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The Municipality's role in enabling heritage tourism in small towns: the Case of KwaDukuza Municipality

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THE MUNICIPALITY'S ROLE IN ENABLING HERITAGE TOURISM IN SMALL TOWNS: THE CASE OF KWADUKUZA MUNICIPALITY

By

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DECLARATION

This serves to confirm that this research report is my own unaided work submitted in partial fulfilment of the requirements for the degree of Master of Science in Development Planning in the University of Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in any other University.

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ABSTRACT

Local economic development is one of the core functions of local government in South Africa. Tourism planning is about creating localities as centres for consumption. The aim of the research is to highlight the importance of heritage tourism in planning tourism as a lead sector and a driver for local economic development in South Africa. The main aim of the research is to contribute towards existing scholarship on the relationship between small towns, tourism and economic development by focusing specifically on the role of the municipality in enabling the growth of heritage tourism.

Although much research has been conducted over the years to evaluate the transformation of the South African tourism industry and to investigate the different facets of urban tourism in major cities, limited attention has been given to small towns and heritage tourism. The objectives of the study are to examine the extent to which heritage tourism has been highlighted as a key economic sector and incorporated into municipal planning. The research looks at interrogating the existing municipal plans and the role of tourism development in economic development by identifying key dynamics and success factors in the implementation of tourism development within the context of a small town.

This study investigates how the KwaDukuza local municipality in KwaZulu-Natal has acted upon heritage tourism's potential and the challenges the municipality may face in undertaking its role. The KwaDukuza study findings shows there is great potential in developing tourism as a viable basis for economic development and poverty alleviation in the municipality. This study recommends the strengthening of relationships between the local municipality, local business sector and other stakeholders to ensure a more sustainable tourism development process. As KwaDukuza is a town which is rich in tourism opportunities, the study recommends the need to invest in tourism development planning that is sustainable and responsive to the many social needs.

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ACRONYMS AND ABBREVIATIONS

Amafa	Amafa Akwazulu Natali Heritage Authority
ANC	African National Congress
ATA	African Teachers Association
BEE	Black Economic Empowerment
B&B	Bed and Breakfast
CBD	Central Business District
CDS	City Development Strategy
CoGTA	Department of Cooperative Governance & Traditional Affairs
DFP	Development Framework Plan
GDP	Gross Domestic Product
IATA	Indonesian Association of Travel Agents
IDP	Integrated Development Plan
IUDF	Integrated Urban Development Framework
JICA	Japanese International Cooperation Agency
KAHC	Kenya Association of Hotel Keepers and Caterers
KLM	KwaDukuza Local Municipality
KZN	KwaZulu-Natal
LED	Local Economic Development
LM	Local Municipality
MSA	Municipal Systems Act
NDP	National Development Plan
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
PCU	Programme Co-ordinating Unit
PGDS	Provincial Growth and Development Strategy
PHRA	Provincial Heritage Resources Authority
PMP	Performance Management Plan
SABC	South African Broadcasting Corporation
SALGA	South African Local Government Association
SDF	Spatial Development Framework
SDP	Spatial Development Plan

SLA	Sustainable Livelihoods Approach
SMME	Small, Medium and Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
STR	Small-Town Regeneration Programme
TKZN	Tourism KwaZulu-Natal
TSA	Tourism Satellite Account for South Africa
UNESCO	United Nations Educational Scientific and Cultural Organization
USA	United States of America
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

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CHAPTER 1: INTRODUCTION

1.1 Background

One of the major problems which KwaZulu-Natal faces is the high rate of unemployment that has contributed towards escalating crime rates and high levels of violence. The potential of heritage tourism in the province and in KwaDukuza in particular have not been exploited to full potential. The province's strategic brand as the Kingdom of the Zulu has had an impact in attracting international tourists. Heritage tourism in the province is broader than African ethnicity and should draw on the diverse cultural heritage of KwaDukuza, being primarily African, Indian and European.

"KwaZulu Natal currently holds the major market share with respect to the country's domestic tourism and the provincial body, the province sees itself as a viable tourism destination" (Moodley 2013: 14). Heritage tourism not only is a potential attraction for visitors to the country, but also as a springboard for the province.

