-style-type: none"> • Efficient management of tourism • Collaborative effective partnerships • Adequate funding for the tourism function (s) • An appropriate regulatory framework • Research and knowledge management • Monitoring and evaluation • Promotion of green principles in tourism • Responsible tourism

Source: KZN TMP

2.3 Amajuba Context

The vision for tourism set out in the district's tourism strategy is as follows:

'It is our vision that, in 5 years, the number of visitors to Amajuba will have increased tenfold. Amajuba will become a first class destination for meetings, conferences and events and will build on the strengths of existing heritage, nature and arts products.'

- Achievement of the vision will be based on:
- Effective tourism management, marketing and information distribution;
 - A variety of quality heritage, arts and culture, and nature based tourism products attracting niche markets, business men, and visiting friends and relatives;
 - Public and private tourism role players working together to realise this vision which will benefit the whole area and community, and that transformation will take place; and
 - Increased tourism awareness which will lead to community and political buy-in and everyone being involved in growing a responsible and sustainable tourism industry in Amajuba.

Similarly to the TMP, the district's strategy includes the following strategic clusters and thrusts as shown in **Table 2.2**.

Table 2.2 Summary of the district's strategic clusters

Strategic Cluster	Strategic Thrust
Marketing – tourism growth & development (demand)	<ul style="list-style-type: none"> • Market Amajuba's strength: Meetings, Incentives, Conferences and Events • Expand and improve tourism information outlets and tools • Branding and route development
Product Development and Planning	<ul style="list-style-type: none"> • Meetings, conferences and events product development • Heritage, avi-tourism and nature based tourism product development • Other niche markets, accommodation and recreational product development • Infrastructure and support services development
People in tourism	<ul style="list-style-type: none"> • Ensure quality experiences through service excellence • Ensure transformation in the tourism industry • Increase tourism awareness
Policy, strategy, governance, research & knowledge management monitoring & evaluation	<ul style="list-style-type: none"> • Improve tourism management through institutional and policy arrangement • Improve tourism management through improved research and knowledge management • Entrench responsible tourism principles

Source: Amajuba Tourism Strategy

2.4 Vision for Tourism in eMadlangeni

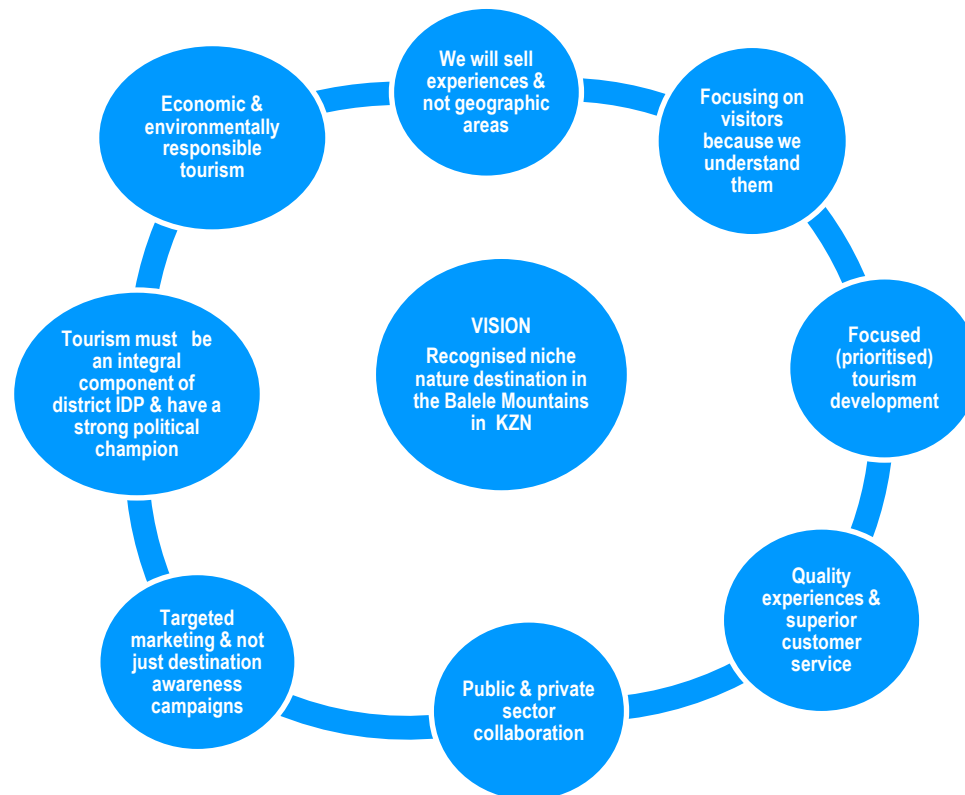
The vision for tourism in eMadlangeni was developed based on inputs from key stakeholders, as well as considering alignment issues with the vision for tourism in KZN and Amajuba. We recommend that the vision for the eMadlangeni tourism destination should consider the following elements:

- **Nature and outdoor** – the natural environment of the municipality is its key attraction, which is important for the type of tourism to be developed in the area;
- **Balele Mountains and Game Park** – this is an iconic attraction for eMadlangeni that is unique;
- **Agri-tourism and birding** – these are two important niche markets for eMadlangeni;
- **Adventure** – the abundance of outdoor and rural experiences lend the area towards adventure tourism – particularly family-oriented and soft adventure;
- **Heritage** – there are a number of important heritage assets and experiences associated with the town of Utrecht in particular; and
- **Prosperity** – to emphasise the fact that a properly developed tourism industry can result in increased prosperity for the stakeholders in the Municipality.

Suggested vision: “In 2025, the eMadlangeni Municipality is a recognised niche nature destination in the Balele Mountains in KZN, providing for a prosperous tourism industry that benefits all our people.”

2.5 Mission

We will achieve the vision for tourism in eMadlangeni through:

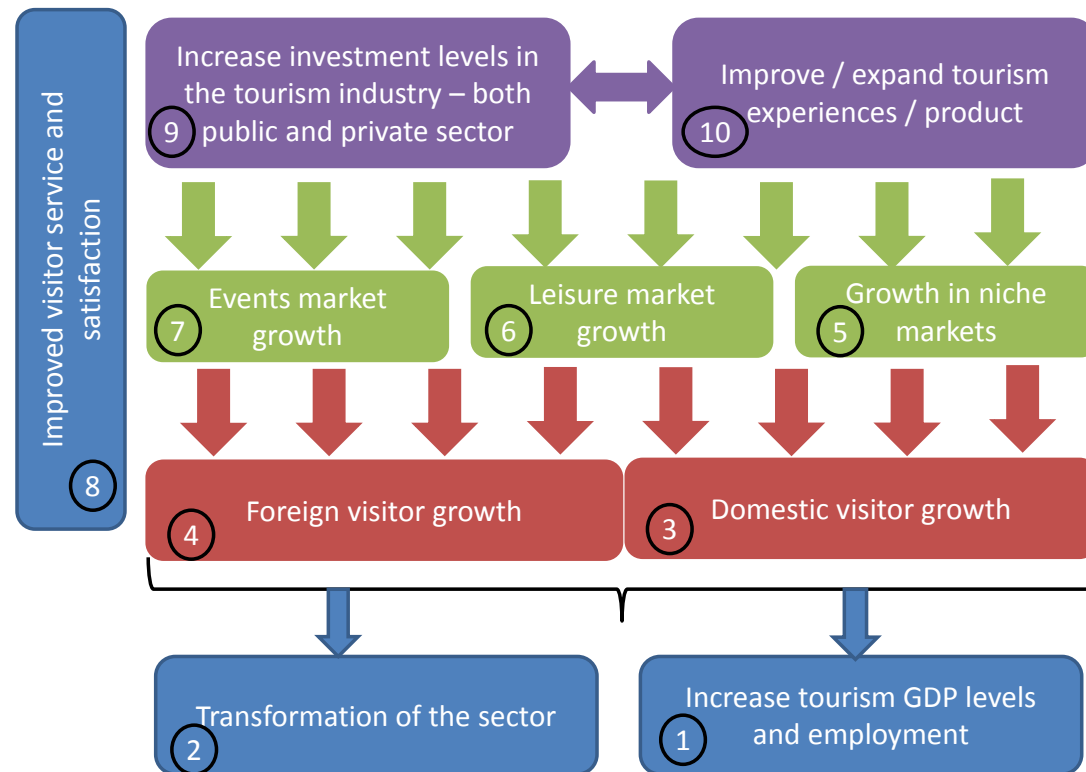


Section 3

Strategy Objectives







1. Introduction
2. Strategic Direction
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The strategic objectives are aligned to those contained in the KZN TMP, which are in turn aligned to those contained in the NTSS. The strategic objectives for eMadlangeni have also been aligned to those set out in the Amajuba District Tourism Strategy where relevant. The strategic objectives (and their inter-relationships) for the Municipality are as follows:



The numbers allocated to each strategic objective are in order of importance – the ultimate goal of promoting tourism within eMadlangeni is to achieve increased GDP and employment levels, as well as transformation of the tourism sector. In order for businesses to be sustainable, the number of visitors – both domestic and foreign – has to increase. The visitor numbers are driven by growth in the events, leisure and niche markets, which in turn is driven by improved visitor satisfaction, increased investment into the tourism sector and improved tourism experiences.

The following measurable objectives with their baselines and targets are applicable to the Municipality:

Amajuba Strategic Objective	Amajuba Targets			eMadlangeni Objective Validation	eMadlangeni Objective Specification	eMadlangeni Targets			Comments / Suggested Monitoring Tool
	2010 Baseline	2015 Target	2020 Target			2013 Baseline	2020 Target	2025 Target	
Increase in tourism GDP levels (direct) (Note: this is catering and accommodation sub-sector GDP)	R54,4 million (0,6% of district GDP)	R108,8 million	R163,2 million	Forecasted growth rate for eMadlangeni lower than CAGR for 2003-2013 (18,5%) but higher than projected for Amajuba (12,0%). CAGR of 15,0% is forecasted for eMadlangeni.	Increase in tourism GDP 	R15,5 million	R41,1 million	R82,7 million	Monitor through GDP data from StatsSA
Increase in number of foreign visitors	3 348	7 000	10 500	Growth rate of eMadlangeni visitor numbers forecasted at 15% CAGR for foreign visitors and 10% for domestic visitors. These are higher than the growth rates expected for KZN, mainly because it is off a very low base. Used 2020 target in order to align to TMP growth targets.	Increase in foreign visitors  	537 (comprising 269 overnight tourists and 269 day visitors)	1 242 (equates to 2 additional visitors per day compared to baseline)	2 499 (equates to 5 additional visitor per day compared to baseline)	Could be undertaken with a key number of representative tourism establishments every 6 months (i.e. Municipal Tourism Sector Index) to assess visitation movement. Total visitation can be projected on an annual basis based on total tourism product database.
Increase in number of domestic visitors	39 500	76 000	95 000		Increase in domestic visitors  	23 262 (comprising 18 610 overnight tourists and 4 652 day visitors)	41 210 (equates to 49 additional visitors per day compared to baseline)	66 369 (equates to additional 118 visitors per day compared to baseline)	
Increase the number of people employed in the sector (direct)	1 292	2 584	3 876	Applied equivalent CAGR to GDP forecasts	Increase the number of people employed in the sector 	140 employed in catering & accommodation sub-sector (1,6% of total)	373 (equates to 233 additional jobs per year compared to baseline)	751 (equates to 651 additional jobs per year compared to baseline)	Monitor through employment data from StatsSA

Amajuba Strategic Objective	Amajuba Targets			eMadlangeni Objective Validation	eMadlangeni Objective Specification	eMadlangeni Targets			Comments / Suggested Monitoring Tool
	2010 Baseline	2015 Target	2020 Target			2013 Baseline	2020 Target	2025 Target	
Increase in public sector/ government investment in tourism infrastructure	No baseline data available	No targets provided	No targets provided	Based on value of investments required to achieve targeted GDP growth	Increase in public sector/ government investment in tourism infrastructure 9	Currently no budget allocation for tourism in the municipal IDP	Public sector to provide financial and other forms of support to at least 5 tourism related projects by 2025 (total value >R100 million)		Add in requirement to include increase in public sector investment in general, not just in infrastructure. Track IDP Plans.
Increase in private sector capital formation (for new and existing projects)	No baseline data available	No targets provided	No targets provided		Increase in private sector capital formation (for new and existing projects) 9	No baseline data available	New, private sector led tourism investments in the Municipality (to comprise 60% of targets for public sector investment, i.e. R60 million by 2023 to be sourced from private sector)		Larger projects are easier to record/ measure than smaller projects. Track via Tourism Sector Index
Increase in levels of "foreign" direct investment in the tourism industry	No baseline data available	No targets provided	No targets provided	Focus is not on FDI but any direct investment from investors originating from outside of the Municipality not necessarily outside of South Africa	Increase external direct investment in the tourism industry 9	No baseline data available	50% of above tourism investments from new investors not already based in the Municipality		Investment is important, but "foreign" investment is not imperative. Constant communication with industry.
Increase the number of tourism industry companies with Tourism Charter BBBEE ratings	No baseline data available	No targets provided	No targets provided	Same as TMP and District Strategy	Increase the number of tourism industry companies with Tourism Charter BBBEE ratings 2	No baseline data available	50% with a scorecard	60% with a scorecard	One of the questions in Tourism Sector Index would be to assess increase/decrease in transformation measures.
Increase percentage ownership of tourism businesses by PDIs	No baseline data available	No targets provided	No targets provided		Increase the percentage of tourism businesses owned by PDIs 2	No baseline data available	Increase overall ownership by PDIs by 20%	Increase overall ownership by PDIs by 25%	One of the questions in Tourism Sector Index would be to assess increase/decrease in transformation measures.

Amajuba Strategic Objective	Amajuba Targets			eMadlangeni Objective Validation	eMadlangeni Objective Specification	eMadlangeni Targets			Comments / Suggested Monitoring Tool
	2010 Baseline	2015 Target	2020 Target			2013 Baseline	2020 Target	2025 Target	
Improve visitor experiences	No baseline data available	No targets provided	No targets provided	To deliver world class visitor experience in respect of identified core experiences for the Municipality	Strive to be the best performing area within the provincial satisfaction index 10	No baseline data available	80%+ on satisfaction index	85%+ on satisfaction index	Undertake ad-hoc event visitor surveys in area and include visitor satisfaction as factor to monitor.
Expand visitor experiences	No baseline data available	No targets provided	No targets provided	Based on value of investments required to achieve targeted GDP growth	Increase in investment in tourism infrastructure 10	Refer to infrastructure investment targets			
Increase events held in the Municipality	No baseline data available	No targets provided	No targets provided	Same as District Strategy	Strive to increase the proportion of event visitors from outside eMadlangeni 7	Only local events are currently held	Proportion of non-eMadlangeni residents visiting events at 40%	Proportion of non-eMadlangeni residents visiting events at 65%	Maintain a database of events. Track visitors through event surveys
Niche market growth	No baseline data available	No targets provided	No targets provided	Same as District Strategy	Increase in number of visitors from niche markets 5	No baseline data available	Develop targets once baseline established		Could be undertaken with a key number of representative tourism establishments every 6 months (i.e. Municipal Tourism Sector Index) to assess visitation movement. Track number of niche market tours/tour operators that visit the Municipality, e.g. visitor book surveys.

