

# DEVELOPMENT OF A TOURISM SECTOR STRATEGY FOR THE HARRY GWALA DISTRICT MUNICIPALITY

*STRATEGY (FINAL)*

31 MARCH 2016

Submitted to:

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## 1. INTRODUCTION

### 1.1 BACKGROUND AND OBJECTIVE OF THE PROJECT

The Harry Gwala District Municipality is one of eleven Districts in KwaZulu-Natal. The inland Municipality is located in the south of the Province of KwaZulu-Natal. The District includes the southern part of the Ukhahlamba Drakensberg Heritage Site adjacent to Lesotho and borders the Eastern Cape Province in the west. Harry Gwala is well endowed with natural resources and has massive potential for the development of tourism as one of its foremost economic sector. The District consists of five local municipalities namely:

- Umzimkhulu Local Municipality
- Ubuhlebezwe Local Municipality
- Kwa Sani Local Municipality
- Ingwe Local Municipality
- Greater Kokstad Local Municipality

The overall objective of this project is to develop a Tourism Sector Strategy for Harry Gwala in order to assist the Harry Gwala Development Agency to ensure that tourism is developed in a coordinated and sustainable manner. This will also assist in ensuring that coordination amongst the three spheres of government is achieved, through alignment and integration of strategies and activities achieved from the existence of a plan, providing guidance in the implementation of tourism.

To this end, the Harry Gwala Development Agency has commissioned Urban-Econ Development Economists to develop this Tourism Sector Strategy, to guide the development intervention of the Agency in Harry Gwala's tourism sector.

### 1.2 HARRY GWALA TOURISM STRATEGY DEVELOPMENT PROCESS AND METHODOLOGY

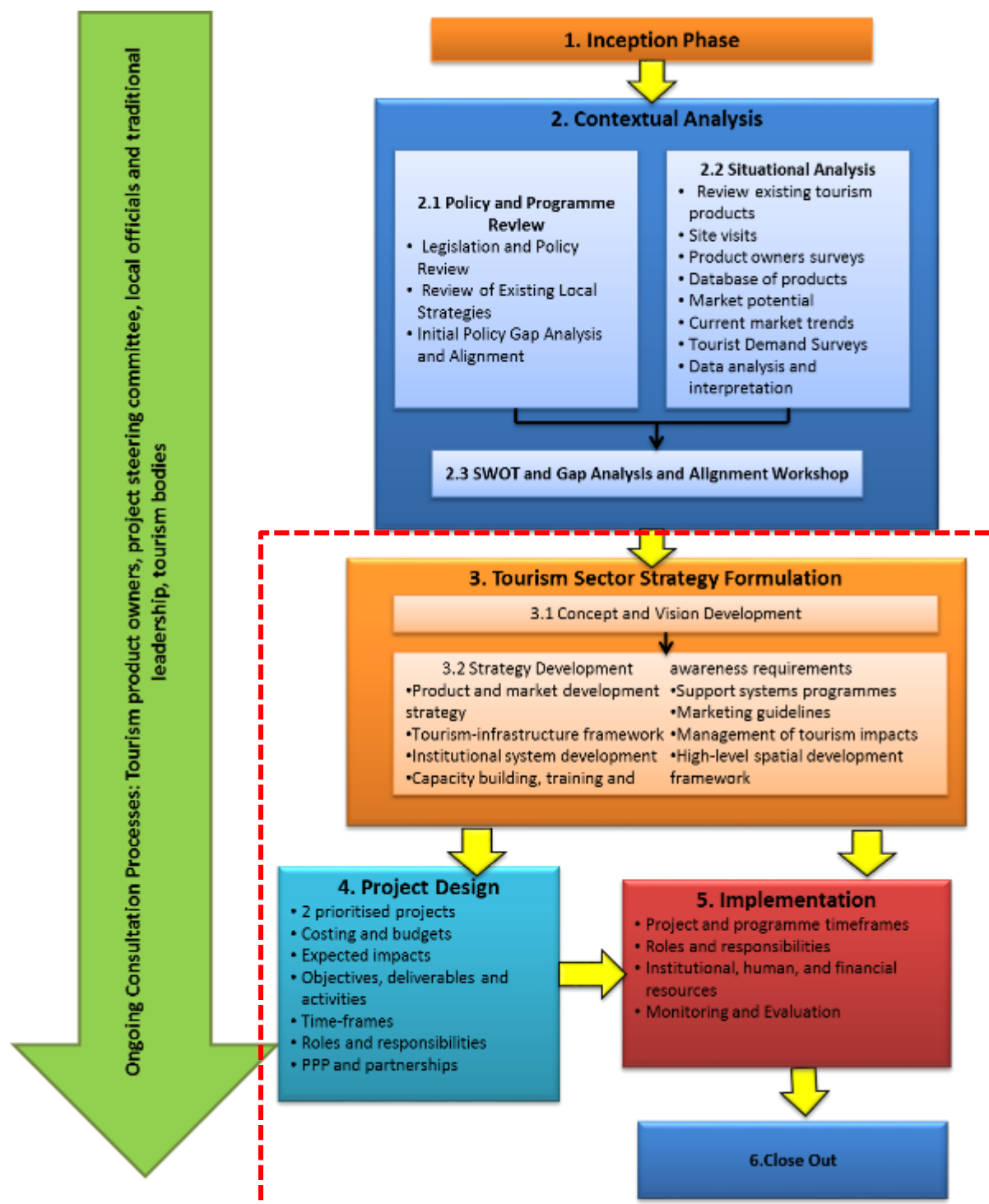
The process of the development of the Tourism Sector Strategy for Harry Gwala is broken down into six phases in order to meet the above mentioned objective. The phases are indicated in the figure below. The process is currently on Phase 3: Tourism Sector Strategy Formulation as shown in the figure below. This step incorporates the development of the strategic vision and direction concept as well as the initial strategy development.

The methodology adopted throughout the process of formulating the Tourism Sector Strategy for Harry Gwala is outlined in this figure. This process involves extensive consultation throughout the process through visionary workshops, stakeholder consultation and meetings. The phase presented below make up the methodology.

The objectives of the Tourism Sector Strategy in direct relation to the Terms of Reference and Scope of Work for the project are as follows:

- Develop an initial concept and vision for the Tourism Strategy in Harry Gwala;

- Workshop the vision and concept;
- Confirm alignment to the relevant tourism bodies, policies and frameworks;
- Develop a product and market-development strategy to guide investment into the tourism-product base;
- Develop a tourism-infrastructure investment framework with spatially referenced projects sufficiently detailed to allow for costing, feasibility and viability analysis;
- Develop a framework for an efficient institutional system for tourism development and marketing;
- Identification of programmes aimed at capacity building, training and awareness creation;
- Develop programmes for the establishment of facilitating support systems for tourism ventures;
- Develop marketing guidelines to sufficiently enable targeted marketing and development of marketing programmes and campaigns;
- Develop an action programme to address the management of the tourism impact on heritage, culture, people and resources;
- Develop a high-level spatial-development framework to guide investment decisions of both public and private sector.



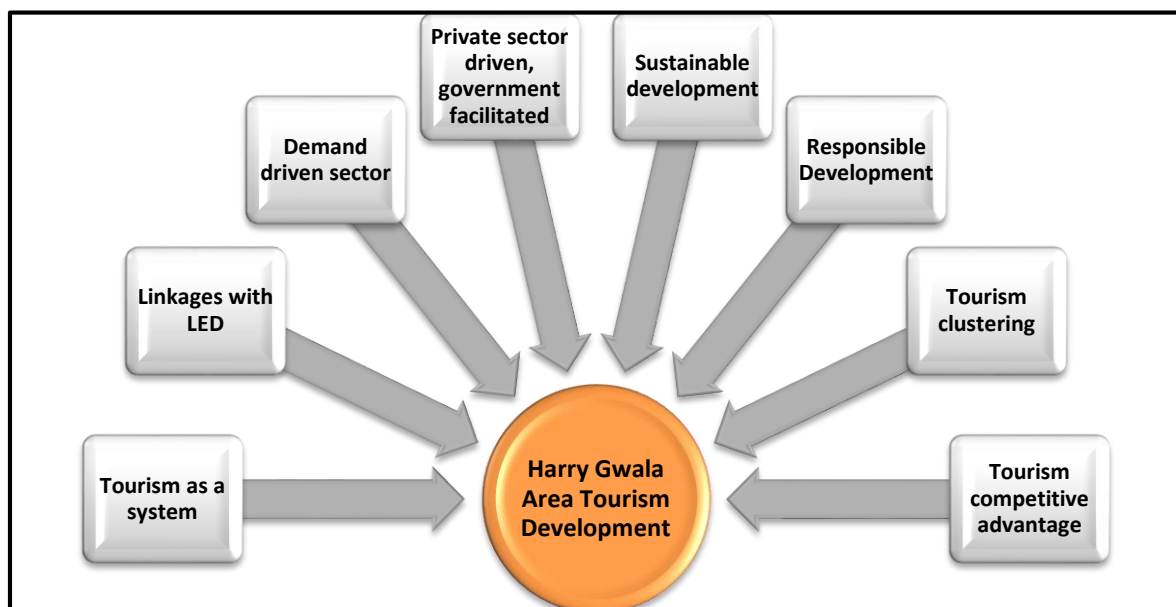
### 1.3 STRATEGIC APPROACH

Tourism is a term that has been used to describe a wide range of activities and services and is being regarded by many to be a dominant contributor to economic and social development in the country. This section of the proposal lays out the approach that Urban-Econ uses when providing consulting services for tourism development such as for the development of a Tourism Plan for Harry Gwala.

It is proposed that a holistic and comprehensive definition of tourism be used for the project as follows:

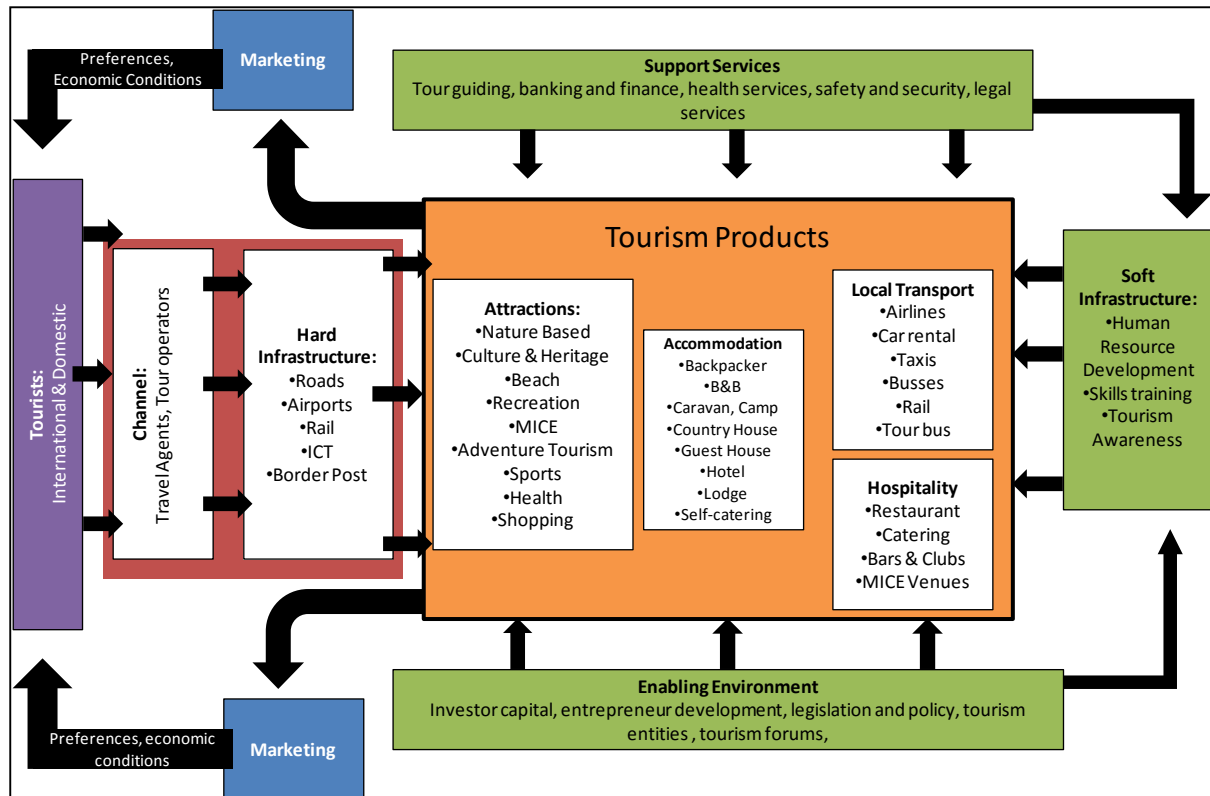
**“The sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host communities, governments and environments in the process of attracting and hosting these tourists. Anybody who travels away from home, but who does not commute is considered to be a tourist”**

A number of principles and fundamentals will be applied to the development of the Harry Gwala Tourism Sector Strategy. The following diagram highlights these key fundamentals which are subsequently explained.



### **Tourism as a System**

The tourism industry represents the group of products and services provided to the tourist. It is important to recognise that the tourism industry needs to act as a system in order to function properly. Tourism development in the Harry Gwala area therefore needs to create forward and backward linkages between the tourism products and other tourism products, and between tourism products and supporting services. All elements of the system need to be in place for the tourism sector in KZN to operate as a whole.



### Links with Local Economic Development

Linking tourism development with Local Economic Development (LED) is crucial to ensuring that the benefits of a particular local tourism development accrue to the local economy, rather than being lost through leakages to other economies. As much as possible, the tourism system in Harry Gwala as outlined above should be provided by the local economy to ensure maximisation of local benefits, and minimal leakages.

### Demand Driven Sector

A key principle for tourism development is that it needs to be demand driven, rather than supply driven. Tourism demand refers to the requirements and expectations that tourists have from a particular destination and these requirements and expectations can be created by various push and pull factors. The key principal here is that tourism products in the local and district municipalities should only be developed if there is a current demand for that product, *or* a strong likelihood that there will be future demand for that product.

### Private Sector Driven, Government Facilitated

Tourism development should be private sector driven, with government facilitating this through the creation of an enabling environment through policies, strategies, infrastructure provision etc. In particular, the government role is largely around the provision of supportive infrastructure to Harry Gwala to ensure the sustainability of tourism development in the locality.

### Sustainable Tourism Development

This study will consider the development of tourism within Harry Gwala, not in the narrow sense that it should be economically viable, but using the following definition of sustainable tourism development from the United Nations Environment Programme (UNEP) as follows:

*"1) Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.*

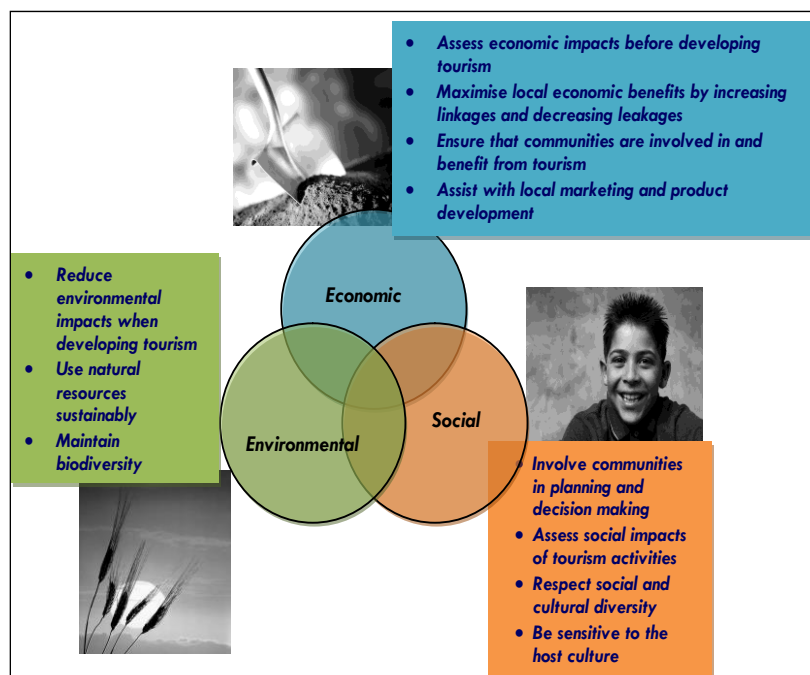
*2) Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.*

*3) Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation."*

As such, sustainable tourism development seeks to "Meeting the needs of the present without compromising the ability of the future generations to meet their own needs" (Bruntland Report, 1987).

### Responsible Tourism

Responsible tourism is a type of tourism which is strongly advocated by government and tourism planners and tourists increasingly want to know that the tourist activities that they are engaging in are responsible in nature. The three pillars to responsible tourism are shown in the following diagram.



These principles promote tourism development that ensures benefits to the local community, reduces poverty and suggests ways to minimize the negative impacts of tourism on the environment. Furthermore, tourists increasingly tend to be attracted to areas that show components of responsible or sustainable tourism practices. Responsible tourism is therefore tourism development that avoids any

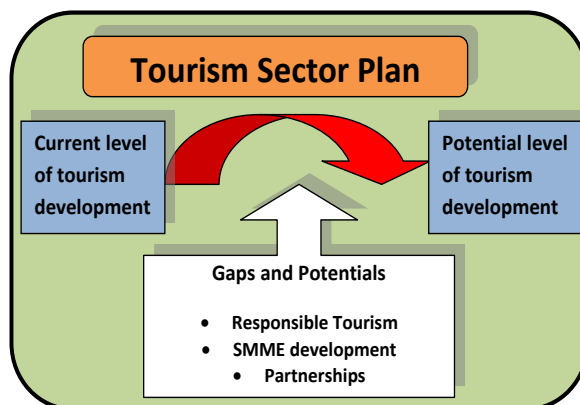
damage to the environment, culture and economy of the area where it takes place. This study will be based on these principles.