Twenty years ago, heritage was considered to be an under-developed resource for tourism in the KwaZulu-Natal province. However, recent years have seen an extraordinary rise in the development and interest in heritage tourism in KwaZulu-Natal. Tourism KwaZulu-Natal (TKZN) highlights that heritage tourism is a fairly new concept and the disadvantaged communities such as those in small towns have not been actively participating in such tourism projects, (TKZN 2010). Thus, "many communities within the province have not, by and large, reaped the benefits of tourism" (Moodley 2013: 16). There is a sense of apathy as well as a lack of knowledge that communities can be economically empowered by being involved (Moodley 2013). It is imperative that underprivileged communities receive the necessary training to enhance their skills, so that they can engage in tourism projects while at the same time achieving sustainable economic development.

With the consumption of local products, accommodation, and additional visitor expenditure, tourism may catalyse the development of small businesses, such as service delivery, in the heritage and cultural sectors (McKelly, Rogerson, Van Huysteen, Maritz, and Ngidi 2017). The growth of

tourism and recreational activities can result in positive impacts on local economies by generating economic and social development in marginal regions such as those of small towns or rural areas.

Several investigations have examined policies, practices and the problems associated with tourism-led local development (Rogerson 2016, in Visser and Hoogendoorn 2011). There are many questions around destination development and the implementation of tourism-led initiatives which have been imposed in small towns and rural areas and many of these have been around festival promotion, Small, Medium and Micro Enterprise (SMME) development and route tourism initiatives (Nowers, de Villiers and Myburgh 2002).

1.2 Problem Statement

Local municipalities are faced with the challenging tasks of ensuring that they implement their developmental mandate. To implement the objectives of the local government as they are set out in the South African Constitution and elaborated upon in the Municipal Structures Act (1998) and the Municipal Systems Act (2000) requires a strong organization with dynamic and charismatic leadership. These qualities can provide a clear direction for the success of the organization as well as to help the organization achieve its purpose. There are many factors which hamper local municipalities' implementation of proposed development plans.

As there are several challenges facing local government and especially those in small towns, it may be difficult for municipalities to implement proposed tourism plans. In such instances, attention needs to be given to the causes of the neglect of tourism development at a local municipal level.

1.3 Research Aim and Objectives

The main aim of the research is to contribute towards existing scholarship on the relationship between small towns, tourism and economic development by focusing specifically on the role of the municipality in enabling the growth of heritage tourism.

Objectives include:

1. Examining if heritage tourism has been highlighted as a key economic sector and incorporated into municipal planning.

2. Investigating how the municipality has acted upon the heritage tourism potential by fostering relationships with other stakeholders and implementing key initiatives.

3. Exploring the challenges the municipality may face in undertaking its role.

4. To show the how heritage tourism and tourism development can contribute positively to job opportunities and poverty alleviation in KwaDukuza.

1.4 Research Question

This research is aimed at answering the following central research question:

How has the KwaDukuza municipality, through its planning and development processes played a role in enabling sustainable heritage tourism?

In addressing this question, the research will address the following sub-questions:

1. How can heritage tourism foster significant socio-economic development in small towns and contribute to poverty alleviation and sustainable livelihoods?
2. How do the KwaDukuza local municipality plans support heritage tourism as a key to economic progress for poverty alleviation?
3. What potential does the KwaDukuza municipality area have for heritage tourism that is socially and economically sustainable?
4. How are the municipality and other key stakeholders working to protect the area's historical resources and promote its tourism potential?
5. Are there constraints, to incorporating tourism development into the planning and development processes in KwaDukuza municipality?

1.5 Research Methodology

1.5.1 The research approach

This study uses a qualitative research method. The qualitative data consists of perceptions, views and opinions of people and stakeholders involved in heritage tourism in the KwaDukuza municipality (KDM), iLembe district, provincial Tourism Department officials and literature from the South African context about heritage tourism.

Sources of data that have been reviewed in depth for this study include government policy documents, Integrated Development Plans (IDPs), Spatial Development Frameworks (SDFs), and municipal Local Economic Development (LED) strategies. In-depth reviews of the local municipal IDP and LED were conducted to find out what policy says in terms of planning for tourism, and to find out what role the municipality plays in promoting heritage tourism. Existing visitor information such as brochures, tour guides and maps were used as secondary data for this research.