Section 4

Strategic Clusters, Thrusts & Actions

1. Introduction
2. Strategic Direction
3. Strategy Objectives
- 4. Strategic Clusters, Thrusts & Actions**
5. Tourism Institutional Structure

4.1 Introduction

Through alignment to the KZN TMP and Amajuba Tourism Strategy, ensuring that the eMadlangeni strategy meets local, district, 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 local objectives.

4.2 Strategic Approach

Given the existing tourism resources, assets and experiences available in eMadlangeni, as well as limited funding and human resources for tourism, it is recommended that a specific, stepped approach be implemented to develop tourism in the area:

Step 1: Improve existing tourism products and resources

The existing Balele Game Park and Caravan park, as well as heritage resources in the area, are currently in various states of disrepair and neglect. The core market that eMadlangeni would like to attract is aware of this neglect, and therefore improvements have to be effected before any significant marketing activities are undertaken to attract visitors. If these improvements are not undertaken before marketing activities to attract visitors, the visitors will have a poor quality experience and will – through social media and word of mouth – damage the reputation of the destination and limit its ability to attract visitors in future.

Improvements are recommended to all public and private sector facilities and services, including the game park fence, roads, pavements and heritage buildings.

Step 2: Re-launch in the market

As mentioned above, the market is aware of the current poor state of facilities in the area. Therefore it is necessary – once upgraded – that the market be invited to experience the newly upgraded facilities and experiences in eMadlangeni. The marketing messages at this time should be specific to tell the market that improvements were made and that they should come and experience the improved facilities and services. The timing of these marketing messages should be carefully timed to ensure that most improvements have already been carried out.

Step 3: Attract more visitors

After the re-launch into the market, ongoing marketing efforts have to be undertaken to attract more and particularly new visitors to the area.

Step 4: Develop new product

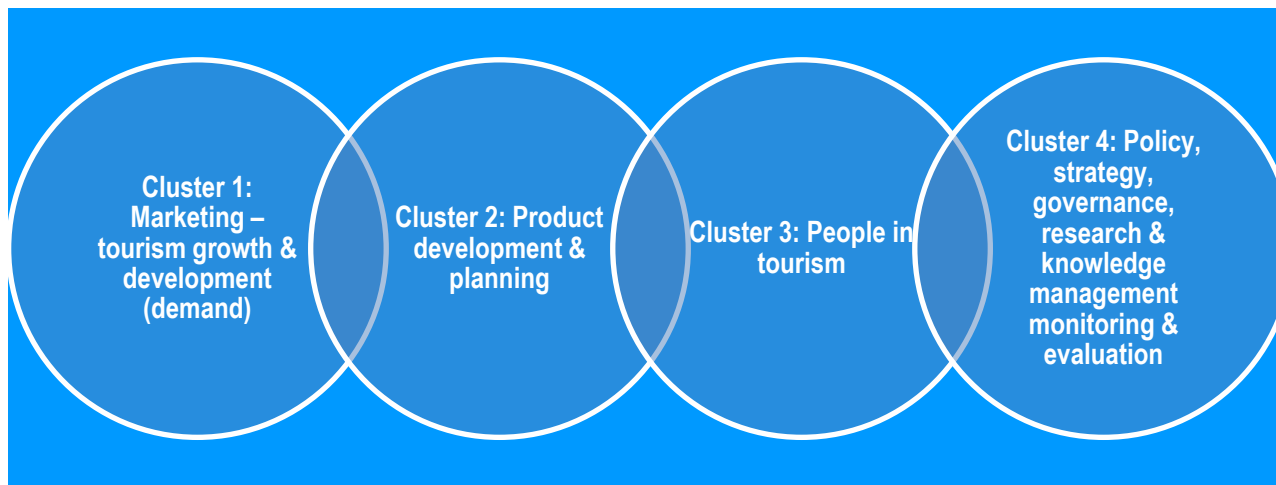
As more visitors come to eMadlangeni, it is recommended to expand the product base to provide them with a wider variety of experiences.

In addition to the above 4 steps, the tourism stakeholders of eMadlangeni should familiarise themselves with initiatives taking place at district, provincial and national level to ensure that they can participate in and benefit from these initiatives where relevant.

4.2 Strategic Clusters

The identified strategic thrusts/actions have been clustered according to the clusters in the KZN TMP and also used in the Amajuba Tourism Strategy are shown in **Figure 4.1**.

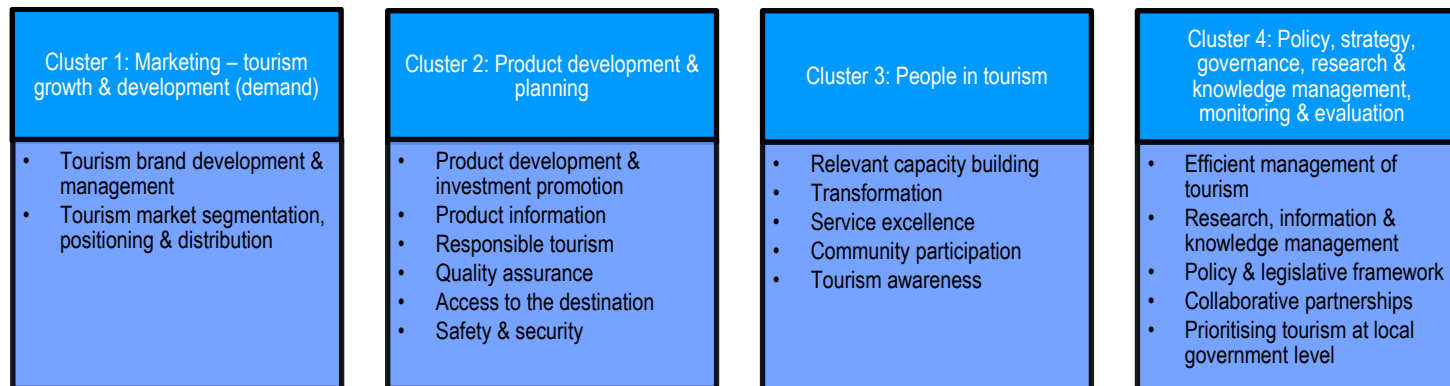
Figure 4.1 Strategic clusters identified for eMadlangeni Municipality



4.3 Strategic Thrusts

Various actions and sub-actions have been categorised into the following thrusts. Some of the thrusts are similar to that used in the KZN TMP and Amajuba strategy. However, some were adjusted to be more reflective of eMadlangeni's requirements to meet eMadlangeni's objectives. **Figure 4.2** shows the identified strategic thrusts for the municipality.

Figure 4.2 Strategic thrusts identified for eMadlangeni Municipality



4.4 Strategic Actions

The high-level actions and sub-actions identified for the eMadlangeni tourism industry, by thrust are provided in the following sections.

4.4.1 Cluster 1: Marketing – Tourism Growth & Development (Demand)

As per the KZN TMP, the following principles apply in terms of marketing eMadlangeni as a tourism destination:

- Targeted marketing of the municipality is required and therefore a sales approach rather than a marketing approach is recommended. This translates into the need to develop marketing campaigns with specific target markets in mind and to which objectives can be attached to measure the impact of such campaigns, e.g. a target to increase visitors from a specific market may be attached to a specific marketing activity.
- Clearly define marketing roles by identifying and spelling out the various roles of public (and private) sector stakeholders. In terms of alignment to the TMP, TKZN has full marketing responsibility for the province with the role of district and local municipalities being to provide tourism information and to ensure alignment in terms of branding to those set at provincial level.
- Marketing experiences, i.e. marketing/selling must be focused on the experiences that are bought by tourists and not the places where it is bought. Therefore, eMadlangeni should first be marketed in terms of its (core) experiences and secondly, in terms of location, e.g. where the specific experience can be bought within the local area.
- The marketing cycle approach should be followed, i.e. a process of development, communicating, monitoring and adjusting marketing activities needs to be undertaken. Marketing of the destination should be viewed as a dynamic and ongoing process.

The primary objective of marketing the municipality is to grow visitor numbers and based on these principles being accepted, the following strategic actions have been identified in terms of marketing eMadlangeni from a tourism perspective (**Table 4.1 and 4.2**).

4.4.1.1 Strategic Thrust 1: Tourism Brand Development & Management

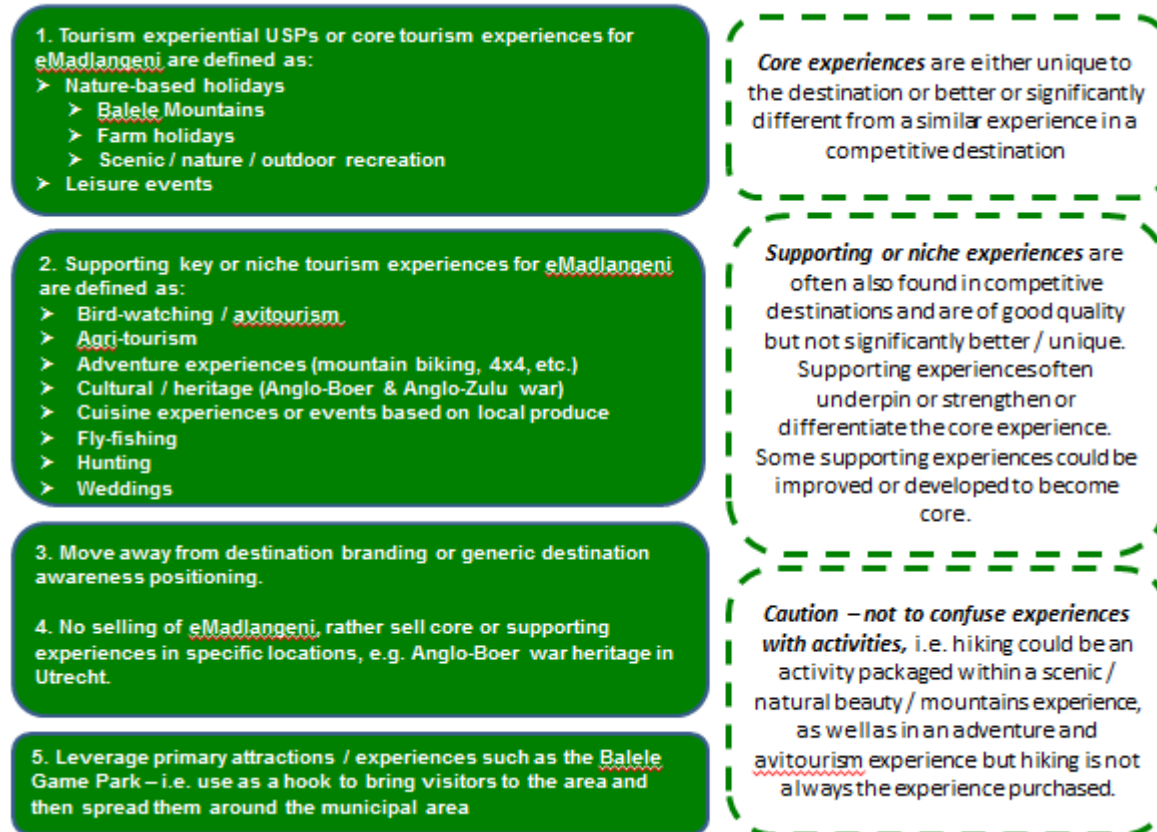
Table 4.1 Strategic actions for strategic thrust 1 for marketing of eMadlangeni

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Tourism brand development &	1.1	Align the existing eMadlangeni brand to new Brand South Africa tourism brand format as specified by SAT	a.	Ensure that eMadlangeni brand architecture aligns to provincial and district brand format.

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
management		and as per the provincial branding of TKZN	b.	Ensure that the eMadlangeni brand is primarily experience orientated by including “Experiential” (i.e. what to do) tag lines and positioning materials to the brand architecture – no generic destination selling, always by core experience.
			c.	Communicate to all local tourism role players the municipality’s branding strategy, the branding materials available and how these can/may be used, and monitor the usage of branding within/by the municipality.
	1.2	Strongly align the tourism branding and activities of private sector within eMadlangeni with the eMadlangeni tourism brand	a.	Through continuous dialogue with the private sector determine whether experiences branded are in fact experiences sold by private sector and sought and bought by their customers.
			b.	Communicate to the private sector the branding strategy, the branding materials available and how they are to use it, and monitor the usage of the materials by private sector and if not used determine the reasons why and adjust materials accordingly if required.
	1.3	Align marketing tools and marketing activities with Experience based Positioning of eMadlangeni Municipality	a.	Review all marketing tools based on tourism experience based positioning of eMadlangeni, prioritise which tools are most appropriate to use and either adjust existing marketing tools or develop new tools as is required. Particularly identify and develop tools that are targeted rather than “destination awareness” orientated.
			b.	Review all marketing activities based on tourism experience based positioning of the municipality, prioritise which activities are most appropriate and either adjust existing activities/campaigns or develop new activities as is required. Particularly identify and develop activities that are targeted rather than “destination awareness” orientated.

An important component of experiential marketing is to understand the meaning of ‘core experience(s)’ and not to confuse experiences with activities. **Figure 4.3** identifies the core and supporting experiences in eMadlangeni with explanation of the meaning of ‘core’ versus ‘supporting’ experiences (as defined in the KZN TMP).

Figure 4.3 Tourism experiences identified for eMadlangeni Municipality



In order to ensure brand alignment, it is recommended that the tourism brand identity of eMadlangeni take into consideration the brand identity and brand message recommendations at national and provincial level.

At the end of 2014, new recommendations for branding at **national level** were made, and these recommendations have not yet been discussed and incorporated by KZN and the other provinces. In essence, the recommendations from Brand South Africa entail that:

- When branding internationally, provinces and destinations (including cities and destinations within provinces) have to use only the South African brand logo and tagline (“Inspiring new ways”).
- When branding domestically, provinces, cities and destinations can include the South African brand as an endorsement of the local brand identity, but must use their own logo and tagline
- The national brand positioning is ‘inspiring new ways’ and a different type of inspiration applies to people (diversity), tourism (experiences), exports (industries), governance (equality), investment & immigration (opportunity) and culture & heritage (appreciation).
- It is recommended that domestic destinations choose the element and inspiration that applies to them, define an attribute that applies to them, link it to the type of inspiration that applies and create a communications framework around it.

It is recommended that the eMadlangeni municipality take into consideration the above recommendations, and define themselves as a destination that offers ‘inspiring new experiences’ in KZN. Given that the province has not yet implemented the above recommendations, eMadlangeni should consider waiting to finalise its tourism branding until such time as the provincial authority has made firm recommendations.