### Tourism Competitive Advantage

This study will be based on the development of tourism in the Harry Gwala area, based on the specific advantages that the tourism product would have in that area, over another area.

Opportunity areas highlighted in this study will be developed if they have a unique selling point that will generate enough demand for that product by tourists in order for them to travel around Harry Gwala, and visit Harry Gwala rather than another destination outside of the District offering a similar product for this tourism development to be feasible.



### Consultative Processes

Public participation is an essential element of this project, during all phases of the work. To this end a series of interactions with product owners, via telephone survey and in person are envisaged. Community engagement will take place as required by the client. A visioning exercise will also be undertaken with key stakeholders to ensure that there is shared tourism vision for the region.

The detailed product survey will form the basis of the database of local products on offer on the route. Focus groups will be used when engaging with officials and tourism associations, and this will be supported by one-on-one client meetings and update sessions.

## 1.4 STRUCTURE OF REPORT

The report structure is as follows:

➤ Section 1: Introduction

The first section is an introduction to this particular phase of the project and outlines the objective of this Tourism Strategy as well as the overall methodology and the strategic approach applied in this section.

➤ Section 2: Recapping key strategic findings from contextual analysis: SWOT

This section discusses the key findings from the situational analysis which will guide the strategic direction of the tourism strategy, and eventually the strategic interventions for tourism in the Harry Gwala District.

➤ Section 3: Strategic Development

This section discusses the strategic framework for tourism in the study area, by providing strategies, goals, and interventions.

➤ Section 4: Strategic Development

This section discusses the implementation plan including the methodology used for project prioritisation; project ownership; monitoring and evaluation; It further identifies

recommended priority projects, and implementation plan for top five projects on the priority list. And lastly three catalytic projects are identified.

➤ Section 5: Strategic Development

This section provides a short conclusion, and additional annexures such as projectlist, prioritisation list and project description of culture and heritage project in Jolivet.

## 2. RECAPPING KEY STRATEGIC FINDINGS FROM CONTEXTUAL ANALYSIS: SWOT

The purpose of the following section is to set the foundation for the rest of the document. In this section the SWOT identified in the situational analysis is reiterated. In the Conceptual Analysis Report, it was mentioned that the SWOT analysis will feed into strategic actions for the Strategy formulation. The key strengths, weaknesses and threats of Harry Gwala Tourism as well as gaps and needs issues are indicated in the table below.

All the SWOT points can be clustered into key strategic issue areas. These include:

- ✓ **The need for marketing of tourism products and activities.**
- ✓ **The need for government and institutional support.**
- ✓ **The need for tourism packaging and product support.**
- ✓ **The need for infrastructure development.**
- ✓ **The need for education and training.**

STRATEGIC GROUPING OF SWOT, GAPS AND NEEDS ISSUES	
The need for marketing of tourism products and activities.	<ul style="list-style-type: none"> <li>• Marketing and promoting of tourism products.</li> <li>• Marketing and promotion of potential tourism routes and linkages into existing and proposed tourism routes.</li> <li>• Linking tourism products and activities to electronic and non-electronic tourism promotion networks.</li> <li>• No events calendar at a District level.</li> </ul>
The need for governance and institutional support.	<ul style="list-style-type: none"> <li>• District and local municipal council understanding of tourism development as a contributor towards local economic growth and development of the Harry Gwala region.</li> <li>• Insufficient government capacity within the District to specifically manage tourism in some local municipalities.</li> <li>• Outdated local municipal tourism strategies that need to also reflect current National, Provincial and District tourism related policies and strategic plans.</li> <li>• Support required for the formalisation, standardising and grading of establishments.</li> <li>• Rail Tourism <ul style="list-style-type: none"> <li>○ Transnet compliance requirements and safety notifications creates red tape for rail tourism development.</li> <li>○ Lack of buy-in and support from some municipalities for tourism product development, for example, rail tourism exists predominant.</li> </ul> </li> <li>• Poor communication between some LMs and CTOs with regard to tourism development and support.</li> <li>• Insufficient communication between CTOs in District.</li> </ul>

<p><b>The need for tourism packaging and product development.</b></p>	<ul style="list-style-type: none"> <li>• Inadequate tourism product development focused on existing tourism and potential attractions as well as existing and potential tourism activities.</li> <li>• Lack of tourism packages that are marketed towards specific market segments.</li> <li>• Linkages between tourism activities and events to accommodation facilities.</li> <li>• Linking areas to existing and proposed tourism routes outside the District.</li> <li>• No entertainment, restaurants and recreational activities and facilities open for tourists and visitors in the area.</li> <li>• Underutilized and unmaintained tourism infrastructure.</li> </ul>
<p><b>The need for infrastructure development.</b></p>	<ul style="list-style-type: none"> <li>• Rail Tourism <ul style="list-style-type: none"> <li>○ High maintenance costs of the upkeep of rail infrastructure.</li> <li>○ Underutilized train stations.</li> <li>○ Renovation of rail tourism facilities such as train stations to improve its attractiveness.</li> </ul> </li> <li>• Unattractive town centres due to congestion, inadequate parking spaces, lack of pavements, lack of cleanliness, etc. which deters tourists.</li> <li>• One-stop shop (ticketing office).</li> <li>• Poor infrastructure (roads) which limits accessibility to tourism attractions.</li> <li>• Underutilized and unmaintained tourism infrastructure.</li> <li>• Increase tourism information signage of all tourism products and services.</li> <li>• Inadequate birding signage.</li> </ul>
<p><b>The need for education and training.</b></p>	<ul style="list-style-type: none"> <li>• Internal grading system for facilities designed and approved by the District.</li> <li>• Training and upskilling of product owners.</li> <li>• Avi tourism <ul style="list-style-type: none"> <li>○ Insufficient bird guides and subsequent community support for bird guiding as a tourism business.</li> </ul> </li> <li>• Rail Tourism <ul style="list-style-type: none"> <li>○ Only old/aging skills which need to be transferred.</li> </ul> </li> <li>• Support further development of the original 70 Tourism Ambassadors, Tourism Buddies and other individuals from such tourism training programs (including internships) to start small tourism businesses</li> <li>• No accreditation or some proof of competency levels for some of the tour guides.</li> </ul>

### 3. LAYING THE FOUNDATION FOR FUTURE DEVELOPMENT: STRATEGY

#### 3.1 VISION

The strategic direction of tourism in the District must be guided by a tourism vision. The following section presents the vision, developed through consultation and workshop discussions with the PSC which includes stakeholders representing CTO representatives, tourism businesses, tourism planners, as well as LED authorities and planners for the area. The vision for tourism in the area is developed taking cognisance of the transnational, national, provincial, district, and local municipal tourism and directly relevant planning visions.

The key visions and key words from each tier of tourism planning are listed below.

##### National and Provincial

- The guiding principles of the **National Tourism Sector Strategy (NTSS)** are designed to position South Africa, as one of the top 20 tourism destinations in the world by 2020.
- The **Tourism Master Plan** spells out the vision for KwaZulu-Natal which wants to be globally renowned as Africa's top beach destination with the unique blend of wild life, scenic and heritage to be appreciated and enjoyed by all visitors.

##### IDP Plans (2015/2016):

- **HGDM:** By 2030 Harry Gwala District Municipality will be a leading water services provider in the KZN Province with its communities benefiting from a vibrant agriculture and tourism sectors.
- **Ingwe:** Ingwe municipality will provide basic, quality and affordable services to all its communities in a transparent manner and promote socio-economic development, whilst protecting the environment.
- **Kwa Sani:** Kwa Sani to be a well governed municipality providing equitable services, sustainable development and job opportunities in a secure environment before 2030.
- **Greater Kokstad:** Together building a caring and economically, vibrant city with citizens living in a secure healthy and comfortable Environment.
- **uBuhlebezwe:** To improve the quality of life of all its citizens by providing basic affordable services, a safe and healthy environment, eradication of poverty and maintaining the scenic beauty of this land.
- **Umzimkhulu:** To become an economically viable municipality by 2030.

##### Tourism Strategies

- **Greater Kokstad (2004):** Establish and maintain a tourism plan that profiles the GKM area as a principle nature based and cultural heritage rich destination within KwaZulu-Natal that is managed marketed and developed in such a manner that all its communities are empowered within the context of sustainable tourism activity and the responsible utilisation of natural and manmade tourism environments.
- **Umzimkhulu (2016):** By 2030 Umzimkhulu Local Municipality shall enjoy the full status of a tourism destination of choice and the communities shall enjoy economic benefits presented by economic opportunities in line with the municipal development vision, also in line with the

international, national and regional development frameworks. This vision will be achieved by ensuring co-operation, co-ordination and integrated approach by both the private and public stakeholders within the development sphere of Umzimkhulu communities.

- **Ubuhlebezwe (2011):** uBuhlebezwe will become one of the best and leading adventure tourism destinations that strive toward quality responsible tourism offerings.

Based on the above mentioned visions as well as the findings of the contextual analysis, the vision below provides a unified concept of what the future of tourism will look like in the Harry Gwala District.

**Proposed Vision for Harry Gwala Tourism Strategy:**

**“Harry Gwala District Municipality will be a leading inland destination for rail, nature-based, adventure, historical, culture and heritage tourism by 2021. Promoting use of tourism assets in a socially, pro-poor and environmentally sustainable manner to achieve equitable economic prosperity.”**

### 3.2 GOALS, STRATEGIES AND INTERVENTIONS

The following sub-section unpacks the strategic focus areas for the HGDA tourism strategy. These are derived from the findings of the preceding sections, namely the contextual analysis, stakeholder consultations, the SWOT and Gap Analysis. They are conceived/ crafted in alignment to the proposed vision as well as the vision(s) of the respective Local Municipalities represented.

This strategy further takes into account the current socio-economic conditions of the district. HGDM is among the poorest districts in the province of KwaZulu-Natal. The economy in this area is primarily driven by agriculture and related manufacturing.

Several condition are necessary for Harry Gwala District Development Agency to successfully stimulate tourism in the municipality<sup>1</sup>:

- an available complete tourism package,
- strong community leadership,
- support from local government,
- funding for tourism development,
- strategic planning efforts,
- coordination between local government and local businesses,
- cooperation among tourism entrepreneurs,
- the capability to promote and distribute information about the area,
- and broad, community-wide support.

For some communities with established tourism industries such as Kwa Sani's Underberg and Himeville areas, over and above the outlined conditions, the target may just be to *"improve tourism in the "off-peak" season or "shoulder months"*; to pursue transformative and inclusive tourism development and promotion strategies to ensure inclusivity and *"increase tourism revenue and build a sustainable, year-round tourism economy"*<sup>2</sup>.

The proposed strategic focus areas and related projects directly address the preconditions outlined. Based on the findings of contextual assessment, SWOT and Gap analysis, there are five key strategic focus areas required to boost tourism in HGDM, namely:

- Strategic Cluster / Goal 1: Infrastructure
- Strategic Cluster / Goal 2: Governance and institutional
- Strategic Cluster / Goal 3: Tourism education, training and knowledge production
- Strategic Cluster / Goal 4: Marketing
- Strategic Cluster / Goal 5: Tourism packaging

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<sup>1</sup> (Wilson et al., 2001).

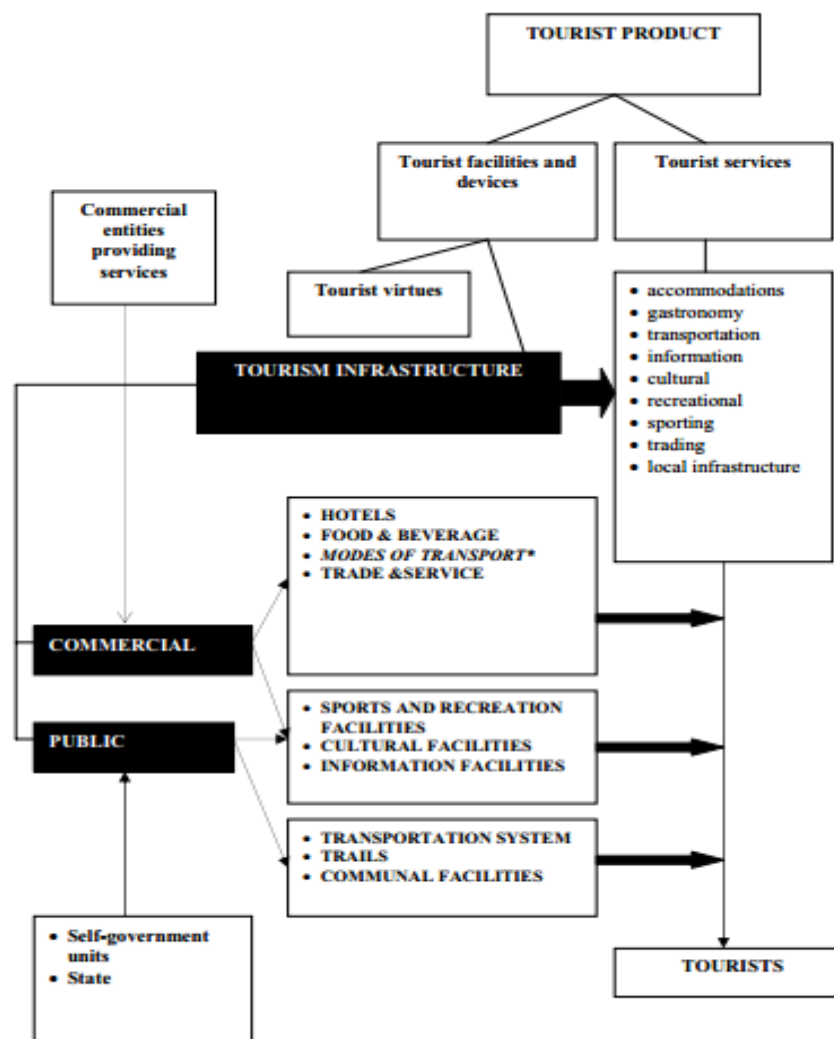
<sup>2</sup> (Akin, Shaw & Spartz, 2015)"

### 3.3 STRATEGIC FOCUS AREA 1: INFRASTRUCTURE DEVELOPMENT

Tourism infrastructure (TI) refers to the range of devices, developments, institutions, and policies that enable the tourist to move within and experience a destination plus its attraction with ease. Signage, which aid movement within the destination give direction; good transport systems; enhance travelling between locations; availability of accommodation, places to eat and refuelling stations are all examples of tourism enabling infrastructure.

Figure 1 below, provides an illustration of how tourism infrastructure interfaces with tourism products to facilitate, stimulate and indirectly determine tourism growth in a destination.

Figure 1: Destination Infrastructure Interface with tourism products to stimulate tourism<sup>3</sup>



Source: Panasiuk, 2007

Tourism infrastructure (TI) is a critical first/base concern for any location/region that seeks to stimulate tourism, for two particular reasons. Firstly, availability of a broad selection of TI improves the tourist's perception on the destination, in terms of accessibility, attractions, activities, utilities,

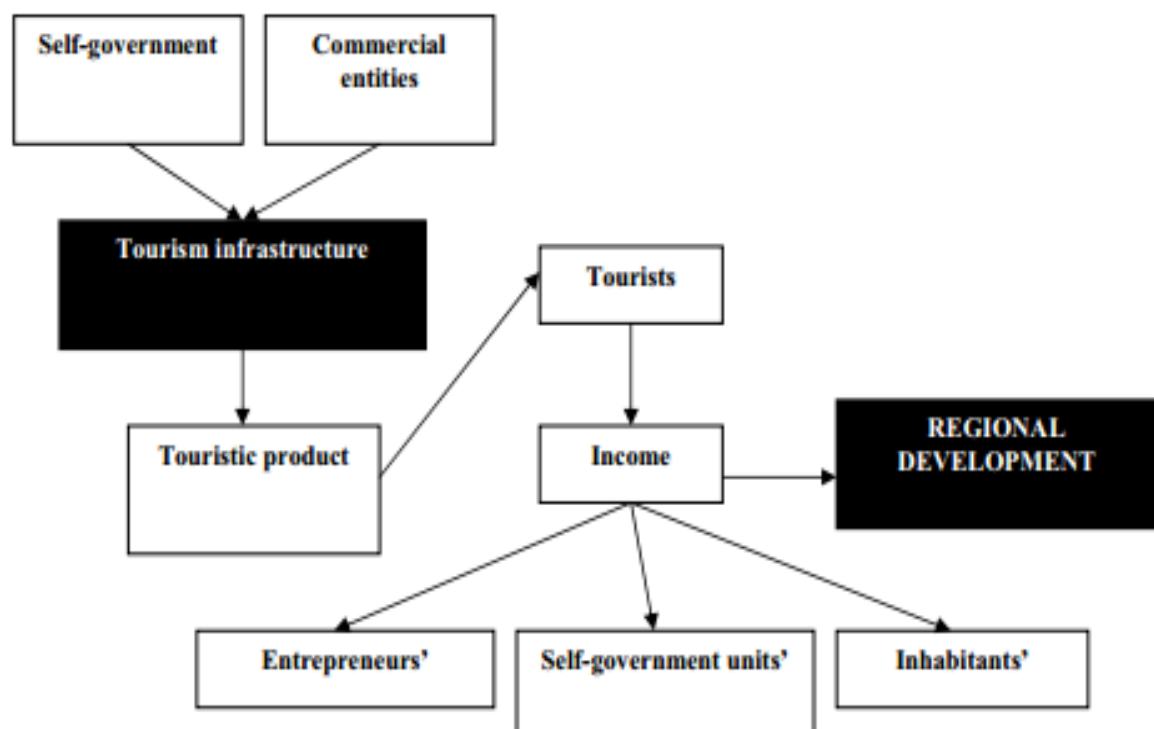
<sup>3</sup> Panasiuk (2007)



quality of life and enjoyment. Consequently, reducing burden associated with traveling to the select destination.