1.5.2 Site Selection

The study was conducted in KwaDukuza, Kwa-Zulu Natal. This town was selected due its historical significance and its potential in strengthening the heritage tourism sector in the province. The local municipality of KwaDukuza is the primary site of data collection as the research investigates the municipality's efforts in enabling heritage tourism within KwaDukuza. Several heritage tourism sites such as the Luthuli Museum, Shaka Museum, King Shaka Heritage Route sites and the KwaDukuza Museum were selected to find out how heritage tourism was performing and how they were incorporated into the municipality's strategies.

1.5.3 Data Collection Process

The data collection process took place over the three months, August-October 2019. In August I reviewed the grey literature, including provincial and municipal plans. September is the country's heritage month and I spent a few days observing the museums and the heritage festivals taking place in the town of KwaDukuza. In October I completed the interviews phase of the data collection.

The goal was to complete the data collection at a time when both international and local tourists were visiting the heritage sites.

1.5.4 Informant Interviews

The main study instrument was the semi-structured interviews which were designed to obtain reliable and valid measurements of the subject of the research. Ten semi-structured interviews were conducted with officials working at the local and district municipalities' offices and four interviews with respondents working at the heritage institutions, as well as heritage experts. The interview schedule comprised four categories of questions for the different target groups consisting of eight questions in each section. The questions on the questionnaire were open-ended questions. Similar responses from respondents were categorized for all the interviews conducted. The informant interviews were conducted with key stakeholders, such as the Municipal Officials, KwaDukuza Museum (Shaka Memorial Garden and Interpretive Centre) officials, Luthuli Centre officials as well as officials from the Amafa-AkwaZulu Heritage Conservation Agency which has recently been consolidated with the KwaZulu-Natal Department of Sports and Arts and Culture

The interview questions probed the respondents on their opinion of heritage tourism in KwaDukuza the factors that influence visitor behaviour, and the municipality's role in enabling heritage tourism within the town. The questions were aimed at encouraging respondents to be story tellers.

1.5.5 Data Analysis

The research followed a thematic analysis based on the assessment framework. This framework allowed me to analyze, examine and review the data to identify common themes, ideas and topics. The instruments I used to collect the data included an audio recording device and the interview schedules. The voice recorder was only used for one interview as majority of the interviewees were uncomfortable with being recorded. Key concepts were recorded in the notebook and the recording of the interview was played back to the respondent to confirm that it was an accurate recording of data.

The data collected through the interviews was analyzed using data organization techniques such as reading, reviewing, analyzing and verifying data. Drawing up an assessment framework designed for this specific study was beneficial for the analysis of the data.

1.5.6 Ethical considerations

Confidentiality of the interview data was managed in the following way:

The data was collected and viewed by the researcher only. The names of the participants were not used during the research or shared with any third party. Pseudonyms were used when notes were taken. Participants were given the option of remaining anonymous and they were informed the Participant Information Sheet.

Electronic data was kept on password protected devices (cell phone and computer). Signed consent forms and hand-written notes were stored and protected from any misuse or theft hence it was stored in a locked and safe place. The documents were not left unattended in public spaces. After the research was completed the paper documents and forms containing sensitive information were shredded so that they are completely disposed. Sensitive data was erased from the electronic devices to ensure that they cannot be recovered and misused.

1.6 Chapter Outline

Chapter 2: Heritage Tourism and Development in Small Towns

This chapter looks at the role which heritage tourism has played in developing countries around in the world. It outlines how heritage tourism may foster socio-economic development and job creation in small towns. Different case studies are examined to draw lessons for the development of heritage tourism.

Chapter 3: KwaDukuza and Its Heritage Significance

The chapter provides a background to the KwaDukuza Municipality and its demographic and socio-economic characteristics. This chapter gives an in-depth outline of the heritage products of the municipality and the potential it has in contributing towards sustainable heritage tourism.

