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DEPARTMENT :  
Economic Development & Tourism  
PROVINCE OF KWAZULU-NATAL

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

Mr. D. Golding  
Head of Department

Building an Economy that Creates Opportunities for us All and Making Tourism to Work for us All





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# INTRODUCTION

- The White Paper on the Development and Promotion of Tourism in South Africa (1996) stipulates that “Tourism is Government led, Private Sector driven and Community based”.
- 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

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## KEY PARTNERS

**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

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

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

**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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# FOUNDING PILLARS

## National

- Constitution of the Republic of South Africa, Act no. 108 of 1996
- 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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# NATIONAL AND PROVINCIAL TOURISM COORDINATING STRUCTURES

SPHERE OF GOVT.	POLITICAL STRUCTURE		TECHNICAL STRUCTURE		MARKETING STRUCTURE		PRIVATE SECTOR
<b>FUNDING</b>	Public Sector/Government						Private Sector
<b>NATIONAL</b>	Minister of Tourism	MInmec PFC	DG – NDT Provincial HOD	Miptec	SAT	CEO's Forum	Fedhasa TBCSA SATSA NAA, etc.
<b>PROVINCE</b>	MEC for Tourism	PFC PTC	CEO – TKZN Provincial HOD	PTF	TKZN	Tourism Growth Forum	Provincial Chapters of above
<b>DISTRICT</b>	Mayor	PFC	City/Municipal Manager	District Tourism Forum (DTF)	District Tourism Office	DTF	CTA's District Private Sector Forums (CTO)
<b>LOCAL</b>	Mayor	PFC	City/Municipal Manager	Local Tourism Forum (LTF)	Local Tourism Office	LTF	CTA's Local Private Sector Forum (CTO)

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# NATIONAL AND PROVINCIAL TOURISM COORDINATING STRUCTURES

## PROVINCIAL LEVEL

STRUCTURE	MEMBERSHIP	OBJECTIVES
<b>Provincial Tourism Committee (PTC)</b>	<ul style="list-style-type: none"><li>• MEC: Chairperson</li><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• To coordinate the formulation of the provincial tourism policy with municipalities</li><li>• To assist municipalities to develop municipal tourism policies within the framework of national and provincial tourism policies and legislation.</li></ul>
<b>Provincial Tourism Forum (PTF)</b>	<ul style="list-style-type: none"><li>• CEO of Tourism KwaZulu Natal: Chairperson</li><li>• Municipal Tourism Managers, Community Tourism Organization Chairpersons, Community Tourism Association Chairperson and other agencies with a tourism mandate.</li></ul>	<ul style="list-style-type: none"><li>• To serve as a technical committee to the Provincial Tourism Committee on provincial wide tourism issues.</li></ul>

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# NATIONAL AND PROVINCIAL TOURISM COORDINATING STRUCTURES

## PROVINCIAL LEVEL

STRUCTURE	MEMBERSHIP	OBJECTIVES
<b>District Tourism Forum (DTF)</b> {also applicable to Metro}	<ul style="list-style-type: none"><li>• Mayor: Chairperson</li><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• To coordinate all tourism related activities within a particular District and Local Municipality e.g. cross boundary projects.</li><li>• To integrate provincial tourism objectives into District and Local plans and priorities and make recommendations to the council.</li></ul>
<b>Local Tourism Forum (LTF)</b>	<ul style="list-style-type: none"><li>• Mayor: Chairperson</li><li>• 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.</li></ul>	<ul style="list-style-type: none"><li>• To strengthen local tourism potential and facilitate integration of tourism plans to the broader development objectives of the municipalities</li><li>• To identify gaps for possible tourism development and facilitate intervention by National and Provincial bodies.</li></ul>

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## NATIONAL AND PROVINCIAL TOURISM COORDINATING STRUCTURES

### PROVINCIAL LEVEL

STRUCTURE	MEMBERSHIP	OBJECTIVES
<b>Community Tourism Association (CTA)</b>	<ul style="list-style-type: none"><li>• An overarching structure of all CTO's</li><li>• Constituted by Chairpersons of all CTO's in the province.</li></ul>	<ul style="list-style-type: none"><li>• To provide institutional framework for uniform establishment and functioning of the CTOs in the province.</li></ul>
<b>Community Tourism Organization (CTO)</b>	<ul style="list-style-type: none"><li>• Constituted by local tourism product owners and Local Municipal representative (ex officio)</li></ul>	<ul style="list-style-type: none"><li>• To ensure coordination of tourism marketing and publicity activities at a local level.</li><li>• To facilitate equal access to tourism opportunities by local communities.</li><li>• To ensure legality of tourism businesses operators.</li><li>• To establish linkages between communities, private sector and government</li></ul>

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## SUCCESS FACTORS

**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.

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## CHALLENGES

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.

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## RECOMMENDATIONS

- **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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# NGIYABONGA

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