Secondly, the development of sufficient public infrastructure to facilitate tourism, stimulates the development of commercial tourism infrastructure including accommodation facilities, attractions, eating facilities and supporting services. At the apex sufficient and well managed infrastructure facilities attracts private and entrepreneurial investment into tourism which translate to job creation, income and ultimately “growth” in the sector.

Figure 2: Illustrates the influence of tourism infrastructure on growth<sup>4</sup>



Source: Panasiuk (2007).

As alluded to in the SWOT Analysis, the mix and distribution of tourism infrastructure within Harry Gwala District Municipality is at present insufficient, inequitably distributed and inefficiently maintained (including management). As a result, this limits further and future tourism growth within the district. As such investment into the development of, upgrading, management and maintenance of old and new tourism infrastructure is the first and essential strategic focus recommended to achieve HGDM’s tourism goal.

<sup>4</sup> Panasiuk (2007)

### 3.3.1 INFRASTRUCTURE FRAMEWORK

Table 1 below, highlights a set of interventions required to stimulate tourism and place the district's tourism industry on a competitive path.

**Table 1: Required interventions to improve tourism Infrastructure**

Goal 1:		Interventions
Infrastructure	1.1	Tourism specific infrastructure: Expand and improve tourism infrastructure including but not limited to signage, tourism information outlets and tools.
	1.2	Supporting infrastructure: Facilitate for upgrading and expansion of supporting infrastructure to improve on the overall attractiveness of the district and further stimulate tourism.
	1.3	Rail infrastructure upgrade including expansion, maintenance and management.
	1.4	Road and Water infrastructure: Facilitate and motivate for the improvement and proper management of road infrastructure and key resources such as water in order to support and enable the industry.

The list of interventions and projects are in essence the infrastructure investment framework.

#### 3.3.1.1 TOURISM SPECIFIC INFRASTRUCTURE

The first infrastructure intervention identified for HGDM is to:

***“Expand and improve tourism infrastructure including but not limited to signage, tourism information outlets and tools.”***

Signage, information outlets such as tourism offices, ticketing offices, trails and route maps assist visitors navigate the way along a destination. They further guide travellers to accommodation facilities, attractions, and activities available within a destination. Accessing destination information (attractions, accommodations, transport related info, activities, entertainment) prior to travelling influences a traveller's decision to travel to the destination, particularly in relation to the length of stay or extension of the same if already at the destination.

Some of the information tourists may require prior to and during their journey includes:

- Direction boards
- List and Maps of attraction
- Signage indicating attractions, services (fuel stations), accommodations
- Information on entertainment, food outlets

Table 2, below lists potential projects for this intervention.

Table 2: Potential projects list for tourism specific infrastructure investment

	Potential projects
1.1.1	Undertake a signage audit to improve and develop road signage indicating location of attractions, tourism establishments, and other supporting facilities.
1.1.2	Develop new tourism offices, relocate and refurbish existing tourism offices to areas that are accessible.
1.1.3	Ensure and support the development/ establishment of ticketing offices and the use of filling stations and bus stops as strategic areas for the same.
1.1.4	Support and facilitate the renovation and upgrade of existing underutilised nature based and adventure tourism infrastructure such as Marutswa Forest Boardwalk. (Including the establishment of a permanent security / staffing presence.)

### 3.3.1.2 SUPPORTING INFRASTRUCTURE

The second infrastructure intervention identified for HGDM is to:

***“Facilitate for upgrading and expansion of supporting infrastructure to improve on the overall attractiveness of the district and further stimulate tourism.”***

Attractiveness of the city

The overall character and attractiveness of a destination influences tourist’s perceptions of the tourism about the location and associated experiences. This includes the safety, availability of places to eat, shop and enjoy a town. Improving the aesthetics of a town could include any of the following activities:

- Increasing bins to improve on cleanliness of the town
- Improving sidewalks and walkways for pedestrians, and parking facilities for vehicles
- Ensuring there are maps within the town, providing direction
- Increasing the variety of food outlets that appeal to tourists, including cultural cuisine.

Table 3 below, lists potential projects to support development of the tourism industry.

**Table 3: Potential projects list for supporting tourism infrastructure investment**

	Potential projects
1.2.1	Identify in conjunction with local business owners, lay opportunities to provide services within the tourism gap markets, such as convenient stores, fast food outlets, and craft market popups/ traditional cuisine alongside key tourist attractions or nodes as well as on main roads.
1.2.2	Facilitate the municipal support process for development of tourist friendly public facilities along key tourism routes and main roads, for example additional rest stops, toilets, convenience shops, and fast food outlets and eateries.
1.2.3	Partner with COGTA Small Town Development Unit to encourage the revitalisation of towns (i.e. through improvement of pavements to reduce congestion, more street parking, improved cleanliness, increase dustbins, etc.) that would improve its attractiveness for tourists and other visitors. Particularly in the following towns: Ixopo, UMzimkhulu and Bulwer).

### 3.3.1.3 RAIL INFRASTRUCTURE

The third infrastructure intervention identified for HGDM is specific to rail infrastructure:

***“Rail infrastructure upgrade including expansion, maintenance and management.”***

Rail tourism in Harry Gwala District has a significant foothold. Upkeep of rail facilities, and proper management will ensure that the industry is sustained and is able to reap gains from proper marketing. Some of the minor recommended upgrades include improvement of shops, food outlets, the installation of Wi-Fi and the upgrade of ablution facilities at the various stations. Major upgrades include extension of railway lines, and activation of new routes leveraging existing unused lines; and opening up opportunities for SMMEs to tender for maintenance of the locomotives and coaches.

Table 4 below, lists the specific potential projects to support development of the tourism industry.

**Table 4: List of potential rail infrastructure projects to facilitate and stimulate tourism with HGDM**

	Potential projects
1.3.1	Audit of rail infrastructure (Rail lines, rolling stock, stations) throughout the District and develop business plan for upgrading and maintenance of infrastructure.
1.3.2	Assist SMMEs to register as suppliers to partner/sub contract on maintenance as a mechanism for succession and skills transfer within the rail tourism industry in the District.
1.3.3	Support the use of the rail line between Underberg and Pevensy in Kwa Sani, Creighton to Riverside in Umzimkhulu. (Permission and support will be required from TRF)
1.3.4	Facilitate upgrade of stations which includes renovations (i.e. upgrade and increase ablution facilities, food outlets, curio shop, Wi-Fi hotspots etc.) of existing station buildings such as Allwoodburn Station, Riverside Station and Underberg.

1.3.5	Leverage on the partnership with Transnet and the Rail Safety Regulator for affordable compliance and safety requirements.
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### 3.3.1.4 ROAD AND WATER INFRASTRUCTURE

The fourth infrastructure intervention identified for HGDM is specific to Road and Water infrastructure:

***“Upgrade including expansion, maintenance and management.”***

The road infrastructure in HGDM is relatively old and many of the main roads have potholes, making it particularly difficult to drive at night. The scenic beauty of the district is most accessible by road (even though it can also be seen via rail, paragliding or hot air balloon). Improving the quality of the road and increasing the rest/ stop areas alongside the route will improve the experience of road travellers in the area – thus increasing the potential for a return visit.

With regards to water infrastructure, the region is home to waterbodies (dams) that can be leveraged for adventure tourism. Adventure tourism is one of the biggest draw cards for most inland and rural destinations particularly among Wonderlusters, and young families.

Table 5 below, lists potential road and water infrastructure projects to support tourism industry

**Table 5: List of potential road and water infrastructure projects to facilitate and stimulate tourism development in HGDM**

	Potential Projects
1.4.1	Lobby local municipalities and other responsible entities to prioritise maintenance of road and water infrastructure within the District, particularly to the key tourism sites.
1.4.2	Lobby local municipalities and the KZN Department of transport to upgrade and develop key roads creating local, regional and national linkages to support intra & inter district tourism, including Lotheni Road which provides an important linkage for tourists from the Midlands and Gauteng.
1.4.3	Explore the tourism potential of man-made water features such as Smithfield and Steven Dhlamini dams in partnership with DWAF (Department of Water Affairs Forestry and Fishery), particularly for adventure tourism.

### 3.4 STRATEGIC FOCUS AREA 2: GOVERNANCE AND INSTITUTIONAL FRAMEWORK

Research on tourism development suggests that successful tourism planning and development is underpinned by intricate cohesive formal and informal networks spanning both the public and private sectors. Together the networks play a role in determining a destination's effectiveness at optimising its tourism assets and harnessing public-private partnerships for a sustainable tourism industry and to attract travellers<sup>5</sup>.

*"Local government has a direct impact on the total tourism experience of tourists, and the competitive position and attractiveness of any tourism destination is influenced by the diversity, quality and overall blend of its services and resources<sup>6</sup>"*

Within this framework it is the role of government to **ensure tourism investment facilitation, resource management and communication are undertaken in an equitable, coordinated and sustainable manner and alignment with the national tourism strategy, policies and focus areas** in order to foster a viable economic environment for the private sector to invest into the sector and attract tourists.

#### Tourism Specific Local Government Roles

- simplification of municipal procedures;
- promoting labour intensive programmes;
- marketing and investment support;
- small business support services;
- targeted assistance to a particular sector in the economy which has the potential to expand and create jobs;
- training and placement services (skills development).

The governance and institutional framework within this strategy is twofold. Firstly, it addresses the **relationship, and more specifically coordination, between the local government structures / institution and the industry, with particular reference to funding and resource allocation**. The ideal situation is to develop a mutually symbiotic / beneficial relationship wherein both the government and the industry engage in robust interaction to develop and reap the benefits of a thriving tourism industry. Some of the gains that government can expect from tourism development include<sup>7</sup>:

- A significant catalyst for economic growth and employment
- Increases demand for other non-tourism businesses
- Provides supplementary incomes to those seeking second and or, part time & flexi hours jobs
- Encourages upgrading and re-use of derelict land and buildings

<sup>5</sup> Dredge (2006:269)

<sup>6</sup> Rogerson, 2013 cited in COGTA, 2013, Tourism Summit Presentation: 'The Importance of Local Government presented at the Tourism Development'. Available at: <http://www.tourism.gov.za/AboutNDT/Branches1/Knowledge/Documents/SA%20Tourism%20Planning%20Toolkit%20FINAL.pdf>. Accessed March 2016

<sup>7</sup> SA Tourism Planning Toolkit for local government (2010). <http://www.tourism.gov.za/AboutNDT/Branches1/Knowledge/Documents/SA%20Tourism%20Planning%20Toolkit%20FINAL.pdf>. Accessed March 2016

- Brings expenditure from external sources into the local market
- Can be a source of foreign exchange earnings

The second priority addressed in this section of the strategy speaks to the level of coordination, collaboration, communication and, particularly, compliance of the industry participants to regulations and standards. More specifically, interventions recommended include:

- increased collaboration;
- coordination and communication of CTOs, government and tourism service providers;
- strengthening of relationships;
- service excellence; and
- recognition of excellence to foster a compliance and service excellent culture.

A high level of co-ordination, collaboration and communication fostered between local tourism official and industry role players can positively impact on the growth of any industry, moreover the tourism industry wherein there is high levels of intra and international competition for the same target markets. Tourists appreciate, and have a high propensity to travel to locations where they have confidence in the transport intermediaries, they feel safe, can access information readily, travel freely, are assured serviced excellence and where they can experience the friendly helpful locals. Transport intermediaries, safety, access to information and attitudes of locals to tourists are elements of the tourism system that can be developed by government with consultation from the private sector. Service excellence however is the priority of the private sector, compliance to industry standard has a direct relation to increased confidence in services (including attractions, activities and accommodation), and tourism inflows.

Well-coordinated regions are able to sufficiently facilitate distribution of resources/ development required for tourism development, such as infrastructure, local government capacity (for tourism promotion and administrative support), and investment promotion. They are also responsive to industry challenges and gaps, as well as work hand in hand with industry operators to sustain the industry.

With regards to the state of governance and institutional support for tourism in the HGDM, three main impeding factors arose from the stakeholder consultation process:

- There is unequal distribution of tourism capacity, only three LMs capacity specifically dedicated to tourism - in the form of a tourism official, and tourism office. This undermines the district's ability to optimise its tourism assets, attractions and investment opportunities, more so in relation to business / commercial tourism. This is particularly true for the Greater Kokstad Municipality, which acts as a thoroughfare for commercial tourist in the construction and services (reps, MICE activity) industries.
- Registration of tourism businesses on databases on the LMs and CTO is relatively low (with the exception of Kwa Sani), consequently impacting on the LMs & CTOs ability to ensure compliance to service excellence, effective marketing of services, products and attraction as well as facilitate collaborations.

- The relationship between tourism businesses and the public sector is somewhat strained in most of the LMs, particularly where there is no local official assigned to the industry, and or where there are no forums to enable industry operators to engage government on industry related challenges, plans and etc. In addition, there is prevailing perception that political principals, do not understand the value and potential of tourism and as such offer little support (if any) to tourism initiative. This impacts on the budgetary and future capacity allocations for tourism, and on the nature of tourism development; leading to development that is not aligned to the needs of industry.

Based on the findings of the stakeholder consultation, site visits, contextual analysis, SWOT and Gap Analysis, the following key interventions for Governance and Institutional Arrangements are recommended in table 6 below.

**Table 6: Recommended governance and institutional intervention to improve tourism in HGDM**

Goal: 2		Interventions
Governance and Institutional Arrangements	2.1	Access to funding mechanisms to support tourism development.
	2.2	Building government capacity to support and facilitate tourism development.
	2.3	Enhance coordination, communication and collaboration between the tourism stakeholders and officials at local and district level.
	2.4	Stakeholder buy-in and support for tourism development.
	2.5	Ensure quality experiences through service excellence.

### **3.4.1 GOVERNANCE AND INSTITUTIONAL ARRANGEMENTS FRAMEWORK**

One of the main aims of this strategy is to develop a guiding document to assist the HGDA efforts in coordinating and facilitating tourism development within the district, so that it occurs in an equitable, coordinated manner and with empirically based investment which result in favourable socio-economic returns. To this end the document suggests the ideal level of (or distribution of) responsibilities for each of the lead agents / stakeholders (HGDA, LMs, PVT Sector, EDTEA, COGTA & TKZN).



Based on the definition in figure 3, the HGDA has the responsibility coordinate the districts tourism investment opportunities; influence and undertake intervention as an extension of Local government; develop bankable tourism projects that catalyse local economic development. As such the primary lead role for all interventions will be the HGDA, however supporting role of provincial level institutions such as EDTEA, TKZN, COGTA, SALGA are essential to ensuring interventions are carried out – particularly with reference to financial resources, networks and capacity.

The partnership of private sector is equally important; business owners need to invest into the sector, partner to achieve training and skills transfer, and comply with regulatory requirements. Local government's role is that of coordination, facilitation, implementation and applying compliance at LM level.

**Figure 3: Definition and Function of Development Agency. (Source: Urban-Econ,)**

EDAs are specialised bodies essential to fill the gap between the creation of development plans and their implementation by their respective local government. They are therefore:

- A tool of LED, and act as a delivery vehicle for development projects;
- Owned by public authority in order to co-ordinate and manage public resources, potential investors and regional investment opportunities in accordance with the predetermined development objectives of the municipality; therefore
- Essentially the extension of the developmental role of local government, and effectively translate development ideas into bankable ideas;
- Integral to the process of setting up running and supporting endogenous networks that catalyse local economic development.

It is important to note, that tourism investment has to be private sector led and in response to demand. Therefore, it is important to ensure private sector involvement, buy-in and commitment to interventions.

The following subsections highlight intervention and projects specifically; these need to be assessed / viewed with the above distinction or roles and responsibilities in mind.

#### **3.4.1.1 ACCESS TO FUNDING MECHANISMS TO SUPPORT TOURISM DEVELOPMENT.**

The first intervention for this category addresses funding deficiencies for tourism projects at both LMs and District level – which undermines the districts potential and ability to fulfil its role effectively.

The intervention to this end is to:

***“Facilitate access to funding and train local officials on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.”***

In the HGDM all district LMs reported limited budgets as a significant impediment to achieving set targets; this mean that only a few projects can be carried out within each financial year. Additional pressures from national austerity / budget cuts threaten to limit resources available to tourism even more. In such a context, tourism and LED officials with government must be innovative and access

alternative funding, from other government development institutions, and international funding pools.

Specific projects to achieve this as listed in table 7 below include:

**Table 7: List of potential projects to facilitate and stimulate tourism funding in HGDM**

	Potential Projects
2.1.1	Facilitate access to funding and train local officials on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.

### **3.4.1.2 BUILDING GOVERNMENT CAPACITY TO SUPPORT AND FACILITATE TOURISM DEVELOPMENT**

The second intervention for this category addresses funding deficiencies for tourism projects at both LMs and District level – which undermines the districts potential and ability to fulfil its role effectively. In addition, government does not always understand the mechanisms of the tourism promotion, and investment facilitation or have sufficient know-how to close critical time bound deals. This includes simple steps, such as responsiveness to enquiries; being able to relay knowledge of investment opportunities and assets, being able to interact with development planning documents and point out opportunities to potential investors; being knowledgeable of enterprise funding streams to sufficiently assist SMMEs; and addressing red tape and bottlenecks quickly.

