A Practical Approach Towards Coordination at Provincial And Local Government: KwaZulu-Natal (KZN) Model

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Head of Department
1. Introduction
2. Key Partners
3. Founding Pillars
4. National and Provincial Tourism Coordinating Structures
5. Success Factors
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The Province of KwaZulu-Natal acknowledges and recognizes the need for a range of role players to “ignite the engine of tourism growth”.

Tourism coordination in the province is thus set against this premise to ensure effective policy development, planning and implementation at all levels.

Government needs to ensure effective alignment of all role players through appropriate tourism coordinating structures.
Private Sector – to invest in tourism and create jobs, collaborate with government in planning, promoting and marketing tourism, develop and sell affordable packages and upskilling of employees.

Government – to lead in creating a conducive environment for tourism to flourish eg planning, development and investment promotion.

Communities – to identify potential tourism resources and attractions within their communities and seek partnership opportunities with the established tourism private sector.

Media – to cooperate with the marketing agencies in marketing their destinations to the domestic and international markets.

Labour – to participate fully in the tourism sector, not only in the supply of labour, but also as tourists and shareholders.

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Building an Economy that Creates Opportunities for us All and Making Tourism to Work for us All.
National
- Tourism Act, Act no. 72, of 1993
- Tourism White Paper, of 1996
- National Tourism Sector Strategy 2011

Provincial
- KwaZulu Natal Tourism Act, Act no. 11, of 1996
- Tourism White Paper, of 2008
- KZN Tourism Master Plan, of 2012

Local
- KwaZulu Natal Tourism Act, Act no. 11, of 1996
- Tourism White Paper, of 2008
- Municipal Tourism Sector Strategy
- Integrated Development Plan
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<td>Public Sector/Government</td>
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<td>NATIONAL</td>
<td>Minister of Tourism</td>
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<td>DG – NDT Provincial HOD</td>
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<td>MEC for Tourism</td>
<td>PFC PTC</td>
<td>CEO – TKZN Provincial HOD</td>
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# Provincial Level

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<th>Structure</th>
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<th>Objectives</th>
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| **Provincial Tourism Committee (PTC)** | • MEC: Chairperson  
• Chairperson of Portfolio Committee of Economic Development and Tourism, District Mayors, Municipal Managers, CEO’s of Public Entities, MEC for COGTA, Chairpersons of organised Private Sector Organisations. | • To coordinate the formulation of the provincial tourism policy with municipalities  
• To assist municipalities to develop municipal tourism policies within the framework of national and provincial tourism policies and legislation. |
| **Provincial Tourism Forum (PTF)** | • CEO of Tourism KwaZulu Natal: Chairperson  
• Municipal Tourism Managers, Community Tourism Organization Chairpersons, Community Tourism Association Chairperson and other agencies with a tourism mandate. | • To serve as a technical committee to the Provincial Tourism Committee on provincial wide tourism issues. |
### Provincial Level

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<td>District Tourism Forum (DTF)</td>
<td>• Mayor: Chairperson</td>
<td>• To coordinate all tourism related activities within a particular District and Local Municipality e.g. cross boundary projects.</td>
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<td>{also applicable to Metro}</td>
<td>• Chairperson of the District Municipality Tourism Portfolio Committee, Tourism Managers and officers from District and Local Municipalities, IDP Managers, Private Sector representatives and other organisations with a tourism mandate both public and private.</td>
<td>• To integrate provincial tourism objectives into District and Local plans and priorities and make recommendations to the council.</td>
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<td>Local Tourism Forum (LTF)</td>
<td>• Mayor: Chairperson</td>
<td>• To strengthen local tourism potential and facilitate integration of tourism plans to the broader development objectives of the municipalities</td>
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<td>• Chairperson of the Local Municipality Tourism Portfolio Committee, Tourism Manager and Local Economic Development Manager, IDP Managers, Private Sector representatives and other organizations with a tourism mandate both public and private.</td>
<td>• To identify gaps for possible tourism development and facilitate intervention by National and Provincial bodies.</td>
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| **Community Tourism Association (CTA)**       | • An overarching structure of all CTO’s  
• Constituted by Chairpersons of all CTO’s in the province.                  | • To provide institutional framework for uniform establishment and functioning of the CTOs in the province.                                |
| **Community Tourism Organization (CTO)**      | • Constituted by local tourism product owners and Local Municipal representative (ex officio) | • To ensure coordination of tourism marketing and publicity activities at a local level.  
• To facilitate equal access to tourism opportunities by local communities.  
• To ensure legality of tourism businesses operators.  
• To establish linkages between communities, private sector and government |
As a critical success factor the province has been able to assist municipalities to formalise coordinating structures, to ensure:

- Informed reporting which talks to the entire province
- That there is no duplication in the implementation of projects
- Alignment of marketing, product development and management initiatives of the district and its local municipalities.
- Closing of information gaps between local and provincial structures.
- Better collaboration and improved understanding of work relations amongst all tourism role players.
Although there are successes, there are also few challenges, identified as follows:

- Limited and lack of understanding of tourism within municipalities hinders effectiveness and collaboration of structures
- Inadequate capacity and budgeting to fully perform tourism functions
- Lack of tourism prioritisation in some municipalities hinders tourism growth potential.
It is recommended that:

- Other provinces should consider establishing and legislating the Provincial Tourism Committee.
- Provincial strategies are developed to guide the establishment and functioning of coordinating structures.
- Linkages between public and private sector are established.
- Programmes geared towards capacitating municipal officials are developed.
- Provinces to assist municipalities in developing tourism guiding frameworks.
- Municipalities should recognize tourism as an integral part of local economic development and ensure adequate resourcing of the tourism function.
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