In addition to branding, the tourism name of the destination needs to be given consideration. Stakeholders feel that ‘eMadlangeni’ does not provide the sense of place of the destination. Stakeholders believe that the destination should associate itself with the Balelesberg, which is the key attraction in the area and includes a much wider area than just the town of Utrecht. Many businesses in the town of Utrecht have already taken on the name ‘Balele’ (e.g. Balele Motors). Having ‘berg’ in the name further establishes a relationship with the Drakensberg, which the Balelesberg form part of, and which is a recognised tourism destination in KZN. It is therefore recommended that the name ‘Balelesberg’ be considered as the tourism marketing name of the eMadlangeni municipal area.

A logo should be developed for the Balelesberg – using the shape of the mountain and the colours that are distinctive of the area. In addition, some of the key attractions of the area – agri-tourism, birding and adventure – could be incorporated into a logo. It is recommended that a graphic design company be appointed to assist in defining the visual identity of the Balelesberg tourism destination that is linked to the theme of inspiring experiences defined by Brand South Africa.

4.4.1.2 Strategic Thrust 2: Tourism Market Segmentation, Positioning & Distribution

The following strategic actions have been identified towards strategic thrust 2 (**Table 4.2**).

Table 4.2 Strategic actions for strategic thrust 2 for marketing of eMadlangeni

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Tourism market segmentation, positioning & distribution	1.4	Develop eMadlangeni Municipality prioritised tourism market segmentation	a.	Develop a base eMadlangeni Municipality tourism market segmentation grid based on TKZN/KZN TMP/Amajuba grid and prioritise.
			b.	Specify 5-year focus by market segment within the grid.
			c.	Adjust the market segmentation grid to be core experience & key Supporting experience based.
	1.5	Develop positioning statements by core experiences in line with overall branding	a.	Develop positioning statements for core experiences.
	1.6	Specify the distribution to be undertaken by market segment	a.	Specify and implement the marketing tools to be utilised for core experience and key support experience market segments.
			b.	Specify and implement the marketing channels to be utilised for core experience and key support experience market segments.
			c.	Specify and implement tourism packaging initiatives including route development.

Tourism Market Segmentation Recommendations

In order to prioritise the market segments for eMadlangeni Municipality, the segmentation grid provided in the KZN TMP was referred to in terms of alignment (**Figure 4.5**). The district tourism strategy does not provide detailed market segmentation recommendations and therefore it is assumed that eMadlangeni will align to those identified at a provincial level. The market segmentation for the domestic market has changed at national level since the development of the KZN TMP, and therefore the new national market segments have been used for eMadlangeni, which differs slightly from the market segments specified in the KZN TMP.

Figure 4.5 Prioritised market segmentation for KZN contained in the TMP

Market	Geographic Scope				Target Segments	Core Experiences
Priority 1: Domestic	Core: 1. KZN (SA – vs KZN –) 2. Gauteng	Opportunity: 1. Eastern Cape 2. Western Cape	Investment: 1. North West 2. Limpopo 3. Free State 4. Mpumalanga		1. Young & upcoming 2. Well-off homely couples 3. Independent couples & families 4. MICE 5. Basic needs older families (for intra KZN only)	1. Beach 2. Wildlife 3. Scenic/Natural Beauty/Mountains
Priority 2: Europe Americas Asia	Primary Core: 1. UK	Secondary Core: • Germany • USA • France • Netherlands	Investment: 1. Scandinavia 2. India 3. China 4. Russia 5. Rest of Eastern Europe	Strategy Hub: 1. Middle East (due to air access hub)	1. NSSA 2. Wanderlusts 3. MICE 4. Family explorers 5. New Beach Lovers	1. Scenic /Natural Beauty/Mountains 2. Wildlife 3. Beach
Priority 3: SADC Rest of Africa & Indian Ocean Islands	Core: 1. Botswana 2. Lesotho 3. Swaziland	Opportunity: 1. Zimbabwe 2. Zambia	Investment: 1. Mozambique 2. Nigeria 3. Kenya 4. Mauritius		1. Business professionals 2. Traders 3. MICE 4. Beach Lovers (Families)	1. Beach (non coastal markets)

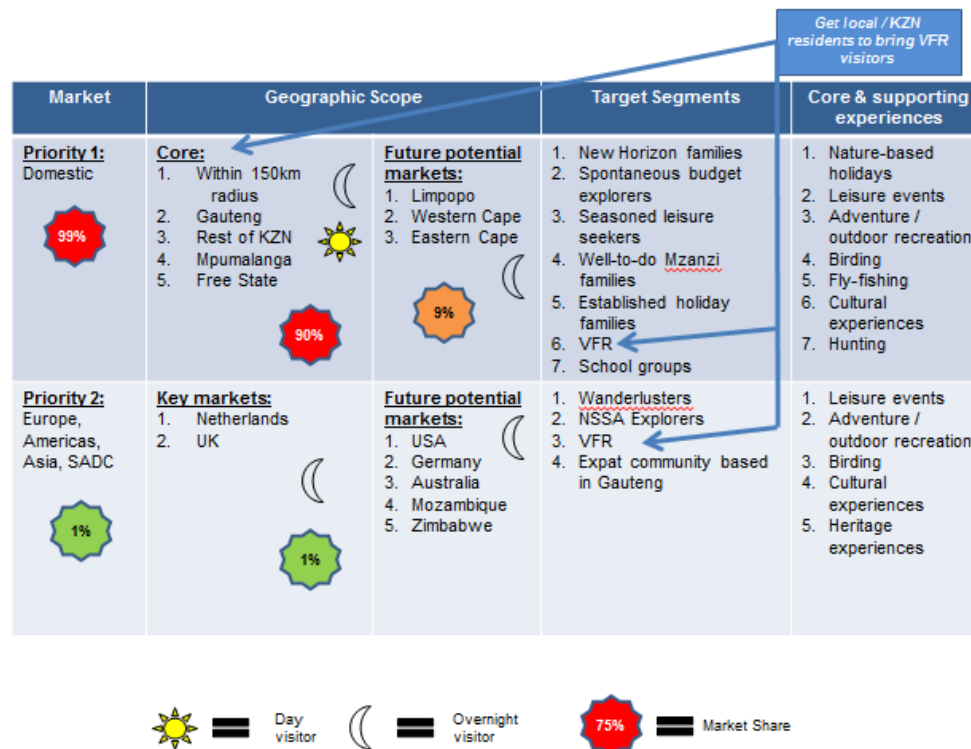
Priority 1-3 & 5 to be targeted as individuals and social groupings, ie clubs, churches, schools, universities, etc

All underpinned by culture/heritage

New segments/prioritisation not previously identified in KZN segmentation grid highlighted in blue





Based on the assessment of provincial market segmentation priorities and the market potential for eMadlangeni, the following market segmentation grid is provided for eMadlangeni with preliminary priorities (**Figure 4.6**). The grid also shows the current market share for each major market based on the research report findings and indicates which segments would be overnight versus day visitors to the Municipality.


Figure 4.6 Suggested market segmentation grid for eMadlangeni with prioritisation & market share





The following market focus plan is recommended for the municipality over the next five years (**Figure 4.7**). **Figure 4.7** shows which of the markets should be defended, developed, watched (for potential development in the future), or efforts should be made to improve market share (penetrate more). Most of the markets indicated in the grid require development which is a costly exercise. It is recommended that the majority of the marketing budget should therefore be spent on defending and growing the core domestic market segments.


Figure 4.7 Market focus plan for the next 5 years for eMadlangeni Municipality

Market	Geographic Scope	
Priority 1: Domestic	Core: <ol style="list-style-type: none"> 1. Within 150km radius 2. Gauteng 3. Rest of KZN 4. Mpumalanga 5. Free State  	Future potential markets: <ol style="list-style-type: none"> 1. Limpopo 2. Western Cape 3. Eastern Cape 
Priority 2: Europe, Americas, Asia, SADC	Investment watch list: <ol style="list-style-type: none"> 1. Target % of KZN foreign targets 	


= penetrate more















= defend






= develop


= watch

If the market is segmented using experience as the basis, it is easier to identify which geographic markets and target segments are applicable and it is thus a more focused approach to segmenting and to identify how to spend the marketing budget and how to go to market. **Figure 4.8** provides an example of segmenting the market based on core experiences and how this can be applied to eMadlangeni.

Figure 4.8 Example of a market segmentation grid by core experience

Experience	Market	Geographic Scope		Target segments
Nature-based holidays	Priority 1: Domestic	Core: <ol style="list-style-type: none"> 1. Within 150km radius 2. Gauteng 3. Rest of KZN 4. Mpumalanga 5. Free State   	Future potential markets: <ol style="list-style-type: none"> 1. Limpopo 2. Western Cape 3. Eastern Cape 	<ol style="list-style-type: none"> 1. New Horizon families (& VFR)  2. Spontaneous budget explorers (& VFR)  3. Seasoned Leisure seekers (& VFR)  4. Well-to-do <u>Mzansi</u> families (& VFR)  5. Established holiday families (& VFR)  6. VFR  7. School Groups 
	Priority 2: Europe, Americas, Asia, SADC	Investment watch list: <ol style="list-style-type: none"> 1. Target % of KZN foreign targets 		<ol style="list-style-type: none"> 1. <u>Wanderlust</u>ers 2. <u>NSSA</u> Explorers 3. VFR 4. Expat community based in Gauteng 

 = penetrate more
  = defend
  = develop
  = watch

Tourism Market Positioning Recommendations

This can be taken further in terms of developing positioning statements for each market segment as illustrated in **Figure 4.9**. The positioning statement is based on the format where the experience is stated first and then the location where the experience can be found in the municipality. The same statement is used for both foreign and domestic markets to be more cost effective in producing marketing material.

The tourism stakeholders agreed that the Balele mountains must be a key concept in all of the positioning statements. Given the significance and established branding of the Drakensberg tourist destinations as “The Berg” instead of referring to the Balele Mountains, positioning statements should rather use “Balelesberg”.

Figure 4.9 Example of positioning statements by core experience

<div> <div> Call to Action What can I experience? Where? </div> <div> Format Experience statement. Location </div> </div>		
Core / Key Experience	Market	Example of a positioning statement
Nature-based holidays	Priority 1: Domestic (core and opportunity)	Nature on your doorstep. Utrecht, Zulu Kingdom Relax in nature, Balelesberg, Zulu Kingdom Exceptional nature experience, Balelesberg, Zulu Kingdom Town in a Game Park. Utrecht, Zulu Kingdom Where nature is your back garden. Utrecht, Zulu Kingdom Naturally exceptional. Balelesberg, Zulu Kingdom Town in nature. Utrecht, Zulu Kingdom Birder's paradise. Balelesberg, Zulu Kingdom Exceptional birding variety. Balelesberg, Zulu Kingdom
Leisure events	Priority 1: Domestic (core and opportunity)	Challenge your mountain bike skills, Balelesberg, Zulu Kingdom Mountain biking – challenge the Balele. Balelesberg, Zulu Kingdom. Trail run in nature, Balelesberg, Zulu Kingdom Birding big day paradise! Balelesberg, Zulu Kingdom.

Tourism Marketing Tools Recommendations

Table 4.3 shows the range of marketing tools that are available to the municipality to market the destination to its various target markets. It also indicates which segments can be reached with these tools and the relative costs of using them and timeframe within which they can be mobilised or implemented. This is then followed by recommendations on which tools to prioritise for the municipality in **Table 4.4**.

Table 4.3 Marketing tools available to market eMadlangeni Municipality

Marketing Tool	Segments Reached	Cost	Implementation Timeframe
Website	All segments	Medium once-off cost to develop, also opportunity to generate advertising income. Medium cost to maintain.	Short term then medium term to maintain
Brochures & Maps	All segments	Medium	Short term
Events Programme	Primarily Domestic Event Tourists but also other segments	Medium	Short term
Public Relations	All segments	Low to Medium	Short term
Sales Representatives (incl. Area/Country offices)	All segments	High	Medium to long term
Memberships/Registrations	All segments	Medium	Medium to long term
Electronic brochures	All segments, specifically travel intermediaries	High once-off cost, but relatively cheap to update and re-produce	Short to medium term
Joint Marketing	All segments	Medium	Short to medium term
Familiarisation trips/hostings & Workshops	Primarily travel intermediaries	Medium to high	Medium term
Merchandising	Domestic Tourists Foreign Tourists	Medium (also an opportunity for revenue, SMME development and job creation)	Short to medium term

Marketing Tool	Segments Reached	Cost	Implementation Timeframe
Direct Mail / e-mail / sms campaigns	Special Interest Tourists (Niche) Domestic Event Tourists	E-mail costs time to send out and creation of database / costs of bulk sms	Medium term
Social media: Facebook, Twitter, etc	All segments	Low to medium but need to monitor continuously	Short term
Building Relationships with Tour operators	Mainly foreign and domestic leisure tourists	Low to medium	Medium term
Outdoor Promotion	Foreign and Domestic	Medium	Medium term
Advertising Campaigns	Domestic Tourists	High	Medium term
Tourism information offices	Foreign and Domestic tourists	High	Short to long term
Trade & Travel Shows (Exhibitions)	Foreign leisure tourists (trade) Domestic leisure tourists	High	Medium to long term

It is critical that a dedicated tourism website is developed for the municipality as this does not presently exist. The website should be separate from the municipal website (but it can have a link to the municipal website nonetheless). Another option is to work with the Amajuba district to host a district-wide website for tourism. Other priorities in terms of marketing tools are shown in the following table.

Table 4.4 Suggested primary marketing tools for eMadlangeni Municipality

Market	Primary Marketing Tool Recommendations
Domestic	<ul style="list-style-type: none"> Public relations (editorials and articles in travel magazines such as Getaway, Country Life, Weg, etc.) and lifestyle TV shows Events programme Direct Mail/E-mail/sms Campaigns Website (tourism website and other tourism/travel related sites) with social media links, as well as links to TKZN's website and niche tourism websites (e.g. Birdlife SA) – critical requirement Brochures & Maps; Electronic Brochures on 'what to do and what's coming' that is updated continuously and left at

Market	Primary Marketing Tool Recommendations
	existing establishments and provided electronically on the website
Foreign	<ul style="list-style-type: none"> • Building Relationships with Tour operators • Joint Marketing Activities with the Amajuba district • Familiarisation trips/hostings & Workshops (but only jointly with Amajuba district) • Website (tourism website and other tourism/travel related sites) with social media links, as well as links to TKZN's website and niche tourism websites (e.g. Birdlife SA) – critical requirement

It is recommended that various media (including both local journalists and tourism-specific journalists) be invited to visit eMadlangeni once new developments and improvements are complete to ensure that the municipality is portrayed in the best possible light.

Tourism Marketing Channels Recommendations

Table 4.5 provides recommendations on the primary marketing channels to be used for the eMadlangeni Municipality.