The intervention thus focuses on:

***“Building government capacity to support and facilitate tourism development.***

Alongside limited budgets, the HGDM also has limited capacity to undertake tourism development; only three of the LMs have tourism officers. This means tourism function is then handled in conjunction with LED by LED managers. It also emerged during the stakeholder consultation that principals have limited knowledge on the importance, and impact of tourism of local economic growth and social upliftment, as such tourism project receive limited support/ buy-in.

Specific projects to achieve this as listed in table 8 below:

**Table 8: Proposed projects to improve government capacity in tourism support and facilitation (investment promotion).**

	Potential Project
2.2.1	Identify gaps in government capacity and undertake short-term training.

### 3.4.1.3 ENHANCE COORDINATION, COMMUNICATION AND COLLABORATION BETWEEN THE TOURISM STAKEHOLDERS AND OFFICIALS AT LOCAL AND DISTRICT LEVEL.

The next intervention for this category addresses the level of coordination, communication and collaboration between government, CTOs and industry stakeholder. At present, in all districts with the exception of Ingwe, tourism development agenda is normally discussed at the LED forums. Ingwe has sector specific forums which enable business and government to engage on sector specific issues, as well as undertake mutually beneficial collaborative public private partnership (PPP) projects.

Outside of the LED forums registered tourism business utilise the CTOs platform (where they exist) to lobby for enabling business condition. It emerged during the consultation phase of the study that not all businesses are registered with CTOs or LM databases and as a result do not receive any government or industry communication.

The intervention thus focuses on:

***“Enhance coordination, communication and collaboration between the tourism stakeholders and officials at local and district level.”***

Specific projects to achieve this as listed in table 9 below:

**Table 9: List of potential projects to improve coordination, communication and collaboration among tourism stakeholders in the HGDM**

	Potential Projects
2.3.1	Establish regular District tourism forums that are vibrant and inclusive in both formal and informal meetings where tourism projects, challenges and opportunities can be discussed including lobbying for industry related matters.
2.3.2	Develop communication channels including but not limited to newsletters, emails, forums and workshops for sharing of information on tourism development matters.
2.3.3	Ensure registration of all tourism businesses with relevant CTOs found within the District and publish databases on the websites of the district, local municipality and CTOs.

### 3.4.1.4 STAKEHOLDER BUY-IN AND SUPPORT FOR TOURISM DEVELOPMENT.

Challenges cited in section 3.4.1.3 as well as 3.4.1.2 impact on stakeholders buy-in and support of tourism development. When there is insufficient administration capacity to support the industry effectively; and there is minimal constructing engagement between the public and private sector. In such cases tourism development tends to occur to silos as each entity (government and private sector) drive tourism development in their own direction independent of the other. The end result of such, as is observed in HGDM is uncoordinated, inequitable and unsustainable growth.

This intervention thus focuses on fostering:

***“Stakeholder buy-in and support for tourism development.”***

A recommended project to achieve this as listed in table 10 below:

**Table 10: Potential project to improve stakeholder buy-in to tourism development projects**

	Potential project
2.4.1	Strengthen relationship between local government and CTOs.

**3.4.1.5 ENSURE QUALITY EXPERIENCES THROUGH SERVICE EXCELLENCE.**

Service excellent is the key to return visits in tourism. Grading of establishments is one way in which Tourism South Africa, and TKZN promise quality service to tourists. Graded establishments attest that their service is of international standards and that they are in essence accountable to provide a certain level of service. Within the HGDM the grading of establishments is lagging, however this is due to establishments opting out of grading because of the cumbersome steps, and as a result of a lack of understanding of benefits of being a graded establishment.

This intervention thus focuses on:

***“Ensure quality experiences through service excellence.”***

Recommended projects to achieve this are as listed in table 11 below:

**Table 11: List of recommended projects to improve tourism service standards**

	Potential projects
2.5.1	Assist establishments in the district understand requirements of the Tourism Grading Council's star grading system through workshop or focus group sessions.
2.5.2	Initiate an annual awards criteria or competition culminating in a ceremony which recognises excellence in tourism.

### 3.5 STRATEGIC FOCUS AREA 3: TOURISM EDUCATION, TRAINING AND KNOWLEDGE PRODUCTION

#### 3.5.1 TOURISM EDUCATION, TRAINING AND KNOWLEDGE PRODUCTION

Skilled human capital is a major determinant of business success; availability of knowledgeable, competent and dedicated personnel enables a business / organisation to execute business strategy and plans effectively in a manner that is both responsive and reflective to external and internal environmental factors impacting on the organisation. The same can be said at industry level, where the ability to retain, develop and expand the depth and base of skills within an industry positively influences the effectiveness and efficiency of that industry, and prevents it from becoming 'extinct'.

This requires, strategic and purposeful fostering of diversity (in age, gender, and skills set) to ensure transfer of critical knowledge, skills and innovation - which allows for industries to respond to market conditions. More so for the services industry, tourism included - as they deal with customers / consumers that are far more informed and are constantly demanding variety, value for money and unique product experience.

It is important for the HGDA to promote this importance of skills in order to ensure sustained existence and growth of the district's tourism industry, especially since its advantage / product strength is in the niche tourism markets / products. As stated in earlier phases, skills deficit was among the biggest industry threats, with some businesses opting to close as a result of a lack succession options (skilled people to buy operations). Others have suffered slower growth; as skilled individuals are overloaded / do not have enough capacity to take on more work.

Based on these findings, table 12 highlights key interventions that are recommended for this strategic focus area.

**Table 12: Highlights recommended interventions for Goal 3.**

Goal: 3		Intervention
Tourism Education, Training and knowledge production	3.1	Develop tourism support, awareness and capacitation mechanisms in the district, for communities, entrepreneurs and officials.
	3.2	Local skills development
	3.3	Industry and Business Succession

### 3.5.1.1 DEVELOP TOURISM SUPPORT, AWARENESS AND CAPACITATION MECHANISMS IN THE DISTRICT, FOR COMMUNITIES, ENTREPRENEURS AND OFFICIALS.

Tourism stakeholders, particularly SMME service providers, community enterprises and tourism promotion government official tend to face difficulty in implementing and governance service excellent. The challenges are primarily linked to the stakeholders' lack of understanding and ability to meet the requirements, as well as realising the value of service excellent. As earlier stated service excellence, is achieved through grading. It is a form of oath to quality service and an accountability mechanism utilised to improve tourists' perception and expectations of a destination.

Training and capacity building – in the form of awareness campaigns, seminars, tutorials (face to face and online), 'how to' manuals or guides – can help improve the stakeholders' understanding of the requirements, the duration of the process, how to implement it, and the expected gains thereafter. In alignment with the pro-poor and sustainable approach to tourism development, the district needs to further ensure that skills training (catalytic skills) and awareness programmes are inclusive of rural operators, in order to enable them to capitalise on opportunities within the industry such as bird guiding, adventure tourism, heritage and cultural tourism.

As such the first intervention with respects to tourism, training and knowledge production is to:

***“Develop tourism support, awareness and capacitation mechanisms in the district, for communities, entrepreneurs and officials.”***

Recommended projects to achieve this are as listed in table 13 below:

**Table 13: List of potential projects to increase awareness of tourism projects in the district**

	Potential projects
3.1.1	In partnership with other stakeholders (e.g. EDTEA, Private Sector) support seminars and awareness campaigns to inform communities, officials, SMMEs and other stakeholders about the value of, opportunities and service excellence within tourism in the Harry Gwala District.
3.1.2	Facilitate and support training on tourism standards, grading and service excellent for tourism service providers within the various municipalities in the form of workshops, seminars, symposiums and where possible online sessions; particularly for emerging businesses.
3.1.3	Develop rural birding guide capacity within birding hotspots and routes found within the District by sourcing training provider to run suitable training programme.
3.1.4	Put together a help guide for entrepreneurship development and circulate via website.

### **3.5.1.2 LOCAL SKILLS DEVELOPMENT**

Local skills deficit was among the biggest industry threats, in HGDM; some businesses have opted to close or relocate as a result of a lack of local skills to continue the business. Training and skills development is a key strategy to ensure industry continuity; however, this needs to be supported with plan for placement and absorption of all newly trained people (graduates etc.).

This intervention thus focuses on:

***“Local skills development.”***

Recommended projects to achieve this are as listed in table 14 below:

**Table 14: List of Skills Development projects to boost tourism in HGDM**

	Potential projects
3.2.1	Develop key promotion and activities for rail tourism to raise level of awareness of existing and future opportunities.
3.2.2	Develop a district wide database of tourism graduates from tertiary institutions and the various training programmes run at /by local municipalities.
3.2.3	Develop a placement programme for tourism graduates, in-service trainees, learnerships and undergrads from university, vocational school and FET training colleges and support development of short qualification for tour guides/tourism buddies/tourism ambassadors to establish small business aligned to the district's core experiences and products.
3.2.4	Promote and raise awareness/exposure of tourism career opportunities for school learners e.g. take a girl child to work, tourism career days.
3.2.5	Train local tourism and ticketing office staff on local activities and attractions, and customer service excellence.
3.2.6	Promote skills, graduate and other tax incentive schemes to encourage businesses operating within the tourism and support industry to take on youths, and other personnel trained through the district and local municipality skills programmes as interns, or in junior roles.
3.2.7	Provide training on hospitality in isiZulu, particularly in municipalities with significant rural demographics, to ensure and support development of rural tourism enterprises.
3.2.8	Investigate accredited training for specialist skills in the rail tourism industry. E.g., fireman, maintenance staff, train drivers, etc.

### 3.5.1.3 INDUSTRY AND BUSINESS SUCCESSION

Skills transfer and skills development are integral to sustained growth of the district's tourism industry, particularly as the districts comparative / competitive advantage / is in the niche tourism markets/ products. The skills set required are not limited solely to tourism specific knowledge, but should include business management, marketing and entrepreneurship training. Existing tourism businesses within the district are ideally better positioned to contribute to skills transfer through mentorship to SMMEs, graduates. The role of government would therefore be that of coordination and facilitation – to ensure there are no abuses of mentorship partnerships. Together these steps will lead to industry and business succession.

The projects recommended for this intervention therefore speaks to:

***“Industry and Business Succession.”***

Recommended projects to achieve this are as listed in table 15 below:

**Table 15: List of projects to address business succession challenges and stimulate tourism development in HGDM**

	Potential projects
3.3.1	Develop business mentorship partnering to encourage established businesses operating in the tourism industry to partner with emerging entrepreneurs to facilitate broad skills transfer (including business management and entrepreneurship skills) within the industry, particularly in rail, avi, adventure and heritage tourism.
3.3.2	Facilitate and coordinate the provision of training and mentorship workshops on technical skills, marketing (trends, new developments), governance and legislation, packaging for tourism business, crafters, co-operatives, and emerging entrepreneurs in each of the core experiences sectors as a mechanism to ensure skills transfer and stability within the industry.



### 3.6 STRATEGIC FOCUS AREA 4: TOURISM MARKETING

#### 3.6.1 TOURISM MARKETING STRATEGY

Tourism is increasing nationally and globally, however, some tourism sectors struggle to gain market share. Marketing is a major part of the problem, but it is also an integral part of the solution to grow tourism in Harry Gwala DM. Currently, the area is lacking in social infrastructure and marketing of the area as a tourism destination; impaired by the inadequate human and financial resources to support tourism development and marketing; thus, requiring focussed marketing initiatives and investment promotion.

Harry Gwala DM needs to achieve the following to enable the development and strengthening of its destination marketing component<sup>8</sup>:

- create an easy to remember image for potential markets;
- contribute to increased profits, visitor numbers and growth in the tourism industry;
- aligns with other public and private marketing efforts to strengthen the image further;
- receive support and recognition from other stakeholders;
- provide a method for the determination, classification and integration of relevant information;
- explain, forecast and control the marketing processes that are used and not only interpret the facts; and
- only relevant and necessary marketing activities should be performed.

#### Destination marketing activities:

- Formulation of a strategy;
- Selection of activities;
- Improvement of the environment;
- Need to obtain financial support;
- Getting management support;
- Assigning responsibilities;
- Establishing procedures and standards;
- Create an attractive environment;
- Profitable industry;
- Positive visitor experiences;
- Ongoing investments in new product development;
- A sustainable community;
- Supportive host community;
- Ease of access;
- Effective organisation.

“Destination marketing is acknowledged as a pillar of the future growth and sustainability of tourism destinations in an increasingly globalised and competitive market for tourists”<sup>9</sup>

Tourism is one of the industries that is very sensitive to the use of marketing, as its market can relate to a global audience with diverse travel opportunities, within an intangible industry.<sup>10</sup> Potential tourists have the ability to view, connect and customise their travel decisions within minutes in the digital era. Moreover, potential

<sup>8</sup> Saayman, M. 2009. Hospitality, Leisure and Tourism Management.

<sup>9</sup> Pike, S. & Page, S.J. 2014. Destination Marketing Organizations and destination marketing: A narrative analysis of the literature. Tourism Management.

<sup>10</sup> Solimar International. 2014. Tourism Marketing.

tourists are influenced by the perception they have about a destination or tourism product and the degree it will satisfy their preferences, values and expectations.

The Harry Gwala DM needs to build on its current and potential strengths, by focussing its efforts to define and competitively reinforce the following niche tourism sectors, unique to the area:

- Nature-Based Tourism relating to scenic, wildlife, adventure and eco-tourism;
- Culture and Heritage Tourism, with specific reference to mission tourism;
- Events/Festivals Tourism;
- MICE Tourism;
- Rail Tourism; and
- Avi-tourism.

Harry Gwala's achievement of its tourism marketing goal involves the following interventions:

**Table 16: Marketing Interventions**

Goal		Intervention
Goal 4: Marketing	4.1	Brand development and Marketing Cohesion
	4.2	Targeted Marketing of Tourism Attractions and Packages
	4.3	Market Potential Investment Projects

### **3.6.1.1 BRAND DEVELOPMENT AND MARKETING COHESION**

There is a strong correlation between a favourable image and propensity to visit a destination. Tourists base their destination decision on physical and cognitive information collected prior to the actual planning of the trip. *Destination image* plays an important role in this decision-making process as consumers tend to choose destinations whose perceived image is similar to their "actual, ideal, social, ideal-social and situational-ideal-social images."<sup>11</sup> Hence, the image projected of a destination is a very important element relating to a tourism destination's attractiveness and competitiveness.

A destination image has different components, some of which cannot be controlled or influenced; for instance, location, natural and historical characters, and social and political issues. However, a destination can project a favourable image through building a destination brand, thus creating a cognitive-image within potential tourists' minds, possibly motivating increased and return trips.

Therefore, it is important that Harry Gwala creates a destination brand-image that will target and attract a larger audience to the region. However, it is critical that a destination's image is not just marketed, but is represented in the actual tourism products and attractions within the destination. Hence, a destination needs to ensure that the tourism products and attractions are of high quality and represents the image of the destination.

<sup>11</sup> Enslein, C. & Hlopper, H.B. 2012. Brand Management.

The destination brand-image aims to<sup>12</sup>:

- embody a particular purpose/image;
- present an image that is unique;
- ensure that the destination brand-image is served in all the tourism destination and particular stakeholders have to offer; and
- satisfy wants and needs by building long-term relationships within the destination brand-image.

A well designed brand ensures the overall consistency in the destination marketing efforts and presented umbrella image. The destination brand-image feeds into the marketing strategy of Harry Gwala DM. Thus, the development of the destination brand and marketing strategy requires collaboration within the tourism sector, ensuring a holistic marketing approach, and increasing domestic and foreign tourism market through marketing partnership.

There are different tourism associations at local/community level operating within the region, namely Greater Kokstad, Umzimkhulu, Southern Midlands, Southern Drakensberg, The Drakensberg Experience, Mooi River Tourism, Southern Explorer, and other provincial and national level tourism marketing associations. However, it is crucial that all these tourism associations interlink and coordinate with each other to ensure the maximum impact of their marketing efforts on a local, national and international scale.

Moreover, marketing channels need to be strengthened relating to direct channels, such as social media, online marketing, brochures, tourism information guides and centres; and indirect channels for instance, intermediaries like travel agents, tour wholesalers, and tour operators. Specific emphasis should be placed on the core elements that are unique to Harry Gwala relating to the niche tourism sectors.

The following table represents the potential projects that will assist Harry Gwala DM in focussing their marketing efforts in strengthening and developing a more attractive destination image, thus increasing the competitive and comparative advantage of Harry Gwala as a tourism destination.

**Table 17: Branding Development and Marketing Cohesion Potential Projects**

	Potential Projects
4.1.1	Develop marketing message in joint and cross promotional marketing of district as a whole in conjunction with all stakeholders including local municipalities, TKZN, BrandSA, South Africa Tourism, Business stakeholders and communities.
4.1.2	Ensure rural tourism enterprises receive marketing support particularly for product packaging, promotion of experiences linked to the core tourism projects and promote socially and environmentally sustainable tourism within the district; such as Adventure/ Eco- tourism in UMzimkhulu, home stays, cultural and traditional healing way of life in Kwa Sani, traditional practice of AmaBaca and other clans (e.g. Ingube).

<sup>12</sup> Enslin, C. & Hlopper, H.B. 2012. Brand Management.