Chapter 4: Presentation and Analysis of Findings

This chapter presents the findings of the research. The existing strategies promoting heritage tourism in the municipal area are presented. This chapter reveals the constraints faced by the local municipality in incorporating tourism development into their plans and activities.

Chapter 5: Conclusion and Recommendations

This chapter concludes by giving a general overview of the municipality's role in enabling heritage in KwaDukuza and provides recommendations on improving heritage tourism planning within the local municipality.

CHAPTER 2: HERITAGE TOURISM AND DEVELOPMENT IN SMALL TOWNS

2.1 Introduction

This chapter examines how heritage tourism may foster socio-economic development in small towns and contribute to poverty alleviation and sustainable livelihoods. The chapter focuses on literature on the practice of heritage tourism in South Africa and other developing countries. It provides an overview of the viability of heritage tourism as a form of tourism, particularly from the perspective of sustainable livelihoods. The chapter also examines the role of local government in tourism planning. A greater understanding of heritage tourism is unpacked together with strategies of sustainable heritage tourism and poverty alleviation. Case studies that focus on issues such as community-based tourism, poverty alleviation and sustainable tourism are presented.

2.2 Definition of key concepts

The following are the key terms which are used in the study:

Tourism is a cultural, social and economic phenomenon which entails the movement of people to different places outside of their own environment for personal or business purposes. Tourists seek different experiences from everyday life through engagement with 'otherness' or escape from the familiar environment (Moodley 2013). These people are called visitors and tourism deals with their activities in the host environment. Tourism blends in with trends in economic sustainability towards consumer-oriented, service-based industries associated with the production of symbolic and cultural capital rather than material goods. According to the WTO in many developing countries, such as South Africa, India and China, domestic tourism is rapidly growing and like international tourism, it brings relatively wealthy consumers to areas they constitute an important local market.

Heritage consists of traditional, historically derived and selected ideas and especially their attached values. Common heritage and cultural norms provide the members of a society with sense of shared identity and helps them define who they are. Heritage refers to a variety of cultural elements, such as architecture, cultural customs, as well as events and the visual and performing arts.

Heritage Tourism products are notably the fastest emerging competitive niche or product within international and the domestic markets. Trends in heritage tourism and the closely associated cultural tourism show that visitors are seeking authentic and memorable experiences through meaningful interaction with local people and cultures. Cultural tourism is growing rapidly when compared to the other types of tourism worldwide. The estimated impact of cultural and heritage tourism is 40% on the international tourism scale. This shows the growth of cultural tourism, which serves to provide a unique opportunity for the participation of both the local communities and tourists in activities. Tourism continues to thrive on the packaging of local cultures for the interests of tourist.

2.3 Sustainable Heritage Tourism

Sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generation to meet their own needs" (Awususi and Jegede 2013: 23). The tourism industry is mandated to respond to the concept of sustainable development by showing concern for the environment and conservation of the tourism resources. Sustainable tourism development takes into consideration that there should be limits on how we handle tourism resources and the tourism industry should not be driven solely by the need to secure profits.

Heritage tourism requires planners to consider the socio socio-cultural authenticity of the local communities, conserve their built and living cultural heritage together with traditional values of a local area. Sustainable heritage resources should be conserved for indefinite future as well as present use.

Sustainable tourism ensures viable, long-term economic operations, providing socio-economic benefits to all stakeholders. The benefits are fairly distributed, including stable employment, income opportunities and social services to host communities and contributing to poverty alleviation. The socio-economic impacts of heritage tourism need to be monitored on a continuous basis, for example creating awareness both in local community's well-being and the tourist is essential. These efforts will not only ensure community's well-being but also protect the heritage

and hence ensure the quality and long-term viability of a destination. The South African National Department of Tourism states that “Dignity”, “Equity” and “Livelihoods” are the desired outcomes of all tourism activities. To ensure that outcomes are achieved, tourism needs to be carefully planned, sustainably managed and successfully marketed, in partnership with local communities, all government spheres, the private sector and all related stakeholders.

Tourism unlike many other sectors is consumed at the point of production and hence provides opportunities for individuals and small business to sell additional products such as handicrafts and souvenirs or services to tourists. Many export industries depend on productive, financial and human capital while tourism is not only dependent on these, but it also relies on natural capital and culture, and these assets are possessed by the local people (Shen *et al*. 2008).