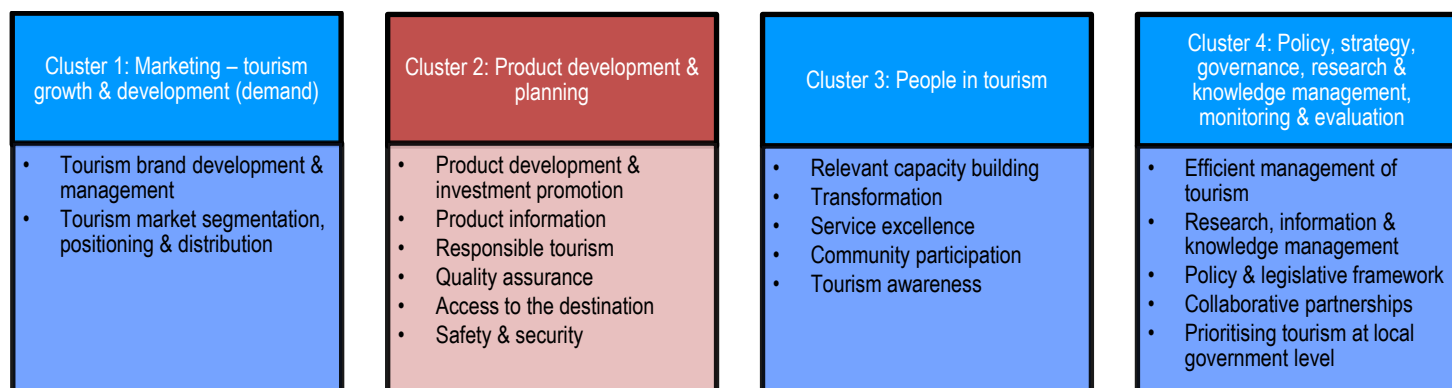
Table 4.5 Suggested primary marketing channels for eMadlangeni Municipality

Market	Broad Channel Recommendations
Domestic	<ul style="list-style-type: none"> • Primary channel would remain directly with product owners thus strictly promotional channel only • Establish direct channels with niche associations, product owners, etc. Strictly promotional channel only. • Establish direct channels with tourism route associations (e.g. Open Africa, Battlefields Route, N3 Gateway Route). Strictly promotional channel only.
Foreign	<ul style="list-style-type: none"> • Strengthen relationships with existing South African inbound tour operators to expand scenic/natural beauty and other niche offerings • Establish direct channels with niche associations, product owners, etc. Strictly promotional channel only. • Establish direct channels with tourism route associations (e.g. Open Africa, Battlefields Route, N3 Gateway Route). Strictly promotional channel only.

Market	Broad Channel Recommendations
	<ul style="list-style-type: none"> Strengthen relationships with Utrecht in the Netherlands and UK residents interested in the war history.

4.4.2 Cluster 2: Product Development & Planning

The recommendations in order to improve the product/experience offering of the municipality are detailed in the following section and are aligned to those contained in the KZN TMP and district tourism strategy where relevant. The strategic thrusts identified for cluster 2 are shown in red:



4.4.2.1 Strategic Thrust 1: Product Development & Investment Promotion

In the Situation Analysis Report, a number of product weaknesses and gaps were identified. This strategic thrust is therefore aimed at addressing these from a product development/supply perspective. The district tourism strategy places primary importance on the development of the meetings, conferences and events market in the district. We have incorporated certain elements of the strategic actions in this regard in **Table 4.6**.

Table 4.6 provides the strategic actions for strategic thrust 1.

Table 4.6 Strategic actions for strategic thrust 1 for product development & investment promotion

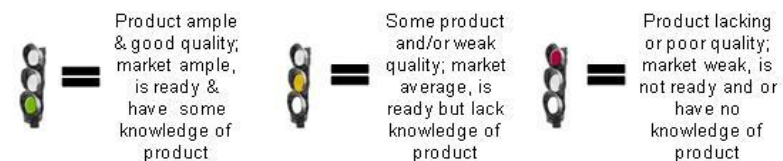
Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Product development & investment promotion	2.1	Develop product development plan for eMadlangeni	a.	Based on tourism experiences identified for eMadlangeni, undertake a product gap analysis to satisfy each experience (particularly core and key support experiences). Identify both product development and upgrade/improvement needs.
			b.	Prioritise locations for product development, type of development needed as well as likely developer (i.e. public sector – national, provincial, local – or private sector).
			c.	Prioritise locations for product upgrading/improvement.
	2.2	Implement product development and investment plan in respect of local municipal tourism assets	a.	Liaise with the relevant departments/agencies to identify process for and challenges in proceeding with product development/improvement.
			b.	Develop business plans/feasibility studies for key projects that have a strong government asset base – particularly the Balele Game Park and Utrecht Country Club.
			c.	Lobby for these tourism product development projects (particularly catalyst projects) to be included in the IDP and allocated sufficient funding for implementation or undertake funding drive.
			d.	Execute the large scale government asset based product/project development projects.
	2.3	Encourage private sector to develop product gaps identified in product development plan or determine collaboration projects	e.	Improve government owned and managed tourism infrastructure by upgrading of facilities and services of local government owned and managed tourism infrastructure and encourage provincial government to upgrade their owned facilities and services (this extends to Ezemvelo and Amafa facilities/assets, where relevant).
			a.	Advise the private sector by way of associations and public access documentation of the existence and content of the product development plan and advise of any government related product development initiatives.
			b.	Encourage the private sector, through continuous engagement by way of associations, to undertake required product improvements and developments.

... strategic clusters, thrusts & actions



Strategic Thrust	eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	
			c. Engage with the private sector to determine their requirements in terms of incentives that local government has the power to address. Investigate the potential to offer incentives to private sector to facilitate product development.

In order to assist the Municipality in prioritising product development, the following assessment is provided to determine priorities in line with the core/key experiences and some of the key niche experiences of the Municipality (**Table 4.7**).



Table 4.7 Assessment of product readiness in eMadlangeni Municipality



Core / Key Experiences	Product/Market Readiness	Tourism Resources Development/Upgrading Requirements	Infrastructure Development/Upgrading Requirements	Tourism Activity Development/Upgrading Requirements	eMadlangeni Development Node
Scenic/nature/ outdoor recreation		<ul style="list-style-type: none"> • Increase picnic facilities and upgrade existing picnic or day visitor facilities • Develop scenic view spots • Expand/improve tourism support facilities, such as restaurants, accommodation, tourism shopping and entertainment at key visitor nodes where such is lacking • Improve/increase activities available at the Balele Game Park • Improve facilities for avi-tourism • Link to events programme • Link to outdoor action/soft adventure • Link to tourism routes 	<ul style="list-style-type: none"> • Signage (easy to read & follow) • Tourism Information, including maps • Road upgrading (particularly dirt roads and some rural tar roads) • Scenic view spots • Public transport access • Safety and security at picnic spots and scenic view spots 	<ul style="list-style-type: none"> • Organise mini events with attached shopping, eating and entertainment activities at key tourism nodes in peak visitor periods (i.e. non-permanent structures/activities). • During peak times organise shopping, eating and entertainment activities at key recreation spots (i.e. non-permanent or mobile structures/activities). 	<ul style="list-style-type: none"> • Balele Game Park • Balele Mountains • Zaaihoek Dam • Scenic view points located on national, provincial or district roads • Birding hotspots • Scenic roads between Utrecht and Wakkerstroom & Groenvlei and Paulpietersburg


Core / Key Experiences	Product/Market Readiness	Tourism Resources Development/Upgrading Requirements	Infrastructure Development/Upgrading Requirements	Tourism Activity Development/Upgrading Requirements	eMadlangeni Development Node
Farm Holidays / Agri-tourism		<ul style="list-style-type: none"> • Increase locations available to visitors to experience farm life • Encourage tourism operators to use local farm produce where relevant • Develop events specific to farms – e.g. an event where farm workers can show off their horsemanship in races, obstacle courses, undertaking specific farm activities, etc. • Develop a 'kibbutz'-like¹ farm where visitors can volunteer their labour for the experience of working on the farm. This can be done as a community project – involving both agriculture development and tourism. • Link to events programme • Link to outdoor action/soft adventure • Link to tourism routes 	<ul style="list-style-type: none"> • Signage (easy to read & follow) • Tourism Information, including maps • Road upgrading (particularly dirt roads and some rural tar roads) • Safety and security 	<ul style="list-style-type: none"> • Farm tours in different locations, including the proposed agri-villages on community land • Farming experiences for visitors (e.g. milking cows, herding cattle on horseback, etc.) • Farming volunteerism (Kibbutz style) • Ensure that accommodation facilities offered on farms comply with quality standards and other legislative requirements 	<ul style="list-style-type: none"> • Throughout the municipal area
Leisure Events		<ul style="list-style-type: none"> • Develop a dedicated events strategy and programme, as well as events that are uniquely or authentic to eMadlangeni – starting with one key event • Events to be attached to most of the other experiences, i.e. recreation/picnic festivals, cultural festivals, outdoor action events (i.e. cycle races, walks, hikes, road races, birding weekends, photography courses etc.) • Develop an event loyalty scheme that would drive up visitor numbers to eMadlangeni 	<ul style="list-style-type: none"> • Tourism information, including maps • Public transport access • Upgrade and maintenance of key facilities • Safety and security at events • Mobile ablution facilities and electricity generators for events 	<ul style="list-style-type: none"> • As is relevant to events organise shopping, eating and entertainment activities at key event nodes (i.e. mobile or non-permanent structures/activities) • Advertise permanent cultural/heritage facilities by taking mobile or non-permanent cultural/heritage activities/facilities to event nodes • Encourage the take-up of other tourist activities in the area by 	<ul style="list-style-type: none"> • Throughout the Municipality but primary event venues will include: <ul style="list-style-type: none"> • Balele Game Park • Utrecht Museum • Zaaihoek Dam • Various farms • Community villages with suitable space • Other venues to be added as needed

¹ In Israel, the kibbutz concept is based on a community with similar values and goals that work together for the greater good of the community. It was traditionally an agricultural community though have now shifted to also include manufacturing and other technology.

Core / Key Experiences	Product/Market Readiness	Tourism Resources Development/Upgrading Requirements	Infrastructure Development/Upgrading Requirements	Tourism Activity Development/Upgrading Requirements	eMadlangeni Development Node
		<p>(i.e. coupon system – come to 2 events and entry is free in the 3rd event, stay over in the area and event entry is free, etc)</p> <ul style="list-style-type: none"> Develop a Municipal Events Policy 		event visitors (packaging/loyalty coupon system)	
Birding / avi-tourism		<ul style="list-style-type: none"> Identify birding hot-spots in the municipality and plot these on a map Develop bird hides at these locations Maintain a species list of birds that have been seen / could be seen in the area Link to events programme Link to tourism routes 	<ul style="list-style-type: none"> Signage (directional signage which is easy to read & follow and interpretive signage where relevant) Tourism Information, including maps and bird lists² Road upgrading (particularly dirt roads in mountainous areas) Safety and security 	<ul style="list-style-type: none"> Train community bird guides through Birdlife South Africa Organise birding events – e.g. the eMadlangeni Birding Big Day³ initiative or host competitions for bird clubs from elsewhere in SA Organise bird counting competitions and encourage local birders to blog on the tourism website about their birding experiences 	<ul style="list-style-type: none"> Throughout the municipality, with emphasis on the birding hotspots
Adventure experiences		<ul style="list-style-type: none"> Upgrade existing facilities that are not of adequate quality Expand the types of action/adventure offered Link to events programme Link to tourism routes 	<ul style="list-style-type: none"> Signage (easy to read and follow) Tourism Information, including maps Safety and security at some key outdoor spots Road upgrading (particularly dirt roads in mountainous areas) 	<ul style="list-style-type: none"> If possible offer these action/adventure activities at other venues to showcase the Outdoor Action/Adventure facilities, i.e. at events (packaging/loyalty coupon system) Offer adventure camps for school groups and include activities such as raft building, abseiling, etc. 	<ul style="list-style-type: none"> Balele Mountains Balele Game Park Zaaihoek Dam Scenic roads between Utrecht and Wakkerstroom & Groenvlei and Paulpietersburg Careful selection of action orientated locations (particularly on community land) for expansion elsewhere

²² Link to the University of Cape Town's citizen science South African Bird Atlas Project to update the number of species on an ongoing basis.

³ An annual Birdlife South Africa event to identify as many birds as possible within a 24-hour period in teams across the country.









Core / Key Experiences	Product/Market Readiness	Tourism Resources Development/Upgrading Requirements	Infrastructure Development/Upgrading Requirements	Tourism Activity Development/Upgrading Requirements	eMadlangeni Development Node
Cultural / heritage		<ul style="list-style-type: none"> • Develop and host frequent cultural events that can showcase cultural/heritage facilities/activities in Utrecht and surrounding areas (see also Events) • Improve the cultural tourism product and increase marketing of available products • Improve interpretation and offerings at museums and other built environment assets • Develop an interpretive strategy for eMadlangeni • Improve contemporary interpretation of cultural/heritage assets • Address issues around land ownership/management of sites • Change the opening hours of important sites, e.g. museums, to fit in with visitor needs • Improve arts and crafts • Link to events programme • Investigate the potential to develop an interpretive visitor centre • Link to tourism routes 	<ul style="list-style-type: none"> • Signage (directional, informational and interpretive) • Tourism Information, including maps • Maintenance and repairs of heritage assets • Scenic view spots 	<ul style="list-style-type: none"> • Advertise permanent cultural/heritage facilities by taking mobile or non-permanent cultural/heritage activities/facilities to busy visitor nodes during peak periods (can also take to nearby shopping centres for marketing purposes) 	<ul style="list-style-type: none"> • Utrecht Museum • Dutch Reformed Church • Shaw and Rothman houses • Utrecht Town Hall • Magistrate's Court • Uys House • Old cemetery • Anglican church • Monuments • Careful selection of built environment heritage assets • Improved real cultural experiences

The following product opportunities have been identified within the core/key experiences provided in Table 4.7. Each product opportunity has been scored based on its potential impact on the core/key experiences and according to impact criteria. The products with the highest rankings will then be taken forward for the implementation planning phase.

Tables 4.8 and 4.9 provide the product opportunities identified and the scoring system.