4.1.3	Broaden and diversify the destination marketing platforms/ media, to include digital marketing such as social media, websites, intra and inter district web links, online tourism booking and promotion web platforms - that are accessible via both desktop and on mobile devices such as Booking.Com, SafariNow, TripAdvisor, RoomsForAfrica.
4.1.4	Incorporate the services of a marketing agency to undertake the marketing attractions to specific target markets, particularly international markets where tourist have a keen interest in rail, nature based tourism, heritage culture tourism including mission tourism and other inland activities.
4.1.5	Compile a calendar of events and a 'what's on' quarterly brochure highlighting all the major events in the district. To be made available at the tourism offices; published on multiple advertising platforms such as local & national newspapers, magazines (online& print), internet; interactively linked to websites of all key stakeholders, CTOs, current and potential partner institutions such as TKZN, tourism support businesses/ industry, flight companies e.g. SAA, as well as on webpages of neighbouring municipalities.
4.1.6	Avi-Tourism: Implement an avi-tourism promotion campaign - across all media with the help of Birdlife South Africa (BLSA). Identify and include 'Birder Friendly Establishments' and Birding routes in this campaign.
4.1.7	Rail-Tourism: Implement a rail-tourism promotion campaign - across all media with the help of TKZN and BrandSA. Identify and include rail tourism packages and routes in this campaign.
4.1.8	Heritage, Culture and Historical -Tourism: Implement a heritage -tourism promotion campaign - across all media with the help of Amafa, TKZN and Local Municipalities. Identify and include heritage site, cultural villages, and historical establishments; product packages and routes in this campaign.
4.1.9	Develop a heritage based marketing campaign highlighting the unique and district culture and practices of the AmaBaca, Amakhuze, Hlangweni and Griquas. Include product packages, and related events.

### **3.6.1.2 TARGETED MARKETING OF TOURISM ATTRACTIONS AND PACKAGES**

Tourism promotion plays a very important role in the formation of destination image, attractiveness and actual revenue generation. This component emphasises the need to develop and promote tourism attractions and packages, to increase the attractiveness of the destination.

Harry Gwala has a diverse tourism sector with multiple components and attractions, however there are not enough linkages created within the sector to strengthen tourism products attractiveness. Though promoting specific attractions and tourism packages the tourism sector will gain the following advantage<sup>13</sup>:

- increased visitor length of stay;

<sup>13</sup> Product Packaging Workbook: Tourism.

- coordinated presentation of the area's attraction base;
- distribution of visitors throughout the area;
- variety of facilities and services involved; and
- economic impact in overall terms.

To promote and develop tourism attractions and packages, a creative mind-set is required and cooperation between involved parties; it is also crucial that all developments revolve around the target market needs and interests.

Harry Gwala aims to diversify its market and place specific focus on developing high potential niche markets and attractions, relating to Nature-Based Tourism, Culture and Heritage Tourism, Mission Tourism, Events/Festivals Tourism, Rail Tourism, and Avi-tourism. Moreover, placing emphasis on developing tourism packages to strengthen its MICE tourism market. Thus, indicating the use of special interest/themed tourism promotions and packages within the tourism sector.

The following table represents the potential projects that will assist Harry Gwala DM in successfully developing and promoting tourism attractions and packages.

**Table 18: Marketing of Tourism Attractions and Packages Potential Projects**

	Potential Projects
4.2.1	Identify, develop and promote all-inclusive packages leveraging existing and priority attractions in partnership with suitable accommodation establishments.
4.2.2	Identify and pitch attraction packages to tour operators, who have access to broader scope of international markets.
4.2.3	Support and facilitate the renovation/restoration underutilised mission tourism infrastructure - such as Mariathal Mission - and development of signage, marketing and promotion material to be distributed among tour operators.
4.2.4	Advertise the Southern Birding Route and other bird hot spots that are found within the District on the websites of key stakeholders such as tour operators, district development agency, local municipalities and birding associations.

### **3.6.1.3 MARKET POTENTIAL INVESTMENT PROJECTS**

Tourism investment is a critical component of a sustainable tourism sector. Investment in tourism products and infrastructure are essential for destinations and businesses to provide an attractive environment for tourists and other investments. Thus, creating more opportunities for enterprise development and sector growth.

A destination's investment environment is influenced by many factors, including overall political stability; the degree to which rule of law is respected and enforced; the laws and regulations that impact access to capital and credit; the degree to which government agencies seek to facilitate or inhibit private investment; the quality and maintenance of transport and other tourism-related infrastructure; and tax and immigration policies, as they relate to both foreign and domestic investors and tourism-related businesses.<sup>14</sup>

Currently, Harry Gwala DM's tourism environment lack investor confidence and trust, due to a lack of municipal capacity and support; low levels of investment opportunities promotion; and fair confidence by tourism establishments. The municipality and tourism sector needs to improve their capacity and governing abilities to build investor confidence. Moreover, the tourism sector needs to be developed and elevated to an efficient and attractive industry. However, approximately 35% of the tourism accommodation sector stated in the survey conducted that they plan to upgrade their facilities within the next year. Thus, indicating that the tourism sector is growing and prone to potential investment in the private sector.

Nonetheless, Harry Gwala needs to increase investor awareness and confidence to stimulate a more sustainable tourism sector environment. The following table represents potential investment projects and actions that will improve the tourism investment climate of Harry Gwala DM.

**Table 19: Tourism Investment Potential Projects**

	Potential Projects
4.3.1	<p>Undertake baseline research into future investment including:</p> <ul style="list-style-type: none"> <li>– Operation, management and maintenance of rail tourism products - locomotives and related experiences;</li> <li>– Manufacturing, assembling and maintenance of rail bikes;</li> <li>– Route development opportunities;</li> <li>– Establishments / provision of tourism support service such as convenient shops/ entertainment spaces/ coffee shops;</li> <li>– Establishment of spa; product beneficiation of the healing water and other products from Isinuka in uMzimkhulu; establishment of accommodation facilities linked to nature and avi-tourism;</li> <li>– Establishment of resorts, spas;</li> <li>– Adventure tourism activities;</li> </ul>

<sup>14</sup> Sustainable Tourism: International Cooperation for Development. Tourism Investment and Finance: Accessing Sustainable Funding and Social Impact Capital.

	<ul style="list-style-type: none"> <li>– Tour operation businesses for each of the core experience;</li> <li>– Establishment of rotunda's;</li> <li>– Trading opportunities at new or existing stations and markets; etc.</li> </ul>
4.3.2	Provide detailed write ups to HGDA and TIKZN Investment Committee for investment promotion.
4.3.3	Call for proposals from potential investors / service providers for adventure-based tourism product development within Ubuhlebezwe LM, UMzimkhulu LM and Kwa Sani LM.

### 3.7 SUMMARY

This report provides a recommendation on the strategic focus required to support and coordinate tourism development in HGDM, in order for this district municipality to be a ***“leading inland destination for rail, nature-based, adventure, historical, culture and heritage tourism by 2021. Promoting use of tourism assets in a socially, pro-poor and environmentally sustainable manner to achieve equitable economic prosperity.”***

The strategic focus was informed by the contextual assessment, SWOT, GAP Analysis, site visit, stakeholder consultation and an envisioning workshop. As it stands they are in no particular order and require further refining and prioritisation which is set to occur in the next phase of the study. The identified areas are in: infrastructure upgrade and development, governance and institutional arrangements; training skills development and knowledge production, and marketing including branding, product development and product packaging. Attending to these, will improve the district's market position; however, monitoring the implementation is critical to sustaining the gains and ensuring constant responsiveness to changes within the internal and external tourism environment.

The HGDA as the project owner, should build in a strict feedback mechanism when aligning the strategy internally. A recommended tool for such is identifying and assigning key performance indicators to each project / set of interventions and report on the achievement thereof on a quarterly or biannual basis.

## 4. IMPLEMENTATION PLAN

This section provides a guidance on the implementation process of the strategy. It provides guidance on the prioritisation of the strategies and projects in the previous section and outlines the ownership of the strategies and projects.

### 4.1 PROJECT PRIORITISATION

This section provides a guidance on the prioritisation of the strategies and projects in the previous section. The prioritisation has been informed by a process of consultation that involved presenting the list of projects to the project steering committee, and the District LED Forum in order to gather inputs and further refinement of focus areas.

To ensure rigour, additional models were adopted, namely the CARVER<sup>15</sup> and the Resource, Process and values (RPV)<sup>16</sup> prioritisation models. As prioritisation is an ongoing process, which is responsive to changes in the internal and external environments these models will become valuable tools for the HGDA and district tourism custodians to continually adjust priorities in the future, as well as when undertaking the internal strategic alignment activities.

#### 4.1.1 UNDERSTANDING RPV MODEL:

A project prioritisation framework which considers RPVs is based on the premise that “an organisation’s resources, processes and values affect (if not) determine what an organisation can or cannot do”. Within this model resources include financial, physical assets such as machinery or locomotives in the case of rail tourism in Harry Gwala, and people from unskilled to skilled and managerial expertise, as well as networks and partnerships. The process refers to complexity of the steps required to achieve the goal, this is including “interaction coordination, communication and decision making process embarked on to achieve organisational goals – be it product development or coordination of stakeholders to gather nuanced solutions to industry challenges, or gather political buy-in for projects. Notably, projects undertaken by government normally undergo a rigorous and sometimes cumbersome process of consultation involving internal vetting; budgetary lobbying and allocation; community’s industry consultations; council presentation, vetting and approvals. Without sufficient motivation / substantiating high impact projects can at time take second priority to politically driven projects (mayoral priority projects).

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<sup>15</sup> Aladpoosh and Nejati, 2013. The principles of project prioritisation framework. Accessed via <http://www.mop.ir/portal/File/ShowFile.aspx?ID=5520dd4d-2563-4b0a-9459-b85bdef22c1c>. Accessed March 2016. Also see: Gaijinass (2009) Use the Carver Matrix for project management. Accessed via Gainjinass.com on <http://gaijinass.com/2009/09/07/use-the-carver-matrix-for-management/>. Accessed march 2016.

<sup>16</sup> Bonefas, S and Johnson, R.M, 2005. First things first, putting project prioritisation before project management. Accessed via: <https://www.google.co.za/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjtu62xjb3LAhUKPxoKHx5SD6sQFgggMAA&url=https%3A%2F%2Fnet.educause.edu%2Ffir%2Flibrary%2Fpowerpoint%2FSE0567.pps&usq=AFOjCNFPetGWsFeQnVFEPsilf6B9SIWLjg&sig2=hmid5b7L2zVNXCG0yeBShg>. Accessed March 2016



With respect to the tourism strategy, RVPs assessment were undertaken in the initial phases of the study through the contextual assessment, SWOT and GAP analysis. In addition, processes were further addressed within the governance and institutional arrangements aspect of the strategy (section 3.4.); while values alignment was undertaken in the re-envisioning exercise and vision formulation.

Based on these findings, it can be concluded that Harry Gwala district has the baseline physical and natural resources to undertake tourism development projects within the suggested market niches. However, there is a considerable gap in skills and knowledge required to grow the sector in a sustainable manner with equitable economic outcomes as result. Further budget limitations impede on the district's ability to undertake projects such as promotion of tourism, brand development and capacity building of principals, extension officers, and communities on the value of tourism as well as developing an investment promotion communication to attract investors into the sectors. The above listed limitations have however been addressed in the strategic framework.

The next step is then a reprioritisation of the strategic focus areas based on the RVPs. The following re-assignment / assortment is recommended:

No.	Strategic Focus Area	Supporting statements for Re-prioritisation
1.	Marketing	<p>All required resources, processes and values to achieve goals are in place. Executive buy-in is achievable; resources available – from various tourism &amp; grant funding; an existent private sector with products for the markets (although these can be strengthened and expanded). Hence only <b>planning and coordination function are required to implement this strategic focus area.</b></p> <p>In addition, marketing is a relatively lower effort but high impact intervention capable of showing returns within the short to medium term timeframes. <b>This means demand will be increased and stimulate / influence efforts towards the other strategic focus areas.</b></p>
2.	Governance	<p>Required resources, and values are there but require further alignment and some processes require re-engineering to introduce flexibility, heightened coordination, communication and responsiveness of the governance and institutional arrangements, particularly with respects to budgeting, industry buy-in and service excellence. <b>The primary functions for this goal are planning, facilitation and coordination.</b></p> <p>This is also a relatively lower effort intervention to initiate but results in a high impact (returns and multipliers). <b>Improvements within this strategic goal will have positive spill over into the achievement of the other and more critical goals.</b></p>

3. Training	<p>Resources to undertake projects within this focus area are available through partnerships with EDTEA, TKZN, and Tourism grading council. Further value re-alignment and process re-engineering is required, particularly in the area of graduate placements, business mentoring and business succession. <b><i>As such the primary function of lead role players in this intervention would include value alignment (planning), leadership (facilitation) and coordination.</i></b></p> <p>Gains in training are subservient to the gains of governance and institutional arrangements plus marketing. On their own, they cannot influence demand, it is only when applied to the system approach that reasonable gains will be observed. <b><i>As such it becomes a tertiary priority; this a low to moderate effort goal with high impact outcomes – especially with respects to continuity and sustainability of the industry.</i></b></p>
4. Infrastructure	<p>Resources to achieve the goal are present but misaligned. The complexity of achieving this goal is further influenced by the rather fixed processes required to achieve capital projects. <b><i>Both the resource alignment and process re-engineering is strongly hinged on the value (strategic interests) of powers that be – political, local and national authorities for the suggested infrastructural upgrades.</i></b> The process of motivating for, coordinating budget allocations, and implementation of the projects will require multiple stakeholder and <b><i>take a longer duration to break ground.</i></b> <b><i>As such returns from capital investments are only seen in the long -term as opposed to short / medium term.</i></b></p> <p>This set of interventions are primarily capital investment and as such are <b><i>high investment or effort with high impact returns to tourism and related industries. Hence these need to be ascribed longer achievement / goal timeframes.</i></b></p>

There are primarily three categories of functions at play for each of the goals. The role the key stakeholder / project lead will fulfil to achieve the goal are defined below, each of these is equally important, especially in tourism:

- Planning: Refers to and involves the municipality or consultants developing a strategy or plan (the outcome is a document ready for implementation);
- Facilitation / coordination / leading: Refers to and involves the municipality coordinating something (the outcome is that a task or objective has been achieved); and
- Capital projects: Refer to projects where there is some sort of infrastructural investment (the outcome is infrastructure development, such as ablutions).

#### 4.1.2 UNDERSTANDING THE CARVER MODEL

The CARVER Model is a prioritisation tool that is particularly useful for deciding which projects to initiate in a context where there are multiple varying ideas, interests and goals. It assists to funnel out some on the not so critical projects and focuses attention on projects that are critical, feasible project and with high impact. Applying the model is simple, **CARVER** is an acronym for all the attributes evaluated in order to prioritise projects; the letters represent the following:

**Criticality:** How critical is the project to achieving the defined goal / vision. This is strongly linked to time, effort and probably impact or the project on attaining the goal. A project that unlocks numerous other opportunities; is first in a sequence of activities required for achieving the goal and has wide, significant and replicable impacts is likely to be initiated first.

**Accessibility:** Asks the question of resource availability; does the district possess all the required resources to undertake the project or can they be easily attained. This is inclusive of budget, skills, equipment, capabilities and people.

**Recouperability / Returns:** This speaks to how soon will you see a return on investment and to what scale, bearing in mind intensity of competition. Projects that give larger or significant returns on a broad scale are ideal. Returns in the case of this strategy are increased tourism demand / tourism inflows.

**Vulnerability:** Asks the question of how easy is it to knock down your target, or market barriers? For the purpose of this strategy it refers to any obvious market gaps and related barriers to entry or competitive forces. The more complex the market barriers, or intense the competitive forces – the greater the effort required (and resources) to achieve gains in that space – such projects need to be lower on the priority scale.

**Effect:** Questions how will each action move the district closer to the goal and vision? The size, significance and reach of the effect will influence the selection process.

**Recognisability:** Speaks to the district's level of understanding on the processes required to achieve the goal. It asks how easy is it to understand the project; are the steps clear? Consequently, the actual assessment of this attributes requires an actual charting out of steps required in the project – to test out if they are clearly understood.

Each of the projects are rated according the CARVER on a scale of 1 – 5 where 1 represents a low score and 5 a high score. When the total ratings assigned are tallied per goal, the one(s) with the highest score is given highest and immediate priority for implementation. The priority level gives an indication of how urgent the project is and, therefore, at which stage of the 5-year strategy it should be implemented.

Table 16 below provides a sample prioritisation using the CARVER Approach.