Tourism is a very diverse industry in comparison with other sectors hence this gives it a chance to build upon a wide resource base (Shen *et al.* 2008). Diversity is ideal as it permits wide participation, and allows the informal sector to have livelihood diversification, for example a farmer can also produce crafts while selling produce to a local lodge or local museum restaurant. Tourism is a sector that is largely dominated by women, the poor and the unskilled hence it is more inclusive and accommodative of different groups of people.

2.4 Policy and Legislation for Tourism Planning in South Africa

South African tourism policy provides a strong base for tourism development and has been successful in increasing the number of international visitors. The development of tourism is crucial in the changing landscape of post-apartheid South Africa (Rogerson 2011). Tourism growth outside of the cities has led to a diversified tourism product that increasingly attracts both domestic and international tourists to small towns and rural areas.

The primary piece of legislation that informs tourism development in South Africa is the Constitution of the Republic of South Africa (1996) which outlines the roles and responsibilities of national, provincial and local government in facilitating development. The Tourism Act (1993) promotes tourism in the country and it regulates the potential of the tourism industry, standardizes measures to maintain and enhance facilities and services available to tourists. The Tourism

Amendment Act (1996) clarifies the relationship between provincial and local government in tourism planning. The Tourism Second Amendment Act (2000) provides for the registration of tourist guides in attempts of regulating the industry, setting standards and developing a code of conduct in the tourism industry.

The critical policy for heritage tourism in South Africa is the Landmark National Heritage and Cultural Tourism Strategy of 2012. This policy states that the country's goal is realizing the global competitiveness of South African heritage and cultural resources through product development for sustainable tourism and economic development. The National Heritage Resources Act 25 of 1999 is also important for heritage tourism development as it stands to protect heritage resources in the South Africa.

Other policies and legislation relevant to heritage tourism planning (and in the case of KwaDukuza);

1. The National Environment Management Act (1998)
2. The White Paper on Local Government (1998)
3. The White Paper on Tourism Development and Promotion (1996)
4. Skills Development Act (1998)
5. The KwaZulu-Natal Tourism Act (1996)
6. The KwaZulu-Natal Tourism Authority Amendment Act (2002)
7. The KwaZulu-Natal Tourism White Paper (2007)

According to Rogerson (2011), In South Africa, tourism planning can be conducted at all spheres of government i.e. national, provincial and local government. It is the White Paper on Tourism Development and Promotion (1996), which allocates roles and responsibilities to different spheres of government. The National Tourism Sector Strategy (2011), elaborates on the roles and responsibilities of specific entities and organizations in the tourism sector (Rogerson 2011).

2.5 Tourism and Local Economic Development

In 1998, the White Paper on Local Government; introduced the concept of 'developmental local government' which states that the local government is committed to working with citizens and groups within the community to find sustainable ways to meet their economic, social and material needs and improve their livelihoods. According to Rogerson (2010), the White Paper indicates that local government is not directly responsible for creating jobs, but rather, responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive for the creation of job opportunities. Thus, Local Economic Development (LED) is about creating spaces and platforms to engage stakeholders in implementing strategies and programmes (Rogerson 2010). Nonetheless, the functions and powers of local government need to be exercised in a manner that has maximum impact on the social development of communities, and especially meeting the basic needs of the poor.

The South African Constitution (1996) places great responsibility on municipalities to facilitate LED, even though LED is not listed as one of the functions of local government. However, there is a clear implication that municipalities have a key role in creating a conducive environment for investment through provision of amenities such as infrastructure and services.

The South African government has set out its goals and objectives for tourism in the Tourism Act (2014). The main objectives are:

- To promote responsible and sustainable tourism
- To provide effective domestic and international marketing of South Africa as a desired tourism destination.
- To promote quality tourism products and services
- To promote the growth in the development of the tourism sector.
- To enhance co-operation and integration between all spheres of government in developing and managing the tourism sector.

The Economic Statistics of South Africa in the Tourism Satellite Account (TSA), which examines in detail all the aspects of demand for goods and services associated with the activities of visitors, provides an overview of the economic contribution of tourism in the South African economy.