Table 4.8 Identified project opportunities for eMadlangeni Municipality related to product development

Core Project Opportunities		Experience Impacted					
Project #	Project Description	Scenic / nature / outdoor recreation	Farm Holidays / Agri-tourism	Leisure events	Birding / avi-tourism	Adventure experiences	Cultural / heritage
1.	<u>Events Programme</u> <ul style="list-style-type: none"> Identify one key event to be developed and expanded as a signature annual event in eMadlangeni – and check for potential clashes with other events in nearby destinations Events Programme including small and large events (develop event themes and an event schedule) Obtain event or events programme sponsors to enable marketing to visitors from outside eMadlangeni to realise economic benefit from the event. Organise and host events or outsource where necessary Develop Event Loyalty Scheme, i.e. coupon system (come to two events and enter 3rd event for free; sleep over in the area and entry to event is free, etc.) Link events in eMadlangeni to events in neighbouring Newcastle (e.g. Agricultural Show) and elsewhere (e.g. Wakkerstroom). Link Events & adventure activities (e.g. mountain biking, 4x4 trips, trail runs, etc.) and have regular events of this kind. Adventure activities thus become one of the list of events on the annual event schedule. Use events to drive geographic spread of visitors, i.e. mini events such as an organised birding in areas belonging to communities every quarter. Package products together to create economy of scale, i.e. use local transport operators and guides and include in the package accommodation in the area, etc. Take the package to market rather than just the event where visitors have to make their own arrangements 	👍	👍	👍	👍	👍	👍
2.	<u>Revitalise Balele Game Park & Country Club</u> <ul style="list-style-type: none"> Upgrade and expand the existing facilities to develop the Balele Game Park and Country Club into a mid-market family-orientated resort that caters for weekend and other leisure visitors. Ensure that the resort offers a mix of accommodation, restaurant/s and activities, as well as facilities for hosting events such as school adventure camps and festivals. Expand the camping grounds and ablution facilities. Develop a range of activities in the game park, including game drives, nature walks, 4x4 routes, mountain bike trails, hiking trails, etc. The activities could be developed with the local communities (e.g. one community owns the game drive vehicles and employ the driver guides for game drives). 	👍		👍	👍	👍	

Core Project Opportunities		Experience Impacted					
Project #	Project Description	Scenic / nature / outdoor recreation	Farm Holidays / Agri-tourism	Leisure events	Birding / avi-tourism	Adventure experiences	Cultural / heritage
3.	<u>Infrastructure for birding / avi-tourism</u> <ul style="list-style-type: none"> Identify various birding hotspots (where a great variety, or special species of birds can be observed) within eMadlangeni. Develop bird hides in these locations to allow birders to observe the birdlife from a comfortable location without disturbing the habitat. These hides can also be promoted to photographers through voluntary associations. Organisations that support conservation in birdlife could be approached to sponsor the hides. Develop basic camping and/or self-catering accommodation at or near these bird hides for use by birders, photographers and others. This could include accommodation in communities and it could also be developed as mobile accommodation options in the form of motorhomes or caravans that can be moved around to different locations to provide additional accommodation when needed for events. Identify young people within the eMadlangeni communities who are interested in birding and train them as bird guides. Also equip them with binoculars and digital bird and other nature guides or books. Capture the birding hot spots in GIS and develop a birding tourism map for eMadlangeni with contact details of the bird guides. Ensure that the map and bird guide contact details are available on the website and link it to the Birdlife South Africa and Birdlife Northern Natal websites. Include the bird hides in birding events 						
4.	<u>Scenic Outdoor Recreation and Tourist Facilities</u> <ul style="list-style-type: none"> Develop picnic / outdoor recreation establishments/resorts in key nodes (e.g. Balele Game Park) Develop activities in key nodes (e.g. bird watching at Zaaihoek Dam) Develop viewpoints in scenic locations (e.g. overlooking Utrecht) and set up a 'selfie' site where visitors can take pictures Tie in with events programme Tie in with mobile activity programme Tie in with tourism routes 						

Core Project Opportunities		Experience Impacted					
Project #	Project Description	Scenic / nature / outdoor recreation	Farm Holidays / Agri-tourism	Leisure events	Birding / avi-tourism	Adventure experiences	Cultural / heritage
5.	<u>Mobile Activity Packaging Programme</u> <ul style="list-style-type: none"> Develop mobile visitor activities connected to the experiences in the Municipality, i.e. scenic/nature, outdoor action, sports & cultural/heritage. These will operate on a similar basis to mobile clinics that provide services to communities in a location that is convenient for them, but instead these will provide services to visitors in locations that are convenient for them, such as at an event. Develop mobile visitor support activities such as shopping, eating and entertainment activities (e.g. food carts, stalls for selling crafts, etc.) Package these activities to be used at events Package these activities to be used at facilities in the Municipality, i.e. using mobile outdoor action or cultural/heritage interactive activities from the area at events Use the mobile activities for marketing purposes by showcasing the area at exhibitions and shopping centres in and outside the Municipality (e.g. exhibiting at Getaway) 	👍	👍	👍	👍	👍	👍
6.	<u>Holiday Camp</u> <ul style="list-style-type: none"> Develop a holiday camp for children on a farm or elsewhere in a rural setting close to Utrecht. This could also be within the Balele Game Park. This would be equivalent to the summer camps that are popular in the US and would give children an enriching experience whilst they are on school holidays. Out of season, the camp can be used for team building events. (Or it could be combined with the camp detailed below) Benchmark against existing summer camps overseas and those already in South Africa, e.g. Sugar Bay on the KZN north coast. 	👍	👍	👍		👍	👍
7.	<u>Farm / Agri-holiday camp for Volunteers</u> <ul style="list-style-type: none"> Develop a farming operation (could be similar to existing farming operations in the area or something unique (e.g. organic herbs, alpacas, etc.) with the local community where visitors from overseas and elsewhere in South Africa can volunteer their time and expertise to build it into a sustainable business that supports the community. The project can also be a place where agriculture students can undergo practical experience to support their studies. The farm can supply the local tourism industry with fresh produce, and conduct tours for visitors as an additional source of income. Benchmark against existing projects of a similar nature overseas and those already in South Africa. 		👍	👍			👍

The identified project opportunities presented in **Table 4.8** were then scored on a scale of 1-3 (3 = high and 1 = low) based on the following criteria in order to prioritise the opportunities and identify those to be carried forward to the next phase of the tourism strategy, i.e. implementation plan:

- Impact on core/key experiences;
- Potential for IDP listing/funding;
- Supporting Municipal objectives;
- Supporting Amajuba/KZN strategy;
- Likely market interest if the private sector funded; and
- Market readiness.

Table 4.9 provides the results of the assessment. The top rated projects are therefore:

1. Revitalise Balele Game Park
2. Scenic outdoor recreation and tourist facilities;
3. Events programme / Agriculture volunteer project
4. Infrastructure for birding / avi-tourism / Holiday camp.

Table 4.9 Scoring of project opportunities for eMadlangeni Municipality

Core Project Opportunities		Criteria						
Project #	Project Name	Impact on Core/Key Experiences	Potential for IDP Listing / Funding	Supporting Municipal Objectives	Supporting Amajuba/KZN Strategy	Likely Market interest if Private Sector funded	Market Readiness	TOTAL
1.	Events Programme	3	2	3	3	2	2	15/18
2.	Revitalise Balele Game Park and Country Club	3	3	3	3	2	2	16/18
3.	Infrastructure for birding / avi-tourism	2	3	2	2	2	3	14/18
4.	Scenic Outdoor Recreation and Tourist Facilities	2	3	3	3	2	3	16/18
5.	Mobile Activity Packaging Programme	3	1	2	2	1	3	12/18
6.	Holiday Camp	1	2	3	3	2	3	14/18
7.	Agriculture Volunteer project	3	3	3	2	2	2	15/18

4.4.2.2 Strategic Thrust 2: Product Information

Product information relates to the provision of tourism information to visitors to the eMadlangeni area. This strategic thrust also relates to ensuring that tourism information officials are adequately trained to handle visitor enquiries professionally and efficiently.

Table 4.10 provides the strategic actions for strategic thrust 2.

Table 4.10 Strategic actions for strategic thrust 2 for product information

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Product information	2.4	Develop and implement a local structure, linked with the district/provincial/national structures, for tourism information provision which covers information provision on all municipal and possibly also all KZN tourism products and experiences. Ensure that this structure links with the national, central electronic database.	a.	Structure design to link with national design such that all are accredited, uniformly branded information centres (ideally a mobile centre linked to the Internet), i.e. must align to the National Visitor Information Centre Framework.
			b.	Implement tourism signage permissions and standards (by-laws), linked to national permissions and standards, including the use and ownership of the sign.
			c.	Manage tourism information centres and ensure local information centres fit in with the uniformly branded national designs.
			d.	New office opening hours for the information office/s must be enforced, i.e. open at least 6 days per week (preferably until 6 pm) with an emergency contact number for after hours enquiries.
			e.	Develop a visitor guide and map for eMadlangeni (initially only in English, to limit costs), as well as self-guide information packs. Develop and link information/interpretive signage to visitor guides.
			f.	As the area is too small for a full-time tourism information office staffed by a municipal official, the private sector – together with trained bird guides and other guides and representatives of the private sector could draw up a schedule to 'man' the information office, which is likely to be a mobile information centre.
	2.5	Training of tourism information officials	a.	Link with NDT training programmes for tourism information officials and ensure that all persons responsible for staffing the information centre are appropriately trained.
			b.	Ensure that internships are provided to local learners (tourism) and students (tourism) at tourism information centres.
			c.	Enforce mandatory site and study area visits for all tourism officials/staff, including casual staff, interns and tourism ambassadors. Ensure that officials have personally visited the major attractions, facilities and establishments in the Municipality so that they have a working knowledge of the area. This will also assist in building relationships with trade.

4.4.2.4 Strategic Thrust 3: Responsible Tourism

This strategic thrust is aimed at fostering responsible tourism in eMadlangeni Municipality and aims to address the key elements of responsible tourism as defined in the Responsible Tourism Manual for South Africa, i.e.:

- *“Developing, managing and marketing tourism in ways that create competitive advantage;*
- *Assessing and monitoring the environmental, social and economic impacts of tourism developments, and openly disclosing information;*
- *Ensuring the active involvement of communities that benefit from tourism, including their participation in planning and decision-making and the establishment of meaningful economic linkages;*
- *Maintaining and encouraging natural, economic, social and cultural diversity; and*
- *Avoiding waste and over-consumption, and promoting the sustainable use of local resources”.*

Table 4.11 provides the strategic actions for strategic thrust 3.

Table 4.11 Strategic actions for strategic thrust 3 for responsible tourism

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Responsible tourism	2.6	Promote adherence to 'responsible tourism' standards and guidelines (SANS 1162)	a.	Promote adherence to universal access standards by existing and new tourism products.
			b.	Support implementation of training programmes, developed nationally and provincially, for responsible tourism practices "how to guides".
			c.	Promote awareness of responsible tourism among tourism businesses and encourage participation of tourism enterprises in "green" or "responsible" tourism accreditation programmes.
	2.7	Implement 'responsible tourism' standards and guidelines	a.	Ensure the usage of responsible tourism messages in the marketing of the Municipality.
			b.	Ensure/ encourage all new structures within the eMadlangeni tourism industry and particularly structures that are government assets to comply with the "green buildings" guidelines/ principles.
			c.	Ensure that local government initiatives continuously focus on "cleaning-up" the area - making services and facilities environmentally friendly, responsible, neat and tidy.
			d.	Continue to participate in the 'cleanest town' competition and implement programmes to ensure that eMadlangeni and its surrounding areas are kept clean.

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
			e.	Investigate the potential to establish recycling programmes at all tourism attractions and facilities in the Municipality.

4.4.2.5 Strategic Thrust 4: Quality Assurance

The Tourism Industry Assessment Report identified certain inconsistencies in product standards in the Municipality. The level of formal tourism grading in the Municipality of 37% is considered very low and requires significant improvement in the future.

Table 4.12 provides the strategic actions for strategic thrust 4.

Table 4.12 Strategic actions for strategic thrust 4 for quality assurance

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Quality assurance	2.8	Encourage participation in the national grading scheme	a.	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 within the Municipality.
			b.	Ensure that the Municipality only supports graded organisations for government use/ events, etc. Also ensure that graded establishments are supported in respect of eMadlangeni tourism marketing activities.
			c.	Conduct awareness campaigns with local businesses on tourism grading and assist with queries regarding grading and compliance issues.
	2.9	Encourage visitors to comment on grading and quality of service, services and facilities	a.	Ensure that the TGCSA's customer feedback system is included in visitor information, information centres, etc. so that customers can provide feedback.

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
	2.10	Measure the levels of service provision in the Municipality	a.	Link to the national service index and monitor the Municipality's performance against this. Also include visitor satisfaction ratings in ad-hoc visitors surveys to be undertaken by the Municipality.

4.4.2.6 Strategic Thrust 5: Access to the Destination (Hard Infrastructure & Transport)

Accessibility to the Municipality is in general fairly good in the Municipality with the major complaint from visitors being around the high levels of road construction. Tourism signage also requires attention in the Municipality and this strategic thrust provides actions of how to deal with this.

Table 4.13 provides the strategic actions for strategic thrust 5.

Table 4.13 Strategic actions for strategic thrust 5 for access to the destination

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Access to the destination (hard infrastructure & transport)	2.11	Improve road access to and within the Municipality	a.	Conduct an assessment of road upgrades needed en route to major tourism attractions, products and facilities. Identify upgrade requirements and communicate this to the relevant transport authority, e.g. provincial. Prioritise the upgrade of roads that link tourist attractions and facilities.
	2.12	Improve transport options to access the Municipality and within the area	a.	Investigate the potential and requirements to attract transport operators for niche markets to include eMadlangeni on their trip itineraries, e.g. the Baz Bus.
	2.13	Improve signage	a.	Conduct a tourism signage audit in the Municipality.
			b.	Develop a municipal policy or by-laws on tourism signage.
			c.	Liaise with the industry to determine their needs in terms of tourism signage and assist them to unblock municipal barriers where possible.
			d.	Remove all illegal tourism signage from the Municipality.

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
			e.	Work with the Amajuba district to develop educational material to distribute to the industry about tourism signage regulations, policies and procedures.
			f.	Ensure that directional signage is provided to major attractions, products and facilities in the Municipality.
			g.	Upgrade/update all outdated tourism signage in the Municipality.
			h.	Provide 'welcome' signs and upgrade tourism information boards at key gateways to eMadlangeni, e.g. on the R34 from Newcastle to Utrecht and from Vryheid to Utrecht etc. Also include such signage on gravel roads from Wakkerstroom and Paulpietersburg.
			i.	Refer to the product development and investment strategic thrust for sub-actions relating to interpretive signage and the interpretive strategy.
	2.14	Public transport to tourism attractions and facilities	a.	Investigate the potential to provide scheduled tours/transport within the Municipality to major tourism attractions and facilities.

4.4.2.7 Strategic Thrust 6: Safety & Security

It is imperative that visitors to the Municipality perceive that they are safe when travelling in the area. An effort must also be made to prevent crime against visitors and any incidents must be dealt with sensitively and immediately in order to avoid any negative press for the area.