## AGENCY: STRATEGY FORMULATION

Strategic focus: *"Brand development and marketing cohesion"*

Table 16: Prioritisation of Branding Development and Marketing Cohesion Potential Projects

	Potential Projects	C	A	R	V	E	R	Total
4.1.1	Develop marketing message in joint and cross promotional marketing of district as a whole in conjunction with all stakeholders including local municipalities, TKZN, BrandSA, South Africa Tourism, Business stakeholders and communities.	5	5	5	4	5	4	28
4.1.2	Ensure rural tourism enterprises receive marketing support particularly for product packaging, promotion of experiences linked to the core tourism projects and promote socially and environmentally sustainable tourism within the district; such as Adventure/ Eco- tourism in UMzimkhulu, home stays, cultural and traditional healing way of life in Kwa Sani, traditional practice of AmaBaca and other clans (e.g. Ingube).	3	4	3	3	3	2	18
4.1.3	Broaden and diversify the destination marketing platforms/ media, to include digital marketing such as social media, websites, intra and inter district web links, online tourism booking and promotion web platforms - that are accessible via both desktop and on mobile devices such as Booking.Com,	4	2	4	3	4	2	19

## AGENCY: STRATEGY FORMULATION

	Potential Projects	C	A	R	V	E	R	Total
	SafariNow, TripAdvisor, RoomsForAfrica.							
4.1.4	Incorporate the services of a marketing agency to undertake the marketing attractions to specific target markets, particularly international markets where tourist have a keen interest in rail, nature based tourism, heritage culture tourism including mission tourism and other inland activities.	3	3	3	4	5	4	22
4.1.5	Compile a calendar of events and a 'what's on' quarterly brochure highlighting all the major events in the district. To be made available at the tourism offices; published on multiple advertising platforms such as local & national newspapers, magazines (online& print), internet; interactively linked to websites of all key stakeholders, CTOs, current and potential partner institutions such as TKZN, tourism support businesses/ industry, flight companies e.g. SAA, as well as on webpages of neighbouring municipalities.	5	5	5	5	5	4	29
4.1.6	Avi-Tourism: Implement an avi-tourism promotion campaign - across all media with the help of Birdlife South Africa (BLSA). Identify and include 'Birder Friendly Establishments' and Birding routes in this campaign.	3	4	4	3	3	3	20

## AGENCY: STRATEGY FORMULATION

	Potential Projects	C	A	R	V	E	R	Total
4.1.7	Rail-Tourism: Implement a rail-tourism promotion campaign - across all media with the help of TKZN and BrandSA. Identify and include rail tourism packages and routes in this campaign.	4	4	5	4	5	3	25
4.1.8	Heritage, Culture and Historical - Tourism: Implement a heritage -tourism promotion campaign - across all media with the help of Amafa, TKZN and Local Municipalities. Identify and include heritage site, cultural villages, and historical establishments; product packages and routes in this campaign.	3	4	3	3	3	3	19
4.1.9	Develop a heritage based marketing campaign highlighting the unique and district culture and practices of the AmaBaca, Amakhuze, Hlangweni and Griquas. Include product packages, and related events.	3	4	3	3	3	3	19

Based on the outcomes of the model, projects (4.1.5 & 4.1.1) would be initiated first in the short-term), followed by (4.1.7, 4.1.4) in the medium -term and lastly the rest project would be left to be initiated last and targeted for the long-term. Note, the scoring in this example was generous, in practice an intense process of negotiation / motivation and inspection of each goal is required.

#### **4.1.3 UNDERSTANDING PROJECT OWNERSHIP**

The framework once consolidated will also assign the 'strategy and project ownership'. At present the development agency (HGDA) as the commissioning entity, is the owner but in partnership with its family of local municipalities. It is recommended that the HGDA will as such hold the majority responsibility for leadership of, facilitation and coordination of the implementation process. National and Provincial entities, such as TRANSNET, SALGA, COGTA, EDTEA, TKZN, TIKZN occupy the support role; while CTO, LMs, HGDA and the private sector will be the implementation agents.

#### **4.2 FEEDBACK, MONITORING & EVALUATION CONSIDERATIONS**

As mentioned earlier (section 3.7), reaping and sustaining the positioning and positive gains of the strategy is hinged on an implementation that is closely managed and monitored, with sufficient feedback and responsiveness to environmental (internal & external) changes within the district's tourism arena. An appropriate feedback, and M&E approach recommended by this strategy, is identifying and assigning key performance indicators (KPIs) to each project / set of interventions and reported on within a set timeframe and forum. For example, at LED/ Tourism forums on a quarterly or biannual basis. Projects targeted for achievement in the short-term would require more frequent feedback approach.

For inclusivity it is advised that progress (especially good progress) is also shared widely, with stakeholders in the form of short bios, infographic or tables. Media platforms to be considered including websites, CTO pages, local newspapers and social media. This will also have a positive spin on the PR value of the district's tourism industry.

##### **4.2.1 KPI ACHIEVEMENT RATINGS**

Rating of the achievement of KPIs can be a 5-point scale rating system where 1= non achieved and 5 = achieved or close to achievement. Table 17 below illustrates the scoring scale.

**Table 17: Performance scoring / rating key**

1	Underperformed, not initiated
2	Underperformed, but initiated
3	Initiated, with 50% achievement
4	Initiated, Active with 75% achievement
5	Initiated, Active, Goal close to / achieved by 90 - 100%

Table 19 below provides a template of the strategic framework, with the implementation tool (KPIs) built in.

### Table 19: Monitoring and Evaluation Template<sup>20</sup>

[illegible]



## 4.3 PROJECT DESIGN

### 4.3.1 PRIORITY PROJECTS

This section (in table 20, below), provides a list of top priority projects, based on the outcomes of the strategy workshop and internal project prioritisation using the CARVER model. Overall 21 projects emerged with a score higher than 25, and are achievable within the strategy timeframe. The top 5 projects will be further expanded for implementation in the project design phase, as per project terms of reference.

**Table 20: List of priority projects as per CARVER model and Stakeholder Input**

	Potential Projects	C	A	R	V	E	R	Total	Stakeholder Workshop
2.1.1	Facilitate access to funding and train local officials on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.	5	5	5	4	4	5	34	6
3.3.2	Facilitate and coordinate the provision of training and mentorship workshops on technical skills, marketing (trends, new developments), governance and legislation, packaging for tourism business, crafters, co-operatives, and emerging entrepreneurs in each of the core experiences sectors as a mechanism to ensure skills transfer and stability within the industry.	5	5	4	4	5	4	31	4
4.1.5	Compile a calendar of events and a 'what's on' quarterly brochure highlighting all the major events in the district. To be made available at the tourism offices; published on multiple advertising platforms such as local & national newspapers, magazines (online& print), internet; interactively linked to websites of all key stakeholders, CTOs, current and potential partner institutions such as TKZN, tourism support businesses/ industry, flight companies e.g. SAA, as well as on webpages of neighbouring municipalities.	5	5	4	4	5	4	31	4
4.3.1	Undertake baseline research into future investment	5	4	3	4	3	4	31	8
4.1.1	Develop marketing message in joint and cross promotional marketing of district as a whole in conjunction with all stakeholders including local municipalities, TKZN, BrandSA, South Africa Tourism, Business stakeholder's and communities.	5	5	5	4	5	5	30	1
1.2.3	Partner with COGTA Small Town Development Unit to encourage the revitalisation of towns (i.e. through improvement of pavements to reduce congestion, more street parking, improved cleanliness, increase dustbins, etc.) that would improve its attractiveness for tourists and other visitors. Particularly in the following towns: Ixopo, UMzimkhulu and Bulwer).	5	4	3	3	4	4	30	7

	Potential Projects	C	A	R	V	E	R	Total	Stakeholder Workshop
2.3.1	Establish regular District tourism forums that are vibrant and inclusive in both formal and informal meetings where tourism projects, challenges and opportunities can be discussed including lobbying for industry related matters.	5	5	4	4	4	5	29	2
1.3.3	Support the use of the rail line between Underberg and Pevensey in Kwa Sani, Creighton to Riverside in UMzimkhulu. (Permission and support will be required from TRF)	5	4	5	5	5	5	29	
1.1.1	Undertake a signage audit to improve and develop road signage indicating location of attractions, tourism establishments, and other supporting facilities.	5	5	3	4	3	4	28	4
1.1.4	Support and facilitate the renovation and upgrade of existing underutilised nature based and adventure tourism infrastructure such as Marutswa Forest Boardwalk. (Including the establishment of a permanent security / staffing presence.)	4	4	4	3	4	5	28	4
4.1.2	Ensure rural tourism enterprises receive marketing support particularly for product packaging, promotion of experiences linked to the core tourism projects and promote socially and environmentally sustainable tourism within the district; such as Adventure/ Eco- tourism in UMzimkhulu, home stays, cultural and traditional healing way of life in Kwa Sani, traditional practice of AmaBaca and other clans (e.g. Ingcube).	4	5	3	4	4	4	28	4
4.3.3	Call for proposals from potential investors / service providers for adventure-based tourism product development within Ubuhlebezwe LM, UMzimkhulu LM and Kwa Sani LM.	4	4	4	3	4	5	27	3
2.2.1	Identify gaps in government capacity and undertake short-term training.	4	5	3	3	3	5	27	4
2.4.1	Strengthen relationship between local government and CTOs.	4	4	5	3	4	3	27	4
3.3.1	Develop business mentorship partnering to encourage established businesses operating in the tourism industry to partner with emerging entrepreneurs to facilitate broad skills transfer (including business management and entrepreneurship skills) within the industry, particularly in rail, avi, adventure and heritage tourism.	5	3	3	2	4	3	27	7
4.1.7	Rail-Tourism: Implement a rail-tourism promotion campaign - across all media with the help of TKZN and BrandSA. Identify and include rail tourism packages and routes in this campaign.	5	4	4	4	4	5	26	
4.3.2	Provide detailed write ups to HGDA and TIKZN Investment Committee for investment promotion.	5	4	3	4	4	5	26	1
3.2.8	Investigate accredited training for specialist skills in the rail tourism industry. E.g., fireman, maintenance staff, train drivers, etc.	5	4	3	3	4	5	26	2

	Potential Projects	C	A	R	V	E	R	Total	Stakeholder Workshop
1.1.2	Develop new tourism offices, relocate and refurbish existing tourism offices to areas that are accessible.	4	4	3	3	4	5	26	3
2.3.3	Ensure registration of all tourism businesses with relevant CTOs found within the District and publish databases on the websites of the district, local municipality and CTOs.	5	3	4	3	4	3	26	4
2.3.2	Develop communication channels including but not limited to newsletters, emails, forums and workshops for sharing of information on tourism development matters.	4	3	4	3	4	3	26	5

#### 4.3.2 IMPLEMENTATION PLAN FOR PRIORITISED PROJECTS

This section provided a nuanced implementation plan for the top five projects, as per project terms of reference. The projects listed below, emerged as highest priority in the prioritisation exercise undertaken in partnership with stakeholders. These are effectively projects that are critical; will have the highest impact; are achievable within the timeframe of the strategy; the HGDA has access to required resources; there is a thorough, clear and understandable process of implementation.

##### 4.3.2.1 TOP 5 POTENTIAL PROJECTS

- Undertake baseline research into future investment including:
  - Operation, management and maintenance of rail tourism products - locomotives and related experiences in Buhlebezwe, Creighton, Donnybrook, and Underburg - Himeville
  - Manufacturing, assembling and maintenance of rail bikes in Ingwe & Buhlebezwe;
  - Route development opportunities for Mission tourism, Adventure tourism, and heritage & culture – district wide;
  - Establishments / provision of tourism support service such as convenient shops/ entertainment spaces/ coffee shops in Buhlebezwe, Mzimkhulu, and Ingwe;
  - Establishment of spa & product beneficiation of the healing water and other products from Isinuka in uMzimkhulu;
  - Establishment of accommodation facilities linked to nature, adventure and avitourism in Mzimkhulu, Buhlebezwe;
  - Establishment of resorts, spas;
  - Adventure tourism activities
  - heritage and Culture tourism activities – district wide;
  - Tour operation businesses for each of the core experience – district wide;
  - Establishment and revival of rotunda's in Underberg-Himeville, Mzimkhulu; Jolivet<sup>17</sup> - Buhlebezwe
  - Trading opportunities at new or existing stations and markets in Underberg – Himeville.
- Facilitate access to funding and train local officials on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.
- Facilitate and coordinate the provision of training and mentorship workshops on technical skills, marketing (trends, new developments), governance and legislation, packaging for tourism business, crafters, co-operatives, and emerging entrepreneurs in each of the core experiences sectors as a mechanism to ensure skills transfer and stability within the industry.
- Compile a calendar of events and a 'what's on' quarterly brochure highlighting all the major events in the district. To be made available at the tourism offices; published on multiple

<sup>17</sup> The description of the potential projects in this location is provided in appendix 3.

advertising platforms such as local & national newspapers, magazines (online& print), internet; interactively linked to websites of all key stakeholders, CTOs, current and potential partner institutions such as TKZN, tourism support businesses/ industry, flight companies e.g. SAA, as well as on webpages of neighbouring municipalities.

- Develop marketing message in joint and cross promotional marketing of district as a whole in conjunction with all stakeholders including local municipalities, TKZN, BrandSA, South Africa Tourism, Business stakeholders and communities.

#### **4.3.2.2 IMPLEMENTATION DESIGN**

The implementation design/ plan will outline the following:

- Identification of objectives and deliverables
- Identification of major activities
- Preliminary cost and budget estimates
- Preliminary, indicative realistic timeframes
- Roles and responsibilities of project implementation entities including funding agencies where applicable.
- Identification of PPP and other partnerships where applicable

A similar implementation design or plan can be adopted for the remaining 16 priority projects.

The detailed outline is supplied in Table 21 below.

Table 21: Implementation plan for top 5 priority projects

No	Goal/ Intervention	Project	Objective	Major Activities	Personnel / Human Resource consideration	Estimate Cost / Budget	Prioritisation			Roles		KPIs / Deliverables	Reporting Time - frames
							Short- term [0 -1yr]	Medium term [1-2 yrs]	Long – term [3- 5yrs]	Lead	Support		
1.	“Market Potential Investment Projects.”	<p>Undertake baseline research into future investment including:</p> <ul style="list-style-type: none"> <li>• Operation, management and maintenance of rail tourism products - locomotives and related experiences in Buhlebezwe, Creighton, Donnybrook, and Underburg - Himeville</li> <li>• Manufacturing, assembling and maintenance of rail bikes in Ingwe &amp; Buhlebezwe;</li> <li>• Route development opportunities for Mission tourism, Adventure tourism, and heritage &amp; culture – district wide;</li> <li>• Establishments / provision of tourism support service such as convenient shops/ entertainment spaces/ coffee shops in Buhlebezwe, Mzimkhulu, and Ingwe;</li> <li>• Establishment of spa &amp; product beneficiation of the healing water and other products from Isinuka in uMzimkhulu;</li> <li>• Establishment of accommodation facilities linked to nature, adventure and avi-tourism in Mzimkhulu, Buhlebezwe;</li> <li>• Establishment of resorts, spas;</li> <li>• Adventure tourism activities</li> <li>• Heritage and Culture tourism activities – district wide;</li> <li>• Tour operation businesses for each of the core experience – district wide;</li> <li>• Establishment and revival of rotunda's in Underberg-Himeville, Mzimkhulu; Jolivet<sup>18</sup> -Buhlebezwe</li> <li>• Trading opportunities at new or existing stations and markets in Underberg – Himeville.</li> </ul>	To identify future tourism investment projects with potentially high returns and high impact, through a process informed by research (including feasibility studies)	<p>Undertake research on the viability of the listed potential investments including but not limited to: Industry assessments, best case assessments, due diligence (where applicable) and feasibility studies, development of business plans and appropriate investment incentives</p> <ul style="list-style-type: none"> <li>• All of the above to be achieved through a tendering (according to SCM policies &amp; PFMA) or internal process</li> <li>• Make public sections of the industry identified for research, and discuss these at various forums</li> <li>• Identify partnerships for potential investment</li> <li>• Call for proposals from interested parties/ businesses already undertaking research of the identified opportunities</li> <li>• Develop a database of tour operators for each of the core experiences</li> </ul>	<ul style="list-style-type: none"> <li>• HGDA Tourism Officer, LED Manager as lead project manager</li> <li>• HGDA Administration assistance</li> <li>• SCM team at HGDA</li> <li>• Marketing communication team at HGDA (suggested team composition of 2 personnel)</li> <li>• LED, Tourism officials, marketing and community liaison officers at respective LMs</li> <li>• Support from Tourism Planning at EDTEA, and TKZN where possible</li> </ul>	R3.6 Million				HGDA, EDTEA, TKZN, TIKZN	LMs, CTOs	<ul style="list-style-type: none"> <li>• Presentation of projects to investment committee</li> <li>• Identification of project partners</li> <li>• Identification and Development of TOR per project</li> <li>• Advertising of projects for Bids</li> <li>• Appointment of service providers</li> <li>• Call for service providers to enlist on database</li> <li>• Progress report on projects to be presented at respective forums</li> <li>• Complete study reports and business plans</li> <li>• A nuanced database of operators</li> </ul>	Quarterly

<sup>18</sup> The description of the potential projects in this location is provided in appendix 3.