In 2015, the tourism industry contributed an estimated R118,93 billion (or 3%) of the South African Gross Domestic Product (GDP). According to Rogerson (2016) the World Travel and Tourism Council (WTTC) annually publishes economic data for countries and regions. In 2016, its estimated that the direct contribution of travel and tourism to GDP in South Africa was R127,9 billion again about 3% of GDP. Tourism is an important export earner for South Africa, which earned R108,76 billion from inbound tourists in 2015. The WTTC report shows that tourism directly supported 716 500 jobs, or 4,6% of total employment; in South Africa in the year 2016. This is expected to grow by a compound annual growth rate of 4,1% to 2027 (Rogerson 2016).

2.6 Tourism and Economic Benefit

Tourism can contribute to development and the reduction of poverty in a number of ways. Economic benefits are generally the most important element, but there can be social, environmental and cultural benefits and costs (Shen *et al.* 2008).

Tax revenue from tourism is an important economic benefit at national and local level. Tourism related tax revenues can also help finance general community improvements and services used by local communities (WTO 2002). Poverty alleviation can be realized through direct taxation and the generation of taxable economic growth. The tax revenue can pay for education, health services, development of infrastructure, and tourism marketing and training essential for developing tourism. Tax revenues can also assist to finance the governments poverty alleviation projects.

According to the WTO (2002) financial leakages occur when an irregularly low percentage of tourism revenues stay in the local market, which then negatively affects the development impacts of tourism (WTO 2002). Although money is generated locally, it is spent elsewhere thereby causing constraints to the local economy. Leakages that reduce the development impact of tourism include:

- Imported skills
- Imported goods, services and other commodities

- Imported technology and capital goods, etc.

Linkages refer to the profitable use of local goods and services which results in the creation of more jobs and opportunities for the establishment of tourism-based enterprises. Tourism plans should ensure local linkages, adequate revenue retention and integrated development. Strong linkages depend on the quality, reliability, and competitiveness of the local tourism products so that they can succeed in the market (WTO 2002). The local business sector needs to actively participate in tourism development through partnerships. The poor and informal sector needs to be assisted to access the tourism market by developing their links with the formal sector (WTO 2002).

Increasing the linkages between the formal, such as hotels, lodges, museums and transport providers is one of the best ways of enhancing the economic benefits tourism. These leakages can directly benefit strategies in poverty reduction. When the linkages are increased the leakages are reduced. Increased integration can develop strong linkages between tourism and other economic sectors, such as manufacturing, agriculture, construction, fisheries and crafts production. When the tourism industry purchases goods and services from domestic industries, the latter are strengthened and additional revenue and jobs are generated. Purchasing locally and using local labour reduces the import content and hence reduces leakages.

The creation and promotion of local linkages needs to be part of the tourism development strategy of municipalities in the planning phases.

When local tourism businesses partner with the local government, Non-Government Organisations (NGOs), and local residents, the sector can develop new innovative forms of tourism which can contribute to the growth of tourism products. These partnerships benefit both the local community and the tourism industry, making sure that more tourist expenditure stays in the local community where it can make great contributions to the reduction of poverty (Shen *et al.* 2008).

2.7 Tourism and Poverty Alleviation

Poverty is a multidimensional problem and there is more than one approach to dealing with it. Poverty alleviation may not be at the heart of the tourism agenda, but in many countries the sector is already rendering a positive effect on the livelihoods of many poor people.

According to Mader (2010), poverty alleviation starts with the creation of employment as the poor need to gain a sustainable income. Tourism contributes towards poverty alleviation through creating employment and diversified livelihood opportunities. Tourism can also provide additional income for those who already have jobs in other sectors and new employment for those who do not, hence reducing the vulnerability of the poor by increasing the range of economic opportunities available to them.

Careful planning needs to be undertaken in the tourism sector to create a framework for the development of tourism (Shen *et al.* 2008). Tourism Master Plans can impact on economic development through and influence decisions, such investments in roads and other economic infrastructure. When planners focus on the process of reducing economic leakages and maximising linkages to the local economy, poverty is reduced. Nonetheless, success in these strategies depends on the market orientation and quality of the products developed and upon the partnerships that develop to facilitate the pro-poor economic growth.