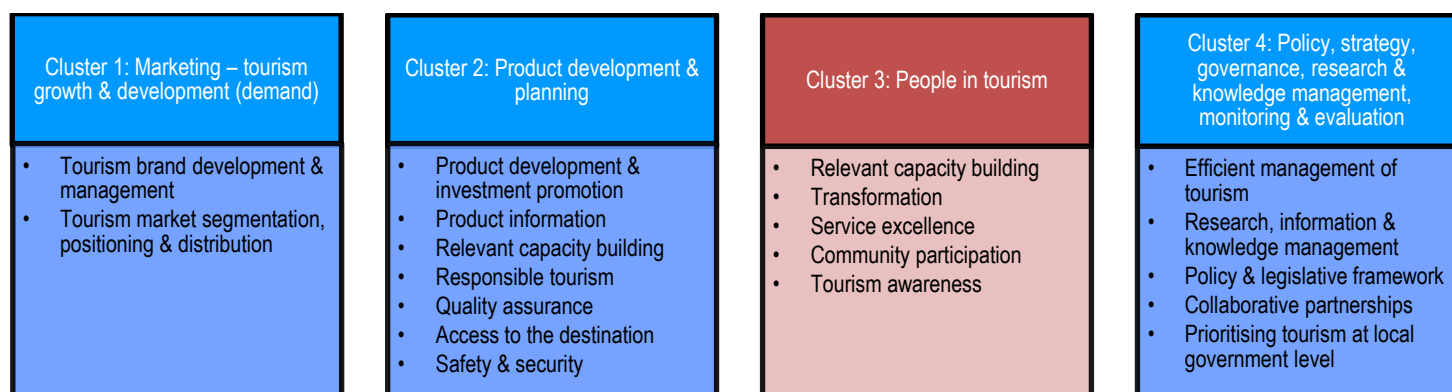
Table 4.14 provides the strategic actions for strategic thrust 6.

Table 4.14 Strategic actions for strategic thrust 6 for safety & security

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Safety & security	2.15	Support the national and provincial safety campaigns	a.	Review and implement the recommendations of the KZN Tourism Safety and Awareness Strategy at a local level.
			b.	Formalise relationships with the national Tourism Safety Initiative (TSI) by way of provincial government.
			c.	Establish and strengthen safety and security relationships and partnerships within the Municipality to ensure the implementation in the Municipality of the national tourism safety and awareness strategy.
			d.	Support a youth safety and ambassador programme, deployed to tourism areas and/or hotspots. Couple safety with the responsibility of maintaining cleanliness in the area, and link this to private sector tourism operators and guides.

4.4.3 Cluster 3: People in Tourism

This strategic cluster relates to the development of human capital within the tourism sector as well as the need to entrench a culture of service excellence within the industry. The following strategic thrusts relate to this cluster (shown in red):



4.4.3.1 Strategic Thrust 1: Relevant Capacity Building

Human resource development is required in order to strengthen the skills base of the tourism sector in the Municipality and there needs to be priority placed on providing relevant training and capacity building in line with industry needs. This strategic thrust includes capacity building of local government officials and skills development/training for the existing and future hospitality and tourism workforce. The successful implementation of this strategic thrust will be dependent on partnerships being forged between the industry, government and relevant training institutions.

Table 4.15 provides the strategic actions for strategic thrust 3.

Table 4.15 Strategic actions for strategic thrust 1 for relevant capacity building

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Relevant capacity building	3.1	Implement NDT capacity building programmes for local government	a.	Through EDTEA link in with NDT audit of local government skills and ensure that the NDT training programmes targeted at local government officials to address skills gaps and shortages identified is undertaken in the Municipality. Assist EDTEA/NDT with the roll-out of tourism awareness and training programmes among all local government councillors and management members in the Municipality.
	3.2	Ensure that tourism is an important criterion in infrastructure development planning	a.	Identify key infrastructure projects in the Municipality and liaise with relevant responsible agencies/municipal departments to prioritise these projects.
			b.	Ensure that tourism development is a key factor considered when an infrastructure project is included in the Municipality's IDP.
			c.	Implement NDT mechanisms to encourage participation in local tourism organisations.
	3.3	Manage and implement a human resources development strategy	a.	Implement any components of the national and provincial tourism human resource development strategy that is relevant to tourism in eMadlangeni.
			b.	Engage with regional and local associations to promote formal training, improve the quality of the people working in the industry and ensure an increased intake of tourism graduates.
			c.	Engage with tourism training institutions in the district to improve course content and quality of tourism graduates. Identify required and scarce skills for the Municipality, related to core tourism experiences, and communicate to training sector and promote delivery of relevant courses appropriately structured
			d.	Investigate the potential to incentivise tourism students to excel at their courses, e.g. bursaries, rewards.
			e.	Investigate the potential to offer bursaries/scholarships to promising tourism students to complete/undertake their studies.
	3.4	Engage with Cathsseta and EDTEA to implement specific training programmes in eMadlangeni	a.	Identify through interaction with the tourism stakeholders in the Municipality specific training needs across the Municipality, with an emphasis on improving skills and quality of service delivery and engage with EDTEA/Cathsseta to identify an opportunity to roll-out a mass training programme, supported by the SETA, for all relevant employees in the Municipality.
			b.	Link with the national roll-out of a customer relations training programme for all travel and tourism employees (service excellence training).
	3.5	Encouraging participation of youth in tourism	a.	Encourage the industry to take on leadership/ apprenticeship learnerships. Consider incentivising industry to take-on learners and youth in learnership programmes. Continue with learnership intake within the Municipality.

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
			b.	Participate in the national/provincial tourism careers' expo and take learners from the Municipality to these events.
			c.	Create a platform for schools, training institutions and the industry to engage on skills development issues.
			d.	Improve tourism and hospitality career choice perception and career information for school learners across all subject choices to increase intakes to tertiary and vocational courses. Ensure that a realistic view is provided of the industry to prepare learners for the realities of the working in the industry.
			e.	Assist with job placement of youth with an interest/qualification in tourism and hospitality.
	3.6	Engage with the private sector to assist with capacity building	a.	Through the eMadlangeni CTO, engage with the industry on potential partnerships to provide learnerships and mentorships for existing tourism/hospitality stakeholders, e.g. Adopt a Tourism Business Programme.

4.4.3.2 Strategic Thrust 2: Transformation

Transformation of the tourism industry is considered critical to the future success of the industry. Whilst a certain degree of organic growth in transformation is expected to occur in the industry over time, some interventions have been identified in order to assist with the process.

Table 4.16 provides the strategic actions for strategic thrust 2.

Table 4.16 Strategic actions for strategic thrust 2 for transformation

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Transformation	3.7	Conduct a baseline study on transformation	a.	Lobby the Amajuba district or EDTEA to appoint a service provider to conduct a baseline study on transformation in the industry throughout the district or the province.
	3.8	Develop and implement strategies to promote businesses	a.	Work with local associations to promote transformation and implement BBBEE scorecards.

Strategic Thrust		eMadlangeni Strategic Action	eMadlangeni Strategic Sub-Action	
		with a BBBEE scorecard and encourage businesses to improve their scores and reach the tourism charter targets	b.	Promote diversity in eMadlangeni tour packages/ excursions.
			c.	Encourage local government department procurement from BBBEE rated/ compliant tourism enterprises.
	3.9	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	a.	Ascertain the levels of skills demand for the Municipality by taking part in provincial and national initiatives.
			b.	Assist in the development of required capacity in designated groups.
			c.	Work with the private sector and encourage the development of black personnel in line with the skills needs of the Municipality. Offer incentives to private sector entities engaged in relevant skills development for black employees/ learners - couple with Cathsseta initiatives and also in respect of eMadlangeni collaborative marketing initiatives.
	3.10	Work with national and provincial programmes to encourage black entrepreneurs to enter the industry and own and operate businesses throughout the sector. Provide necessary support to these entrepreneurs	a.	Establish linkages for tourism businesses in eMadlangeni with the national mentorship programme for entrepreneurs in the tourism industry. This would allow local small businesses to be mentored by established businesses.
			b.	Ensure that black owned SMMEs are incorporated into eMadlangeni marketing campaigns and TEP programmes.
			c.	Link to provincial and district business support programmes – build on the base of, and support the TEP programme; include mentorships, incubators, access to funding, and understanding of product opportunities and cover SMMEs, co-operatives and other community structures where relevant to the Municipality.
	3.11	Improve the tourism ambassador programme in the Municipality	a.	Hold meetings with the industry to determine the positive and negative aspects of the existing tourism ambassador programme and identify solutions to problems experienced.
			b.	Ensure that there is funding available to continue with the programme.
			c.	Implement a monitoring and evaluation system of tourism ambassadors to track their performance and ensure that there are consequences for poor performance.
			d.	Develop more stringent criteria for the selection of tourism ambassadors and conduct in-depth interviews with potential candidates before allowing them to participate in the programme. Allow the private sector to participate in the interview process.

4.4.3.3 Strategic Thrust 3: Service Excellence

The objective of this strategic thrust is to ensure that every visitor leaves the destination having experienced the warmth of the people and superior service excellence. This is summarised in the following extract from the KZN TMP:



Source: KZN TMP

Table 4.17 provides the strategic actions for strategic thrust 3.

Table 4.17 Strategic actions for strategic thrust 3 for service excellence

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Service excellence	3.12	Support the national service satisfaction/ excellence programme	a.	Support the province's initiatives in respect of the national service satisfaction study.
			b.	Measure and monitor ongoing local performance by way of ad hoc visitor surveys and communicate to private sector.
			c.	Use results of the Municipality's provincial performance to identify training needs and ensure implementation of appropriate training programmes to improve service excellence.
			d.	Encourage participation in provincial and national Service Excellence Awards, linked to the national Service Excellence Month.
			e.	Support the implement of the national employee awareness campaign to encourage improved service.
			f.	Support the 'legends of service' programme at a provincial level to encourage improved service and publicise awards made within the area.
	3.13	Tourism consumer feedback system	a.	Link to the national tourism consumer feedback system and implement on district level and feed back 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.
	3.14	Recognise service excellence in tourism	a.	Support provincial and district awards events to recognise service excellence in tourism.
	3.15	Tourism grading	a.	Refer to Table 4.10 for the sub-actions related to tourism grading.

4.4.3.4 Strategic Thrust 4: Community Participation

Community participation in tourism is one approach to improving levels of transformation within the tourism industry. It is also a means to uplift local communities through economic development and job creation initiatives.

Table 4.18 provides the strategic actions for strategic thrust 4.

Table 4.18 Strategic actions for strategic thrust 4 for community participation

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Community participation	3.16	Work with national programmes to build awareness and understanding of tourism among communities to eliminate unrealistic expectations	a.	Implement community campaigns, developed nationally and provincially. 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.
	3.17	Identify areas and destinations in the Municipality where communities could be beneficiaries of tourism projects, and identify and support appropriate product development	a.	Work with the national and provincial programme to encourage community swapping programmes i.e. hosting rural visitors for shopping and entertainment and city visitors being hosted by rural communities.
			b.	Involve local communities in planning for tourism development on community-owned land.

4.4.3.5 Strategic Thrust 5: Tourism Awareness

The KZN TMP explains that *“there is a need to change the perceptions and knowledge of tourism and to engender widespread recognition of the importance of the tourism sector, as well as create awareness of all visitors' and their needs”*. The objectives of this strategic thrust are aligned to those contained in the TMP and aim to fulfil the ethos to treat all visitors well in the province, i.e.



Source: KZN TMP

Table 4.19 provides the strategic actions for strategic thrust 5.

Table 4.19 Strategic actions for strategic thrust 5 for tourism awareness

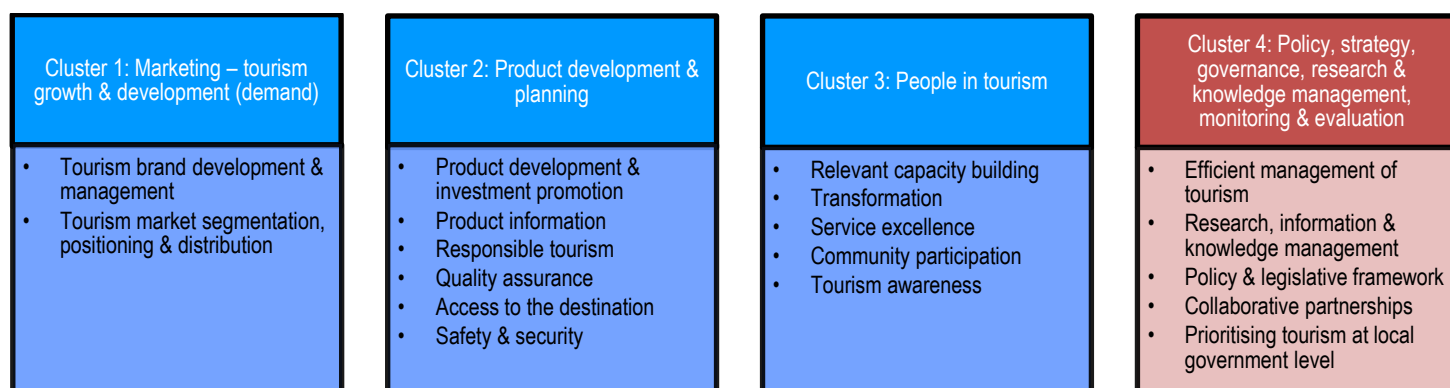
Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Tourism awareness	3.18	Exchange programme	a.	Encourage local tourism service providers to participate in the national tourism exchange programme.
	3.19	Lobbying local government and traditional leaders	a.	Explain and lobby politicians, local traditional leaders and government officials to prioritise tourism as an important economic sector in the industry.
	3.20	Improve understanding of tourists/visitors by the private sector and local residents	a.	Explain to the private sector and local residents the meaning of being a visitor or tourist and ensure that there is understanding that business travellers are tourists too.
	3.21	Promote tourism awareness amongst learners	a.	Conduct road shows at schools to educate teachers and learners about the tourism sector.
	3.22	Promote tourism awareness amongst the media	a.	Meet with key media contacts to educate them on the tourism industry and the importance of reporting accurately (and positively) about the industry.

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
			b.	Run editorials in local newspapers about the general and local tourism industry (positive stories).

4.4.4 Cluster 4: Policy, Strategy, Governance, Research & Knowledge Management, Monitoring & Evaluation

This strategic thrust is aimed at improving management of, and co-ordination and communication on, tourism issues; improving effectiveness of tourism interventions; improving partnerships and funding for tourism; and putting in place the necessary projects and programmes to measure and monitor certain aspects of the tourism sector, e.g. effectiveness of tourism structures.

The following five strategic thrusts relate to this cluster (shown in red):



4.4.4.1 Strategic Thrust 1: Efficient management of tourism

Efficient management of tourism is required in order to improve co-ordination of tourism support and interventions; to improve effectiveness of support and interventions; and to improve the scope and range of tourism support and interventions.

Table 4.20 provides the strategic actions for strategic thrust 1.

Table 4.20 Strategic actions for strategic thrust 1 for efficient management of tourism

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Efficient management of tourism	4.1	Clearly define the institutional framework for tourism in the Municipality	a.	Refer to Section 5 for recommendations on the institutional framework for tourism in the Municipality.
	4.2	Raise the profile of tourism within local government	a.	Refer to Tables 4.8 and 4.15 for recommendations on tourism awareness creation and capacity building.
	4.3	Improve collaboration with provincial nature conservation and heritage agencies	a.	Ensure that Ezemvelo and Amafa are represented at local tourism forums and ensure that communication channels are open.