No	Goal/ Intervention	Project	Objective	Major Activities	Personnel / Human Resource consideration	Estimate Cost / Budget	Prioritisation			Roles		KPIs / Deliverables	Reporting Time - frames
							Short- term [0 -1yr]	Medium term [1-2 yrs]	Long – term [3- 5yrs]	Lead	Support		
2.	“Facilitate capacitating of local officials on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.”	Facilitate access to funding and train local officials on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.	To equip local officials, communities & private sector with necessary, know-how and skills to access external funding for the purpose of strategic tourism projects	<ul style="list-style-type: none"> <li>• Enlist training on municipal / district work skills programmes linking it to tourism unit KPAs per financial year.</li> <li>• Source programme and training facilitator (this can be an external service provider) to provide training and supply with database of external funds available for local governments and tourism projects.</li> <li>• Ensure programme can be accredited, and certified.</li> <li>• Circulate training opportunity internally at the various LMs and confirm attendance.</li> <li>• Source training venues</li> <li>• Undertake training workshops or courses in the of short courses covering aspects such as proposal development, project frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• HGDA Tourism Officer, LED Manager as lead project manager</li> <li>• HGDA Administration assistance</li> <li>• LED and Tourism officials at respective LMs</li> <li>• Support from Tourism Planning at EDTEA, SALGA, COGTA and TKZN</li> </ul>	R500 000.00				HGDA, EDTEA, TKZN	LMs, SALGA, COGTA	<ul style="list-style-type: none"> <li>• Identification of training / course components &amp; outcomes</li> <li>• Listing of programme on Work Skills program</li> <li>• Identifying training entity and facilitator</li> <li>• Training undertaken</li> </ul>	Quarterly
3.	“Business Succession.”	Facilitate and coordinate the provision of training and mentorship workshops on technical skills, marketing (trends, new developments), governance and legislation, packaging for tourism business, crafters, co-operatives, CTOs and emerging entrepreneurs in each of the core experiences sectors as a mechanism to ensure skills transfer and stability within the industry.	To transfer critical business and industry skills to emerging entrepreneurs (including co-operatives and crafters) within the sector in order to achieve continuity, business succession and sustainability	<ul style="list-style-type: none"> <li>Source programme and training facilitator (this can be an external service provider) to provide training and supply with database of external funds available for local governments and tourism projects.</li> <li>o Ensure programme can be accredited, and certified.</li> <li>• Circulate training opportunity internally at the various LMs &amp; CTOs for broad advertising &amp; circulate in public media.</li> <li>• Source training venues</li> <li>• Undertake training workshops or courses in the of short courses covering aspects such as proposal development, project frameworks</li> </ul>	<ul style="list-style-type: none"> <li>HGDA Tourism Officer, LED Manager as lead project manager</li> <li>• HGDA Administration assistance</li> <li>• LED and Tourism officials at respective LMs</li> <li>• Support from Tourism Planning at EDTEA, SALGA, COGTA and TKZN</li> </ul>	R600 000.00				HGDA, EDTEA, TKZN	LMs, CTOs	<ul style="list-style-type: none"> <li>• Identification of training / course components &amp; outcomes</li> <li>• Listing of programme submission of portfolios of evidence by candidates</li> </ul>	Quarterly



No	Goal/ Intervention	Project	Objective	Major Activities	Personnel / Human Resource consideration	Estimate Cost / Budget	Prioritisation			Roles		KPIs / Deliverables	Reporting Time - frames
							Short- term [0 -1yr]	Medium term [1-2 yrs]	Long – term [3- 5yrs]	Lead	Support		
				<ul style="list-style-type: none"> <li>Undertake continuous mentoring through forums and enlisting other suitable mechanism available to HGDA</li> </ul>									
4.	“Brand development and marketing cohesion”	<p>Compile a calendar of events and a 'what's on' quarterly brochure highlighting all the major events in the district. To be made available at the tourism offices; published on multiple advertising platforms such as local &amp; national newspapers, magazines (online&amp; print), internet; interactively linked to websites of all key stakeholders, CTOs, current and potential partner institutions such as TKZN, tourism support businesses/ industry, flight companies e.g. SAA, as well as on webpages of neighbouring municipalities.</p>	<p>To ensure tourists have readily available information to all tourism events, activities and attractions occurring within the district; as well as to provide a platform for tourism service providers / operators/ CTOs a platform to promote their events in advance &amp; to broader audience.</p>	<ul style="list-style-type: none"> <li>Develop a communication blue-print for the above entities to communicate events timeously.</li> <li>Investigate and Identify appropriate media platforms for placement of the “what's on calendar, e.g.: (as identified on the project), taking into consideration advertising costs.</li> <li>If and where necessary, the HGDA can consider advertising of the events at a small premium (cost).</li> <li>Circulate and communicate What's On calendar advertising opportunity broadly among industry stakeholders through a PR activity/ awareness campaign</li> <li>Collate information on events throughout the district with the assistance of Tourism officers; CTOs and events companies.</li> <li>Populate calendar and publish on a quarterly basis</li> <li>For M&amp;E purposes undertake surveys (e.g. satisfaction &amp; feedback survey) and accept recommendations from users of calendar per quarter</li> </ul>	<ul style="list-style-type: none"> <li>HGDA Tourism Officer, LED Manager as lead project manager</li> <li>HGDA Administration assistance</li> <li>Marketing communication team at HGDA (suggested team composition of 2 personnel)</li> <li>LED, Tourism officials, marketing and community liaison officers at respective LMs</li> <li>Support from Tourism Planning at EDTEA, SALGA, COGTA and TKZN</li> <li>Support from respective CTOs</li> </ul>	R500 000.00				HGDA, TKZN, EDTEA	CTOs, LMs, SALGA	<ul style="list-style-type: none"> <li>Communication blueprint</li> <li>List of media platforms for placement of calendar</li> <li>Meeting and presentations of project to relevant stakeholders and service providers</li> <li>Progress report to be presented at relevant forums</li> <li>Publication of process</li> <li>Activation/ PR campaign to launch initiative</li> </ul>	Quarterly
5.		<p>Develop marketing message in joint and cross promotional marketing of district as a whole - including attendance of trade shows - in conjunction with all stakeholders including local municipalities, TKZN, BrandSA, South Africa Tourism, Business stakeholders and communities.</p>	<p>To market the district's tourism potential to a broader, though targeted audience through a succinct</p>	<ul style="list-style-type: none"> <li>Establish budget availability for branding and marketing activity</li> <li>Establish a committee of commission to lead the branding activity; this must constitute all identified stakeholders and representatives from CTOs.</li> </ul>	<ul style="list-style-type: none"> <li>HGDA Tourism Officer, LED Manager as lead project manager</li> <li>Marketing communication team at HGDA (suggested team composition of 2 personnel)</li> </ul>	R1 mil.				HGDA, EDTEA, TKZN, BrandSA	LMs, CTOs, Private Sector	<ul style="list-style-type: none"> <li>Inception report/ project initiation report</li> <li>Meetings and presentation to relevant stakeholders</li> <li>Establishing committee, targets for project and frameworks</li> <li>Blueprints of branding</li> </ul>	Quarterly



No	Goal/ Intervention	Project	Objective	Major Activities	Personnel / Human Resource consideration	Estimate Cost / Budget	Prioritisation			Roles		KPIs / Deliverables	Reporting Time - frames
							Short- term [0 -1yr]	Medium term [1-2 yrs]	Long – term [3- 5yrs]	Lead	Support		
				<ul style="list-style-type: none"> <li>• Develop frameworks/ brand templates and marketing message</li> <li>• Communicate developments regularly at forums</li> <li>• Circulate branding blueprint for comments and adoption</li> <li>• Undertake a brand activation using existing eventing and marketing platforms</li> <li>• Ensure brand (district) representation at tradeshow and exhibitions: <ul style="list-style-type: none"> <li>○ World Travel Market (Cape Town)</li> <li>○ Tourism Indaba (current host Durban)</li> <li>○ JHB Getaway Show (JHB)</li> <li>○ Royal Agricultural Show (PMB)</li> </ul> </li> </ul>	• LED, Tourism officials, marketing officers at respective LMs							and marketing message • Progress report at relevant stakeholder forums • Brand activation	

#### 4.3.3 POTENTIAL CATALYTIC PROJECTS

The strategy further identifies three potential catalytic projects based on the stakeholder engagements at workshops. These fall within the categories of improving attractiveness of the towns, rail tourism and heritage, culture and rural tourism. Although these catalytic projects did not rank in the top five projects, they all fall within the priority projects and can bring about significant returns to the industry. Ideally they should be undertaken as a long-term goal. These are:

- Partner with COGTA Small Town Development Unit to encourage the revitalisation of towns (i.e. through improvement of pavements to reduce congestion, more street parking, improved cleanliness, increase dustbins, etc.) that would improve its attractiveness for tourists and other visitors. Particularly in the following towns: Ixopo, UMzikhulu and Bulwer).
- Exploring viability of, product packaging, marketing and thereafter undertaking of the Rail Alan Paton legacy rail tours. This would include, but not limited to the following activities as, outlined in the project list and prioritisation framework:
  - Support the use of the rail line between Underberg and Pevensey in Kwa Sani, Creighton to Riverside in UMzikhulu. (Permission and support will be required from TRF)
  - Undertake baseline research into the operation, management and maintenance of rail tourism products - locomotives and related experiences;
  - Investigate accredited training for specialist skills in the rail tourism industry. E.g., fireman, maintenance staff, train drivers, etc.
  - Exploring rail bikes opportunity including the manufacturing, assembling, maintenance, packaging and licensing of said venture; and promotion it as an enterprise opportunity for SMMEs
  - Exploring linkages of rail tourism to adventure tourism, e.g. flagship events
  - Provide detailed write ups to HGDA and TIKZN Investment Committee for investment promotion.
  - Implement a rail-tourism promotion campaign - across all media with the help of TKZN and BrandSA. Identify and include rail tourism packages and routes in this campaign.
  - Refurbishment of existing train stations and Explore trading opportunities at new or existing stations and markets in Underberg – Himeville
- Ensure rural tourism enterprises receive marketing support particularly for product packaging, promotion of experiences linked to the core tourism projects and promote socially and environmentally sustainable tourism within the district; such as Adventure/ Eco- tourism in UMzikhulu, home stays, cultural and traditional healing way of life in Kwa Sani, traditional practice of AmaBaca, the Griquas and other clans within the region (e.g. Ingcube). This would also include the promotion of the following:
  - Heritage, Culture and Historical -Tourism: Implement a heritage -tourism promotion campaign - across all media with the help of Amafa, TKZN and Local Municipalities. Identify and include heritage site, cultural villages, and historical establishments; product packages and routes in this campaign.

- Develop a heritage based marketing campaign highlighting the unique and district culture and practices of the AmaBaca, Amakhuze, Hlangweni and Griquas. Include product packages, and related events.
- Promoting cultural establishments, and tourism products within the district such as the cultural village at the proposed Jolivet Tourism Hub<sup>19</sup>

To ensure implementation of these projects is undertaken in sustained, coordinated and cohesive manner, it is proposed that the HGDA identifies project champions to lead implementation. Project champions are not limited to individuals, they can also be entities with interest in the said projects, for example a private sector entity operating through a PPP, a district LED tourism official/ unit, the HGDA in partnership with COGTA (where applicable) or TKZN and EDTEA.

## **5. CONCLUSION**

This report hereby presents the preliminary strategic framework to guide the coordination efforts of HGDA in growing the tourism sector within the HGD in a coordinated and equitable manner. It provides recommendations on the vision, strategic focus areas, implementation with prioritised projects, project design and feedback, monitoring and evaluation, as well as identifies potential catalytic project. All suggested actions were arrived upon through a wide process of stakeholder consultation, and a review of findings from earlier phases of the study and a broad stakeholder workshop.

## **APPENDIX**

The following documents are attached as an addendum to the strategy for reference purposes:

- Table 22: Initial Strategic framework with identified projects list
- Table 23: Prioritised projects with CARVER Scoring
- Project descriptions
  - Jolivet Tourism Hub (Similar to Rotunda) with the following facilities & tourism products

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<sup>19</sup> The description of the potential projects in this location is provided in appendix 3.

Table 22: Initial Strategic Framework with identified projects

	Goal	No.	Intervention	No.	Potential Projects
1	Infrastructure	1.1	Tourism specific infrastructure: Expand and improve tourism infrastructure including but not limited to signage, tourism information outlets and tools.	1.1.1	Undertake a signage audit to improve and develop road signage indicating location of attractions, tourism establishments, and other supporting facilities.
				1.1.2	Develop new tourism offices, relocate and refurbish existing tourism offices to areas that are accessible.
				1.1.3	Ensure and support the development/ establishment of ticketing offices and the use of filling stations and bus stops as strategic areas for the same.
				1.1.4	Support and facilitate the renovation and upgrade of existing underutilised nature based and adventure tourism infrastructure such as Marutswa Forest Boardwalk. (Including the establishment of a permanent security / staffing presence.)
		1.2	Supporting infrastructure: Facilitate for upgrading and expansion of supporting infrastructure to improve on the overall attractiveness of the district and further stimulate tourism.	1.2.1	Identify in conjunction with local business owners, lay opportunities to provide services within the tourism gap markets, such as convenient stores, fast food outlets, and craft market popups/ traditional cuisine alongside key tourist attractions or nodes as well as on main roads.
				1.2.2	Facilitate the municipal support process for development of tourist friendly public facilities along key tourism routes and main roads, for example additional rest stops, toilets, convenience shops, and fast food outlets and eateries.
				1.2.3	Partner with COGTA Small Town Development Unit to encourage the revitalisation of towns (i.e. through improvement of pavements to reduce congestion, more street parking, improved cleanliness, increase dustbins, etc.) that would improve its attractiveness for tourists and other visitors. Particularly in the following towns: Ixopo, UMzimkhulu and Bulwer).
		1.3	Rail infrastructure upgrade including expansion, maintenance and management.	1.3.1	Audit of rail infrastructure (Rail lines, rolling stock, stations) throughout the District and develop business plan for upgrading and maintenance of infrastructure.
				1.3.2	Assist SMMEs to register as suppliers to partner/sub contract on maintenance as a mechanism for succession and skills transfer within the rail tourism industry in the District.
				1.3.3	Support the use of the rail line between Underberg and Pevensey in Kwa Sani, Creighton to Riverside in Umzimkhulu. (Permission and support will be required from TRF)
				1.3.4	Facilitate upgrade of stations which includes renovations (i.e. upgrade and increase ablution facilities, food outlets, curio shop, Wi-Fi hotspots etc.) of existing station buildings such as Allwoodburn Station, Riverside Station and Underberg.
				1.3.5	Leverage on the partnership with Transnet and the Rail Safety Regulator for affordable compliance and safety requirements.
		1.4	Road and Water infrastructure: Facilitate and motivate for the improvement and proper management of road infrastructure and key resources such as water in order to support and enable the industry.	1.4.1	Lobby local municipalities and other responsible entities to prioritise maintenance of road and water infrastructure within the District, particularly to the key tourism sites.
				1.4.2	Lobby local municipalities and the KZN Department of transport to upgrade and develop key roads creating local, regional and national linkages to support intra & inter district tourism, including Lotheni Road which provides an important linkage for tourists from the Midlands and Gauteng.
				1.4.3	Explore the tourism potential of man-made water features such as Smithfield and Steven Dhlamini dams in partnership with DWAF (Department of Water Affairs Forestry and Fishery) , particularly for adventure tourism.
2	Governance and Institutional	2.1	Access to funding mechanisms to support tourism development.	2.1.1	Facilitate access to funding and train local officials on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.
				2.1.2	Lobbying for bigger tourism budget by The Harry Gwala Development Agency and subsidiary district LMs.
		2.2	Building government capacity to support and facilitate tourism development.	2.2.1	Identify gaps in government capacity and undertake short-term training.
		2.3	Enhance coordination, communication and collaboration between the tourism stakeholders and officials at local and district level.	2.3.1	Establish regular District tourism forums that are vibrant and inclusive in both formal and informal meetings where tourism projects, challenges and opportunities can be discussed including lobbying for industry related matters.
				2.3.2	Develop communication channels including but not limited to newsletters, emails, forums and workshops for sharing of information on tourism development matters.
				2.3.3	Ensure registration of all tourism businesses with relevant CTOs found within the District and publish databases on the websites of the district, local municipality and CTOs.
		2.4	Stakeholder buy in and support for tourism development.	2.4.1	Strengthen relationship between local government and CTOs.

	Goal	No.	Intervention	No.	Potential Projects
		2.5	Ensure quality experiences through service excellence.	2.5.1	Assist establishments in the district understand requirements of the Tourism Grading Council's star grading system through workshop or focus group sessions.
				2.5.2	Initiate an annual awards criteria or competition culminating in a ceremony which recognises excellence in tourism.
3	Tourism Education, Training and knowledge production	3.1	Develop tourism support, awareness and capacitation mechanisms in the district, for communities, entrepreneurs and officials.	3.1.1	In partnership with other stakeholders (e.g. EDTEA, Private Sector) support seminars and awareness campaigns to inform communities, officials, SMMEs and other stakeholders about the value of, opportunities and service excellence within tourism in the Harry Gwala District.
				3.1.2	Facilitate and support training on tourism standards, grading and service excellent for tourism service providers within the various municipalities in the form of workshops, seminars, symposiums and where possible online sessions; particularly for emerging businesses.
				3.1.3	Develop rural birding guide capacity within birding hotspots and routes found within the District by sourcing training provider to run suitable training programme.
				3.1.4	Put together a help guide for entrepreneurship development and circulate via website.
				3.1.5	In partnership with other stakeholders (e.g. EDTEA, Private Sector) support seminars and awareness campaigns to inform communities, officials, SMMEs and other stakeholders about the value of, opportunities and service excellence within tourism in the Harry Gwala District.
		3.2	Local skills development	3.2.1	Develop key promotion and activities for rail tourism to raise level of awareness of existing and future opportunities.
				3.2.2	Develop a district wide database of tourism graduates from tertiary institutions and the various training programmes run at /by local municipalities.
				3.2.3	Develop a placement programme for tourism graduates, in-service trainees, learnerships and undergrads from university, vocational school and FET training colleges and support development of short qualification for tour guides/tourism buddies'/tourism ambassadors to establish small business aligned to the district's core experiences and products.
				3.2.4	Promote and raise awareness/exposure of tourism career opportunities for school learners e.g. take a girl child to work, tourism career days.
				3.2.5	Train local tourism and ticketing office staff on local activities and attractions, and customer service excellence.
				3.2.6	Promote skills, graduate and other tax incentive schemes to encourage businesses operating within the tourism and support industry to take on youths, and other personnel trained through the district and local municipality skills programmes as interns, or in junior roles.
				3.2.7	Provide training on hospitality in isiZulu, particularly in municipalities with significant rural demographics, to ensure and support development of rural tourism enterprises.
				3.2.8	Investigate accredited training for specialist skills in the rail tourism industry. E.g., fireman, maintenance staff, train drivers, etc.
		3.3	Industry and Business Succession	3.3.1	Develop business mentorship partnering to encourage established businesses operating in the tourism industry to partner with emerging entrepreneurs to facilitate broad skills transfer (including business management and entrepreneurship skills) within the industry, particularly in rail, avi, adventure and heritage tourism.
				3.3.2	Facilitate and coordinate the provision of training and mentorship workshops on technical skills, marketing (trends, new developments), governance and legislation, packaging for tourism business, crafters, co-operatives, and emerging entrepreneurs in each of the core experiences sectors as a mechanism to ensure skills transfer and stability within the industry.
4	Marketing	4.1	Brand development and Marketing Cohesion	4.1.1	Develop marketing message in joint and cross promotional marketing of district as a whole in conjunction with all stakeholders including local municipalities, TKZN, BrandSA, South Africa Tourism, Business stakeholders and communities.
				4.1.2	Ensure rural tourism enterprises receive marketing support particularly for product packaging, promotion of experiences linked to the core tourism projects and promote socially and environmentally sustainable tourism within the district; such as Adventure/ Eco- tourism in UMzimkhulu, home stays, cultural and traditional healing way of life in Kwa Sani, traditional practice of AmaBaca and other clans (e.g. Ingube).
				4.1.3	Broaden and diversify the destination marketing platforms/ media, to include digital marketing such as social media, websites, intra and inter district web links, online tourism booking and promotion web platforms - that are accessible via both desktop and on mobile devices such as Booking.Com, SafariNow, TripAdvisor, RoomsForAfrica.
				4.1.4	Incorporate the services of a marketing agency to undertake the marketing attractions to specific target markets, particularly international markets where tourist have a keen interest in rail, nature based tourism, heritage culture tourism including mission tourism and other inland activities.
				4.1.5	Compile a calendar of events and a 'what's on' quarterly brochure highlighting all the major events in the district. To be made available at the tourism offices; published on multiple advertising platforms such as local & national newspapers, magazines (online& print), internet; interactively linked to websites of all key stakeholders, CTOs, current and potential partner institutions such as TKZN, tourism