4.4.4.2 Strategic Thrust 2: Research, Information & Knowledge Management

There is a need to obtain and provide timeous and accurate research and information on the tourism industry in eMadlangeni, e.g. statistics on performance of the industry. This will assist the industry in identifying important trends and with investment decisions.

Table 4.21 provides the strategic actions for strategic thrust 2.

Table 4.21 Strategic actions for strategic thrust 2 for research, information & knowledge management

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Research, information & knowledge management	4.4	Develop a tourism supply database	a.	Update and maintain a tourism database of all tourism attractions, products, facilities and services in the Municipality, using the database developed as part of this strategy development process as a base.
			b.	Implement an annual monitoring mechanism, e.g. supply audit, to ensure that the database is up to date.
			c.	Enforce compliance with the EDTEA registration system.
	4.5	Conduct research on the tourism industry	a.	Conduct event impact assessments during major events held in the Municipality.
			b.	Conduct ad hoc visitor surveys at key attractions and facilities in the Municipality to monitor visitor levels, profiles, activities, brand perceptions, satisfaction levels etc.
			c.	Develop a consumer feedback system.
			d.	Develop and undertake a nce yearly eMadlangeni Tourism Sector Index (on selected tourism product owners) in order to assess performance, core experiences offered/bought by visitors, patronage/ usage, seasonality, source markets, transformation, etc within the Municipality.
	4.6	Disseminate information on the industry	a.	Disseminate information on the tourism industry, e.g. consumer feedback, to the industry through newsletters, the internet/website and meetings.

4.4.4.3 Strategic Thrust 3: Policy & Legislative Framework

The policy and legislative framework in the Municipality sets the guidelines/regulations to ensure efficient management of the tourism industry and is therefore an important component of ensuring compliance in the industry and setting standards for service delivery.

Table 4.22 provides the strategic actions for strategic thrust 3.

Table 4.22 Strategic actions for strategic thrust 3 for policy & legislative framework

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Policy & legislative framework	4.7	Ensure that all tourism strategies, plans and actions are in compliance with district, provincial and national legislation, policy and strategy	a.	Regularly review the tourism strategy and documents/plans resulting from it or related to it whenever policies, legislation, regulations or strategies are changed at national, provincial and district level and adjust where relevant.
	4.8	Ensure that the tourism strategy is aligned to eMadlangeni Municipality policy, strategy and plans	a.	Whenever IDP is revised provide input so that tourism is properly incorporated and represented in the IDP (and other framework).
			b.	Provide tourism related input into any other municipal strategies and plans (i.e. economic growth plans, spatial development frameworks, etc) and ensure that tourism is properly incorporated and represented.
	4.9	Develop a tourism signage policy or by-laws	a.	Develop, implement and enforce a tourism signage policy or by-laws. These should comply with the SADC Road Sign Manual where relevant and should clearly spell out procedures to apply for tourism signage, regulations about tourism signage and penalties for non-compliance.

4.4.4.4 Strategic Thrust 4: Collaborative Partnerships

It is essential to the success of the tourism sector that public and private sector works together to manage and develop the industry. This strategic thrust provides actions for a partnership approach to tourism in the eMadlangeni Municipality.

Table 4.23 provides the strategic actions for strategic thrust 4.

Table 4.23 Strategic actions for strategic thrust 4 for collaborative partnerships

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Collaborative partnerships	4.10	Promote and formalise structures to ensure collaboration and	a.	Continue to work with the Utrecht CTO and encourage them to incorporate members from the wider municipality.

Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
		interaction within the public and between the public and private sector and communities in the Municipality	b.	Ensure clear communication channels between the Municipality and the CTO.
			c.	Ensure clear communication channels between the CTO, Local Municipality, District Municipality and other relevant stakeholders, e.g. through participation in Amajuba district tourism forum.
			d.	Municipal tourism officials should conduct site visits to tourism attractions and businesses in the area to meet with local business owners and develop relationships with them.
	4.11	Strengthen the collaboration partnerships with other relevant eMadlangeni government departments/entities	a.	Actively encourage for the tourism sector to be incorporated into the Municipality's development projects and programmes.
	4.12	Strengthen the collaboration partnership with AFLED, as well as other relevant district, provincial and national departments/institutions	a.	Actively participate in all relevant district and provincial tourism dialogues and tourism activities with AFLED, EDTEA, TKZN etc.
			b.	Actively encourage for the Municipality to be represented in respect of district and provincial events and economic development projects/programmes.

4.4.4.5 Strategic Thrust 5: Prioritising Tourism at Local Government Level

This strategic thrust is closely linked to the strategic thrust of tourism awareness. Tourism is often termed as an unfunded mandate and therefore it is imperative that initiatives are undertaken to improve how tourism is viewed in local government and to promote its importance as an economic sector.

Table 4.24 provides the strategic actions for strategic thrust 5.

Table 4.24 Strategic actions for strategic thrust 5 for prioritising tourism at local government level

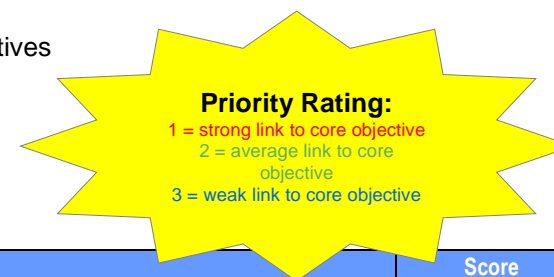
Strategic Thrust	eMadlangeni Strategic Action		eMadlangeni Strategic Sub-Action	
Prioritising tourism at local government level	4.13	Develop a clear framework within which all appropriate roles and areas of responsibility are clearly spelled out for all government role players	a.	Implement the KZN agreed institutional structure at local level, i.e. ensure that the CTO and the Tourism function in the Municipality are adequately funded and resourced.
	4.14	Raise the profile of tourism in the Municipality	a.	Formulate structures for ongoing dialogue at local government level. Develop bilateral relations with other relevant departments/ agencies at local level.
			b.	Lobby for adequate tourism budgets and other resources. Ensure that tourism projects/programmes are reflected in the IDP to ensure funding allocation.
			c.	Continuously identify and establish a strong political champion for the tourism sector within the eMadlangeni Council. Ensure that such a political champion is kept well advised of the tourism sector environment, needs, challenges and activities

4.5 Prioritising the Strategic Actions










The strategic actions presented in **Section 4.4** have been prioritised based on their potential to meet the strategic objectives stated in **Section 3**. Each strategic action has been scored on a scale of 1-3 where 1 indicates that the strategic action has a strong link to the strategic objectives; 2 indicates that it has an average link to the strategic objectives; and 3 indicates that it has a weak link to the strategic objectives.










Table 4.25 provides the scores for each of the strategic actions (over the page).









Table 4.25 Scoring of the strategic actions in terms of their contribution to achieving the strategic objectives





















Strategic Thrust	eMadlangeni Strategic Action		Score
Tourism brand development & management	1.1	Align the eMadlangeni tourism brand to new Brand South Africa tourism brand format as specified by SAT and as per the provincial branding of TKZN	1
	1.2	Strongly align the tourism branding and activities of private sector within eMadlangeni with the eMadlangeni tourism brand	2
	1.3	Align marketing tools and marketing activities with Experience based Positioning of eMadlangeni Municipality	1
Tourism market segmentation, positioning & distribution	1.4	Develop eMadlangeni Municipality prioritised tourism market segmentation	1
	1.5	Develop positioning statements by core experiences in line with overall branding	1
	1.6	Specify the distribution to be undertaken by market segment	1
Product development & investment promotion	2.1	Develop product development plan for eMadlangeni	1







Strategic Thrust	eMadlangeni Strategic Action		Score
	2.2	Implement product development and investment plan in respect of local municipal tourism assets	
	2.3	Encourage private sector to develop product gaps identified in product development plan or determine collaboration projects	
Product information	2.4	Develop and implement a local structure, linked with the district/provincial/national structures, for tourism information provision which covers information provision on all municipal and possibly also all KZN tourism products and experiences. Ensure that this structure links with the national, central electronic database.	
	2.5	Training of tourism information officials	
Responsible tourism	2.6	Promote adherence to 'responsible tourism' standards and guidelines (SANS 1162)	
	2.7	Implement 'responsible tourism' standards and guidelines	
Quality assurance	2.8	Encourage participation in the national grading scheme	
	2.9	Encourage visitors to comment on grading and quality of service, services and facilities	
	2.10	Measure the levels of service provision in the Municipality	

Strategic Thrust	eMadlangeni Strategic Action		Score
Access to the destination (hard infrastructure & transport)	2.11	Improve road access to and within the Municipality	
	2.12	Improve transport options to access the Municipality and within the area	
	2.13	Improve signage	
	2.14	Public transport to tourism attractions and facilities	
Safety & security	2.15	Support the national and provincial safety campaigns	
Relevant capacity building	3.1	Implement NDT capacity building programmes for local government	
	3.2	Ensure that tourism is an important criterion in infrastructure development planning	
	3.3	Manage and implement a human resources development strategy	
	3.4	Engage with Cathsseta and EDTEA to implement specific training programmes in eMadlangeni	

Strategic Thrust	eMadlangeni Strategic Action		Score
	3.5	Encouraging participation of youth in tourism	
	3.6	Engage with the private sector to assist with capacity building	
Transformation	3.7	Conduct a baseline study on transformation	
	3.8	Develop and implement strategies to promote businesses with a BBBEE scorecard and encourage businesses to improve their scores and reach the tourism charter targets	
	3.9	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	
	3.10	Work with national and provincial programmes to encourage black entrepreneurs to enter the industry and own and operate businesses throughout the sector. Provide necessary support to these entrepreneurs	
	3.11	Improve the tourism ambassador programme in the Municipality	
Service excellence	3.12	Support the national service satisfaction/ excellence programme	

Strategic Thrust	eMadlangeni Strategic Action		Score
	3.13	Tourism consumer feedback system	
	3.14	Recognise service excellence in tourism	
	3.15	Tourism grading	
Community participation	3.16	Work with national programmes to build awareness and understanding of tourism among communities to eliminate unrealistic expectations	
	3.17	Identify areas and destinations in the Municipality where communities could be beneficiaries of tourism projects, and identify and support appropriate product development	
Tourism awareness	3.18	Exchange programme	
	3.19	Lobbying local government	
	3.20	Improve understanding of tourists/visitors by the private sector and local residents	
	3.21	Promote tourism awareness amongst learners	

Strategic Thrust	eMadlangeni Strategic Action		Score
	3.22	Promote tourism awareness amongst the media	
Efficient management of tourism	4.1	Clearly define the institutional framework for tourism in the Municipality	
	4.2	Raise the profile of tourism within local government	
	4.3	Improve collaboration with provincial nature conservation and heritage agencies	
Research, information & knowledge management	4.4	Develop a tourism supply database	
	4.5	Conduct research on the tourism industry	
	4.6	Disseminate information on the industry	
Policy & legislative framework	4.7	Ensure that all tourism strategies, plans and actions are in compliance with district, provincial and national legislation, policy and strategy	
	4.8	Ensure that the tourism strategy is aligned to eMadlangeni Municipality policy, strategy and plans	

Strategic Thrust	eMadlangeni Strategic Action		Score
	4.9	Develop a tourism signage policy or by-laws	
Collaborative partnerships	4.10	Promote and formalise structures to ensure collaboration and interaction within the public and between the public and private sector and communities in the Municipality	
	4.11	Strengthen the collaboration partnerships with other relevant eMadlangeni government departments/entities	
	4.12	Strengthen the collaboration partnership with AFLED, as well as other relevant district, provincial and national departments/institutions	
Prioritising tourism at local government level	4.13	Develop a clear framework within which all appropriate roles and areas of responsibility are clearly spelled out for all government role players	
	4.14	Raise the profile of tourism in the Municipality	

Based on the scores presented in **Table 4.25**, the priority strategic actions are shown in **Table 4.26** (over the page). Seventeen priorities have therefore been identified. This does not mean that strategic actions ranked as second and third priorities should not be undertaken at all but rather that they should only be considered once efforts have been made on priority 1 actions. The 17 priority strategic actions will be further developed into implementation plans with timeframes and budgets in the next phase of the tourism strategy.

Table 4.26 Priority strategic actions for eMadlangeni Municipality



Strategic Thrust	eMadlangeni Strategic Action	
Tourism brand development & management	1.1	Align the eMadlangeni tourism brand to new Brand South Africa tourism brand format as specified by SAT and as per the provincial branding of TKZN
	1.3	Align marketing tools and marketing activities with Experience based Positioning of eMadlangeni Municipality
Tourism market segmentation, positioning & distribution	1.4	Develop eMadlangeni Municipality prioritised tourism market segmentation
	1.5	Develop positioning statements by core experiences in line with overall branding
	1.6	Specify the distribution to be undertaken by market segment
Product development & investment promotion	2.1	Develop product development plan for eMadlangeni
	2.2	Implement product development and investment plan in respect of local municipal tourism assets
	2.8	Encourage participation in the national grading scheme
	2.11	Improve road access to and within the Municipality
Transformation	3.8	Develop and implement strategies to promote businesses with a BBBEE scorecard and encourage businesses to improve their scores and reach the tourism charter targets
Efficient management of tourism	4.1	Clearly define the institutional framework for tourism in the Municipality
	4.2	Raise the profile of tourism within local government
	4.3	Improve collaboration with provincial nature conservation and heritage agencies
Research, information & knowledge management	4.4	Develop a tourism supply database
Collaborative partnerships	4.10	Promote and formalise structures to ensure collaboration and interaction within the public and between the public and private sector and communities in the Municipality
Prioritising tourism at local government level	4.13	Develop a clear framework within which all appropriate roles and areas of responsibility are clearly spelled out for all government role players
	4.14	Raise the profile of tourism in the Municipality

Section 5

Tourism Institutional Structure

1. Introduction

2. Strategic Direction

3. Strategy Objectives

4. Strategic Clusters, Thrusts & Actions

5. Tourism Institutional Structure

5. Tourism Institutional Assessment

5.1 Provincial Context – Recap from Situation Analysis

The KZN TMP sets out the institutional framework for tourism in the province and is aligned to the structure agreed in the NTSS. Given that the KZN TMP was developed not that long ago, it is expected that it will take some time for structures in the province to become aligned to the recommendations given in the master plan. It is the intention of the tourism strategy to ensure that the institutional framework of the eMadlangeni Municipality is aligned to the recommendations of the KZN TMP going forward.

The recommended provincial institutional framework includes structures to oversee implementation of the TMP and provide strategic input along the lines of the four strategic clusters contained in the TMP, i.e. product development and planning; policy, strategy, governance, research and knowledge, and monitoring; people; and marketing. The first two clusters are grouped together in terms of the structure. Forums are used to ensure implementation and it is intended that these include key representatives from both public and private sector. The forums will report annually into the provincial tourism summit.

The communities and local tourism bodies participate in the structure through the local regional and district tourism bodies and a provincial LTO/CTO association and quarterly meetings. They will also participate in Forums and in the Summit. The responsibility for actual implementation will be undertaken by the implementing bodies/sectors which includes district and local municipalities.

According to the TMP, there is a degree of flexibility in some aspects of the institutional structure but there are some non-negotiable elements, i.e. all municipal (district and local) and metros must have a departmental

responsibility for tourism and a resource allocation to tourism. The department may be dedicated or a combination of tourism with other functions. The aligned functions are economic development related, and these should be where tourism combines or feeds into. Municipalities with a limited tourism industry or limited tourism potential may have a part-time tourism resource, i.e. a person who has tourism and other responsibilities, while those with significant tourism should have dedicated resources.

Furthermore, all areas of the province should be covered by a Regional or Local Tourism Organisation/Bureau/Community Tourism Organisation (RTO or LTO/LTB/CTO. Local Tourism Organisations are referred to in the NTSS as Local Tourism Bureau (“**LTB**”), while they are referred to as CTOs in KZN. Each local municipality can only partner and fund one entity, hence a need for the private sector and communities to come together to partner with the public sector. A district or metro may opt to fund multiple LTOs. However, there can be any number of LTAs or next level CTOs in a local area as the community and/or private determine, as long as they coordinate and associate in order to partner the public sector.

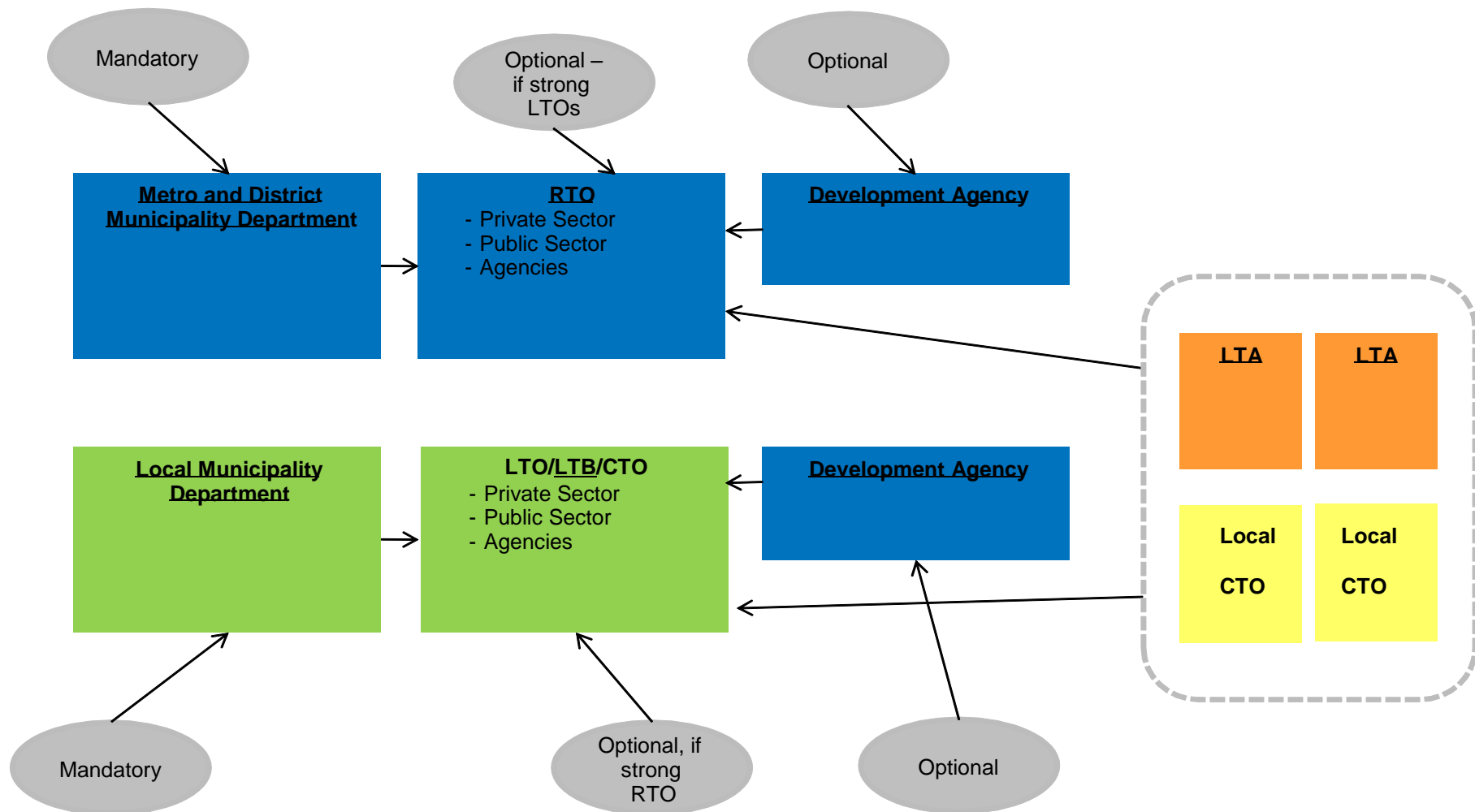
Within this context, the overall roles for local government in tourism are defined as per the TMP as follows:

- *“Providing a strategic and operational role in maintaining a high quality physical infrastructure;*
- *Serving as a facilitator to ensure that the needs of the whole destination, including residents, businesses, and the environment, are represented and considered in the management of tourism;*
- *Providing links and continuity of policy between /across all municipal services, such as economic development, planning, land use management, environmental health and roads etc;*

- *Being supportive and playing a facilitative role for partnerships in the sector and therefore driving investment and good performance;*
- *Co-ordinate marketing, promotion, and information provision for the destination and tourism products therein; and*
- *Integrating tourism into local economic development initiatives.”*

Figure 5.1 (over the page) shows the recommended institutional framework in terms of municipalities as per the TMP.

Figure 5.1 Municipal institutional framework recommendations contained in the TMP



Source: KZN TMP

5.2 eMadlangeni Municipality – Recap from Situation Analysis

At the local municipality level, the function of tourism falls under the Directorate of Planning and Economic Development, and a post is available on the municipal organogram for a tourism officer to report to the Manager: Economic Development. However, this post – together with all other posts in the directorate – is currently vacant.

In the IDP, the responsibility for various tourism functions is allocated to the Department of Engineering and Community Services. This department also includes local economic development. It is not clear from the municipal organogram included in the IDP where the responsibility for museums and heritage assets fall. The district strategy recommends that this should be incorporated under the function of tourism going forward.

A CTO is in place in the eMadlangeni Municipality. The committee is currently chaired by Ms Yvette Venter. A business plan with funding requirements for 2014 is in place. The CTO has also established contact with Utrecht in the Netherlands for a twin cities arrangement.

There are no formal forums in place in the Municipality where the private sector can engage with the Municipality but the CTO acts as representative of the tourism sector in relationships with various government institutions, including both the local and district municipalities.

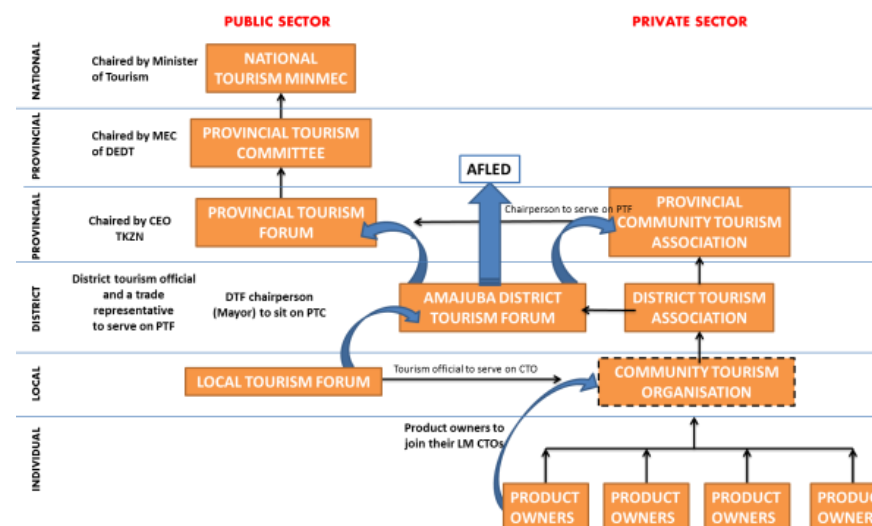
Current relations between the private sector and the local municipality is constrained, as the private sector perceives the municipality as not providing support to the industry, and not maintaining the tourism and related infrastructure that belong to them (e.g. the Utrecht Country Club and sporting facilities), thereby causing problems for the industry.

From a budget perspective, tourism at the local level receives limited attention. The IDP currently lists no budget for tourism activities. It is envisaged that the formulation of the tourism strategy will assist the Municipality in budgeting adequately for tourism into the future. Part of the challenge also includes improving the levels of understanding of tourism by councillors and local traditional leaders so that budget allocations can be improved.

5.3 Institutional Structure at a District Level

The district's tourism strategy makes the following recommendations in terms of the institutional structure for tourism in the district (**Figure 5.2**).

Figure 5.2 Institutional structure recommended in the district tourism strategy



Source: Amajuba District Tourism Strategy

In the district tourism strategy, it is recommended that the Amajuba Tourism Forum acts as the single tourism body for both public and private sector tourism co-ordination across the district. It is also recommended that several municipal assets that currently fall under 'Arts, Culture and Amenities' are moved or shared with the tourism function.

5.4 Recommendations for eMadlangeni Municipality's Institutional Structure

The existing structures for tourism within the Municipality are fairly sound and in line with the recommendations of the KZN TMP. However, the vacant posts must be filled to ensure that there is human resource capacity for tourism (even if a shared responsibility) within the municipality. The notion of moving the function of 'Arts, Culture and Amenities' under the tourism function is supported but the extent of facilities under arts and culture needs to be clearly reviewed so that the tourism function does not inherit responsibility for assets that are not tourism related.

The existing CTO must be supported by the municipality and funding must be assigned to assist with their activities by the Municipality.

In line with the TMP and district strategy, it is recommended that a local tourism forum is established in order to facilitate interaction between the public and private sector on tourism-related issues. It is also essential that representatives from other government departments and arts and culture attend the forum to provide inter-departmental/governmental links, e.g. Ezemvelo, Amafa, local museum curator etc.

As per the KZN TMP and CTO Strategy, the roles and responsibilities of the Municipality and CTO are shown in **Table 5.1** (over the page). The local authority may not restrict the autonomy of the CTO or dictate the terms of the CTO.

Table 5.1 Roles & responsibilities of CTOs & local government for tourism

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

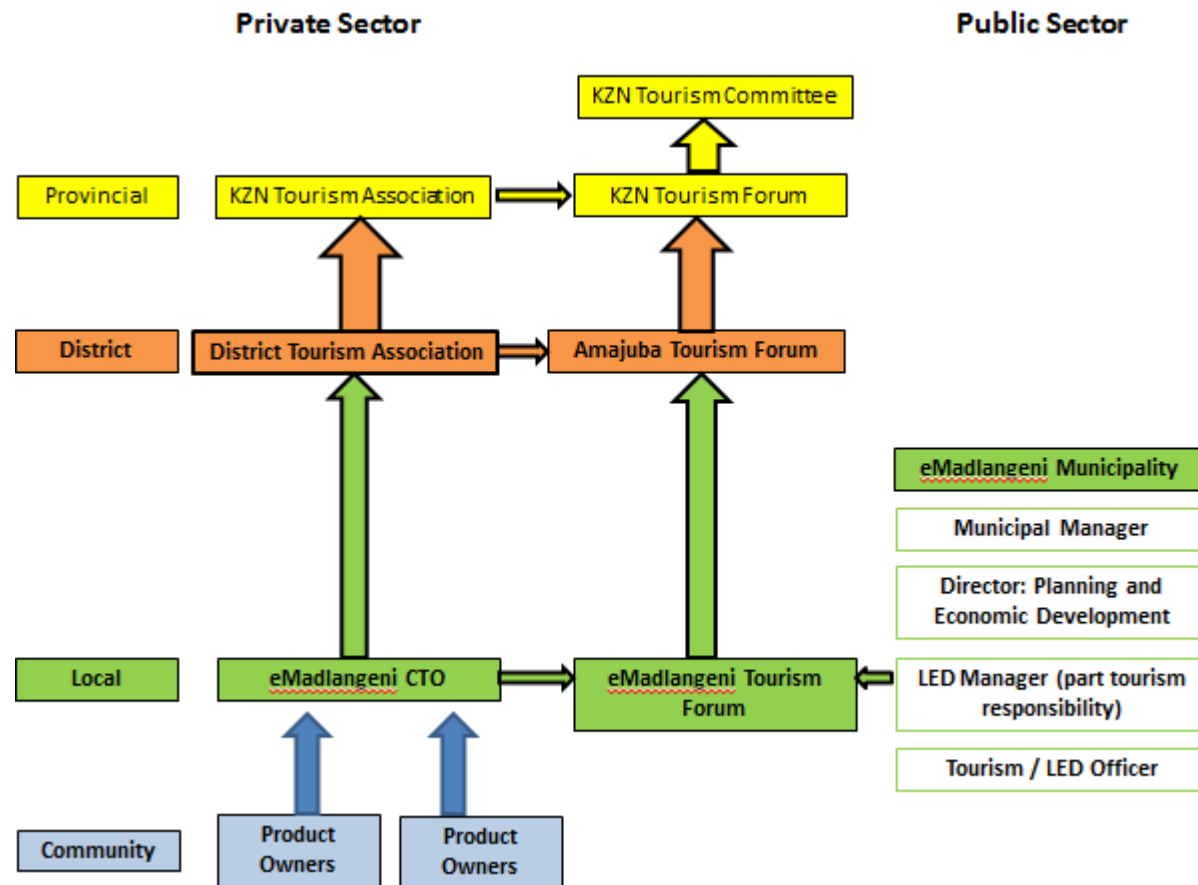
Figure 5.3 shows the recommended structures for tourism in eMadlangeni Municipality (over the page). We have recommended four tourism posts within the municipal tourism function and shown 'arts, culture and amenities' moving over to the function for tourism.

5.5 Opportunities for involvement by the local communities

It is recommended that the various communities within eMadlangeni participate in the CTO to ensure that their views and inputs are taken into consideration when planning for tourism. It is also recommended that tourism awareness workshops be held within the communities to improve their understanding of the tourism industry to enable them to participate more meaningfully.

Specific opportunities for community involvement will be outlined in the implementation plan.

Figure 5.3 Recommended institutional structure for eMadlangeni Municipality





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