	Goal	No.	Intervention	No.	Potential Projects
					support businesses/ industry, flight companies e.g. SAA, as well as on webpages of neighbouring municipalities.
				4.1.6	Avi-Tourism: Implement an avi-tourism promotion campaign - across all media with the help of Birdlife South Africa (BLSA). Identify and include 'Birder Friendly Establishments' and Birding routes in this campaign.
				4.1.7	Rail-Tourism: Implement a rail-tourism promotion campaign - across all media with the help of TKZN and BrandSA. Identify and include rail tourism packages and routes in this campaign.
				4.1.8	Heritage, Culture and Historical -Tourism: Implement a heritage -tourism promotion campaign - across all media with the help of Amafa, TKZN and Local Municipalities. Identify and include heritage site, cultural villages, and historical establishments; product packages and routes in this campaign.
				4.1.9	Develop a heritage based marketing campaign highlighting the unique and district culture and practices of the AmaBaca, Amakhuze, Hlangweni and Griquas. Include product packages, and related events.
		4.2	Targeted Marketing of current attractions to tour operations.	4.2.1	Identify, develop and promote all-inclusive packages leveraging existing and priority attractions in partnership with suitable accommodation establishments.
				4.2.2	Identify and pitch attraction packages to tour operators, who have access to broader scope of international markets.
				4.2.3	Support and facilitate the renovation/restoration underutilised mission tourism infrastructure - such as Mariathal Mission - and development of signage, marketing and promotion material to be distributed among tour operators.
				4.2.4	Advertise the Southern Birding Route and other bird hot spots that are found within the District on the websites of key stakeholders such as tour operators, district development agency, local municipalities and birding associations.
		4.4	Market potential investment projects	4.3.1	Undertake baseline research into future investment including: <ul style="list-style-type: none"> <li>– Operation, management and maintenance of rail tourism products - locomotives and related experiences in Buhlebezwe, Creighton, Donnyboook, and Underburg - Himeville</li> <li>– Manufacturing, assembling and maintenance of rail bikes in Ingwe &amp; Buhlebezwe;</li> <li>– Route development opportunities for Mission tourism, Adventure tourism, and heritage &amp; culture – district wide;</li> <li>– Establishments / provision of tourism support service such as convenient shops/ entertainment spaces/ coffee shops in Buhlebezwe, Mzimkhulu, and Ingwe;</li> <li>– Establishment of spa &amp; product beneficiation of the healing water and other products from Isinuka in uMzimkhulu;</li> <li>– Establishment of accommodation facilities linked to nature, adventure and avi-tourism in Mzimkhulu, Buhlebezwe;</li> <li>– Establishment of resorts, spas;</li> <li>– Adventure tourism activities</li> <li>– heritage and Culture tourism activities – district wide;</li> <li>– Tour operation businesses for each of the core experience – district wide;</li> <li>– Establishment and revival of rotunda's in Underberg-Himeville, Mzimkhulu; Jolivet -Buhlebezwe</li> <li>– Trading opportunities at new or existing stations and markets in Underberg – Himeville. <ul style="list-style-type: none"> <li>▪ Trading opportunities at new or existing stations and markets; etc.</li> </ul> </li> </ul>
				4.3.2	Provide detailed write ups to HGDA and TIKZN Investment Committee for investment promotion.
				4.3.3	Call for proposals from potential investors / service providers for adventure-based tourism product development within Ubuhlebezwe LM, UMzimkhulu LM and Kwa Sani LM.



Table 23: Prioritised projects with CARVER Scoring

	Potential Projects	C	A	R	V	E	R	Total	Stakeholder workshop
1	Facilitate capacitation of local officials, and CTOs on funding application processes to ensure that there is sufficient budget to undertake projects in conjunction with TKZN, SALGA, COGTA and EDTEA.	5	5	5	4	4	5	34	6
2	Facilitate and coordinate the provision of training and mentorship workshops on technical skills, marketing (trends, new developments), governance and legislation, packaging for tourism business, crafters, co-operatives, and emerging entrepreneurs in each of the core experiences sectors as a mechanism to ensure skills transfer and stability within the industry.	5	5	5	4	4	5	32	4
3	Compile a calendar of events and a 'what's on' quarterly brochure highlighting all the major events in the district. To be made available at the tourism offices; published on multiple advertising platforms such as local & national newspapers, magazines (online& print), internet; interactively linked to websites of all key stakeholders, CTOs, current and potential partner institutions such as TKZN, tourism support businesses/ industry, flight companies e.g. SAA, as well as on webpages of neighbouring municipalities.	5	5	4	4	5	4	31	4
4	Undertake baseline research into future investment	5	4	3	4	3	4	31	8
5	Develop marketing message in joint and cross promotional marketing of district as a whole in conjunction with all stakeholders including local municipalities, TKZN, BrandSA, South Africa Tourism, Business stakeholders and communities.	5	5	5	4	5	5	30	1
6	Partner with COGTA Small Town Development Unit to encourage the revitalisation of towns (i.e. through improvement of pavements to reduce congestion, more street parking, improved cleanliness, increase dustbins, etc.) that would improve its attractiveness for tourists and other visitors. Particularly in the following towns: Ixopo, UMzimkhulu and Bulwer).	5	4	3	3	4	4	30	7
7	Establish regular District tourism forums that are vibrant and inclusive in both formal and informal meetings where tourism projects, challenges and opportunities can be discussed including lobbying for industry related matters.	5	5	4	4	4	5	29	2
8	Support the use of the rail line between Underberg and Pevensy in Kwa Sani, Creighton to Riverside in Umzimkhulu. (Permission and support will be required from TRF)	5	4	5	5	5	5	29	
9	Undertake a signage audit to improve and develop road signage indicating location of attractions, tourism establishments, and other supporting facilities.	5	5	3	4	3	4	28	4
10	Support and facilitate the renovation and upgrade of existing underutilised nature based tourism infrastructure such as Marutswa Forest Boardwalk. (Including the establishment of a permanent security / staffing presence.)	4	4	4	3	4	5	28	4
11	Ensure rural tourism enterprises receive marketing support particularly for product packaging, promotion of experiences linked to the core tourism projects and promote socially and environmentally sustainable tourism within the district; such as Adventure/ Eco- tourism in UMzimkhulu, home stays, cultural and traditional healing way of life in Kwa Sani, traditional practice of AmaBaca and other clans (e.g. Ingube).	4	5	3	4	4	4	28	4
12	Call for proposals from potential investors / service providers for adventure-based tourism product development within Ubuhlebezwe LM, UMzimkhulu LM and Kwa Sani LM.	4	4	4	3	4	5	27	3
13	Identify gaps in government capacity and undertake short-term training.	4	5	3	3	3	5	27	4
14	Strengthen relationship between local government and CTOs.	4	4	5	3	4	3	27	4
15	Develop business mentorship partnering to encourage established businesses operating in the tourism industry to partner with emerging entrepreneurs to facilitate broad skills transfer (including business management and entrepreneurship skills) within the industry, particularly in rail, avi, adventure and heritage tourism.	5	3	3	2	4	3	27	7
16	Rail-Tourism: Implement a rail-tourism promotion campaign - across all media with the help of TKZN and BrandSA. Identify and include rail tourism packages and routes in this campaign.	5	4	4	4	4	5	26	
17	Provide detailed write ups to HGDA and TIKZN Investment Committee for investment promotion.	5	4	3	4	4	5	26	1
18	Investigate accredited training for specialist skills in the rail tourism industry. E.g., fireman, maintenance staff, train drivers, etc.	5	4	3	3	4	5	26	2
19	Develop new tourism offices, relocate and refurbish existing tourism offices to areas that are accessible.	4	4	3	3	4	5	26	3
20	Ensure registration of all tourism businesses with relevant CTOs found within the District and publish databases on the websites of the district, local municipality and CTOs.	5	3	4	3	4	3	26	4
21	Develop communication channels including but not limited to newsletters, emails, forums and workshops for sharing of information on tourism development matters.	4	3	4	3	4	3	26	5
22	Identify, develop and promote all-inclusive packages leveraging existing and priority attractions in partnership with suitable accommodation establishments.	5	4	3	4	4	3	25	2
23	Identify and pitch attraction packages to tour operators, who have access to broader scope of international markets.	4	4	3	2	4	3	25	5
24	Facilitate upgrade of stations which includes renovations (i.e. upgrade and increase ablution facilities, food outlets, curio shop, Wi-Fi hotspots etc.) of existing station buildings such as Allwoodburn Station, Riverside Station and Underberg.	4	4	4	4	5	3	24	

	Potential Projects	C	A	R	V	E	R	Total	Stakeholder workshop
25	Develop key promotion and activities for rail tourism to raise level of awareness of existing and future opportunities.	3	4	4	4	4	5	24	
26	Incorporate the services of a marketing agency to undertake the marketing attractions to specific target markets, particularly international markets where tourist have a keen interest in rail, nature based tourism, heritage culture tourism including mission tourism and other inland activities.	4	3	4	3	4	5	24	1
27	Develop a placement programme for tourism graduates, in-service trainees, learnerships and undergrads from university, vocational school and FET training colleges and support development of short qualification for tour guides/tourism buddies/tourism ambassadors to establish small business aligned to the district's core experiences and products.	4	3	4	4	3	3	24	3
28	Facilitate and coordinate the provision of training and mentorship workshops on technical skills, marketing (trends, new developments), governance and legislation, packaging for tourism business, crafters, co-operatives, and emerging entrepreneurs in each of the core experiences sectors as a mechanism to ensure skills transfer and stability within the industry.	4	4	3	3	3	3	24	4
29	Facilitate and support training on tourism standards, grading and service excellent for tourism service providers within the various municipalities in the form of workshops, seminars, symposiums and where possible online sessions; particularly for emerging businesses.	4	3	3	3	3	3	24	5
30	Assist establishments in the district understand requirements of the Tourism Grading Council's star grading system through workshop or focus group sessions.	4	4	3	3	4	3	23	2
31	Identify in conjunction with local business owners, lay opportunities to provide services within the tourism gap markets, such as convenient stores, fast food outlets, and craft market popups/ traditional cuisine alongside key tourist attractions or nodes as well as on main roads.	3	4	4	3	3	3	23	3
32	Advertise the Southern Birding Route and other bird hot spots that are found within the District on the websites of key stakeholders such as tour operators, district development agency, local municipalities and birding associations.	4	4	4	3	4	3	22	
33	In partnership with other stakeholders (e.g. EDTEA, Private Sector) support seminars and awareness campaigns to inform communities, officials, SMMEs and other stakeholders about the value of, opportunities and service excellence within tourism in the Harry Gwala District.	4	3	3	4	3	4	22	1
34	Put together a help guide for entrepreneurship development and circulate via website.	4	3	3	4	4	3	22	1
35	Provide training on hospitality in isiZulu, particularly in municipalities with significant rural demographics, to ensure and support development of rural tourism enterprises.	4	3	3	4	4	3	22	1
36	Explore the tourism potential of man-made water features such as Smithfield and Steven Dhlamini dams in partnership with DWAF (Department of Water Affairs Forestry and Fishery).	4	3	3	3	4	3	22	2
37	Broaden and diversify the destination marketing platforms/ media, to include digital marketing such as social media, websites, intra and inter district web links, online tourism booking and promotion web platforms - that are accessible via both desktop and on mobile devices such as Booking.Com, SafariNow, TripAdvisor, RoomsForAfrica.	5	3	3	3	3	3	22	2
38	Heritage, Culture and Historical -Tourism: Implement a heritage -tourism promotion campaign - across all media with the help of Amafa, TKZN and Local Municipalities. Identify and include heritage site, cultural villages, and historical establishments; product packages and routes in this campaign.	5	4	3	2	3	3	22	2
39	Promote skills, graduate and other tax incentive schemes to encourage businesses operating within the tourism and support industry to take on youths, and other personnel trained through the district and local municipality skills programmes as interns, or in junior roles.	3	3	4	3	3	3	22	3
40	Leverage on the partnership with Transnet and the Rail Safety Regulator for affordable compliance and safety requirements.	5	3	3	3	4	3	21	
41	Develop a heritage based marketing campaign highlighting the unique and district culture and practices of the AmaBaca, Amakhuze, Hlangweni and Griquas. Include product packages, and related events.	5	4	3	3	3	3	21	
42	Develop rural birding guide capacity within birding hotspots and routes found within the District by sourcing training provider to run suitable training programme.	4	3	4	3	3	3	21	1
43	Train local tourism and ticketing office staff on local activities and attractions, and customer service excellence.	4	3	3	3	3	4	21	1
44	Lobby local municipalities and the KZN Department of transport to upgrade and develop key roads creating local, regional and national linkages to support intra & inter district tourism, including Lotheni Road which provides an important linkage for tourists from the Midlands and Gauteng.	3	2	3	2	3	3	21	5
45	Audit of rail infrastructure (Rail lines, rolling stock, stations) throughout the District and develop business plan for upgrading and maintenance of infrastructure.	5	3	3	3	3	3	20	
46	Avi-Tourism: Implement an avi-tourism promotion campaign - across all media with the help of Birdlife South Africa (BLSA). Identify and include 'Birder Friendly Establishments' and Birding routes in this campaign.	4	3	3	3	3	4	20	
47	Support and facilitate the renovation/restoration underutilised mission tourism infrastructure - such as Mariathal Mission - and development of signage, marketing and promotion material to be distributed among tour operators.	3	3	3	3	3	4	20	1



	Potential Projects	C	A	R	V	E	R	Total	Stakeholder workshop
48	Lobby local municipalities and other responsible entities to prioritise maintenance of road and water infrastructure within the District, particularly to the key tourism sites.	5	3	2	3	3	2	20	2
49	Initiate an annual awards criteria or competition culminating in a ceremony which recognises excellence in tourism.	3	3	3	3	3	3	20	2
50	Develop a district wide database of tourism graduates from tertiary institutions and the various training programmes run at /by local municipalities.	3	3	3	4	3	2	20	2
51	Facilitate the municipal support process for development of tourist friendly public facilities along key tourism routes and main roads, for example additional rest stops, toilets, convenience shops, and fast food outlets and eateries.	4	3	3	2	3	2	20	3
52	Assist SMMEs to register as suppliers to partner/sub contract on maintenance as a mechanism for succession and skills transfer within the rail tourism industry in the District.	4	3	3	3	3	3	19	
53	Promote and raise awareness/exposure of tourism career opportunities for school learners e.g. take a girl child to work, tourism career days.	3	2	3	2	3	2	17	2
54	Ensure and support the development/ establishment of ticketing offices and the use of filling stations and bus stops as strategic areas for the same.	3	2	2	2	2	2	13	

### 5.1.1 PROJECT DESCRIPTIONS: JOLIVET TOURISM HUB

#### JOLIVET TOURISM HUB

##### Motivation

Jolivet is named after the first Catholic Bishop of South Africa-who was of French origin. It is also a sleep-over point on the Sani2C mountain bike race.4500 cyclists and support staff over 5 days each year (a captive market). The hub could consist of:

- A few tourist attractions/projects that are linked by hiking/biking trails. It could also be networked to Ixopo and the South Coast Tourism centres-35 minutes' drive.
- A stop-over for Transit Tourism between Durban/South coast and the Drakensburg.

The following unique attractions are recommended for the HUB

- A CULTURAL VILLAGE

The village can be located in proximity to the local chief's homestead, thus giving it an authentic aura. Located within the village, would be the following:

- Museum Huts (Forestry/Sugar Cane Industries (1st World local industries). Mkhize clan (Information & Knowledge Tourism)
- Huts for Traditional food. fashion, dance and music (Creative Tourism-participative)
- Performance stage-hosting of festivals-song and dance
- Huts for Sangoma (shaman) and Nyanga (Herbalist)
- Huts for accommodation(B&B)-an authentic experience

- MISSION TOURS.

The following sites are suitable for development for mission tourism:

- Oldest Catholic Mission in South Africa-St Michael's (1864); St James an Anglican Stonework's church built in 1870's.
- Oetting a Trappist order Mission built in the 1880's
- eTsheni a sacred site to diverse people: it has rock formations that resemble Hindu deities and also venerated by the local people as it resembles an image of the black Madonna and child - (study of it importance as a tourist attraction already done by UKZN researchers).