The WTO believes that an inter-departmental approach across government and strong partnerships between local and national government, local communities and the private tourism industry will maximize benefits from tourism. Maximum benefits from the sector will only be achieved through partnerships at the local level. All essential stakeholders such as local government, businesses and communities need to be ready to take responsibility for and control of their tourism assets to become a desirable destination within the tourism market.

According to the WTO, national and local governments can develop the use of more advanced indicators of successful tourism development to complement existing measures (WTO 2002). These new indicators can focus on local economic impact and poverty reduction. It is the duty of local government to consult with local community organisations and other stakeholder groups when planning, and especially involving poor communities. The use of incentives and planning controls may be necessary to encourage the involvement of all stakeholders. Regulations and policies which may restrict local residents and businesses from engaging in tourism have to be reviewed. They need to have access to visitors and hence government needs to ensure that the tourism products provided by the poor are included in local and national marketing efforts.

2.8 Sustainable Livelihoods Approach in Tourism

The Sustainable Livelihoods Approach (SLA) improves on understanding of the livelihoods of the poor and it was proposed as a poverty reduction approach. It emphasises holistic and integrated thinking about poverty alleviation and rural development. The SLA is defined as "an approach to maintain or enhance resource productivity, secure ownership of and access to assets, resources and income earning activities as well as to ensure adequate stocks and flow of food and cash to meet the basic needs" (Singh and Gilman 1999: 540). The SLA organizes the factors that constrain or enhances livelihood opportunities and shows how these relate. It pays attention to the assets of poor households and communities and to what extent the assets contribute to or impede sustainable livelihoods. These assets include economic, human, natural, social and institutional capitals:

- Economic Capital refers to financial and physical capitals, such as income sources and the basic infrastructure and goods that people use to achieve livelihood objectives (DFID 1999)
- Human Capital refers to the "knowledge, skills and ability to do work and good health that enables people to pursue different livelihood strategies and achieve their livelihood objectives" (DFID 1999: 17);
- Natural Capital refers to the "natural resource stocks such as water and land from which resource flows and services useful for livelihoods are derived" (DFID 1999: 21);
- Social Capital refers to the social resources such as networks of trust and reciprocity on which people draw in pursuit of their livelihood objectives (DFID 1999); and
- Institutional Capital may include "providing for people's access to tourism markets, tourism benefits sharing, accesses and participation in policy making processes" (DFID 1999: 21). It also calls for strengthening people's participation in political governance (Shen et al. 2008).

When tourism is introduced into a community, it is important that it complements rather than displace existing activities. Adopting an SLA is constructive "because it acknowledges that, particularly in poor communities, people gain their livelihoods through multiple activities rather than one formal job and new initiatives do not occur in a tabula rasa, but like much tourism, must be incorporated into an existing system" (Tao and Wall 2009: 93).

Poverty reduction has not been the primary aim of tourism development, although tourism is believed to one of the development opportunities for the poor to reduce poverty levels (Shen et al. 2008). Nonetheless, if properly managed, tourism may be one of the effective means to contribute to poverty alleviation. Tourism has more advantages in comparison to other productive sectors, for example it is labour intensive, consumption occurs at the point of production, and it can capitalise on the natural scenery and cultural elements which are some of the few assets the poor have access to (WTO 2002). A sustainable tourism approach needs to be economically, socially, environmentally as well as institutionally sustainable.

2.9 Case Studies: Successful Heritage Tourism Initiatives

Heritage tourism projects cannot operate without the co-operation of members of the local communities, and a healthy synergy with all stakeholders and their contributions and interests are important. Planning for heritage tourism needs to be an on-going process sustained by the local government, traditional authority councils, officials and other stakeholders. The following examples provide successful heritage tourism initiatives in small towns elsewhere in the world to assist in drawing lessons for application in the study area, KwaDukuza.

2.9.1 La Ruta de Sonora

This case study demonstrates how partnerships at the local level between local government, the private sector and local community can significantly benefit the local economy. La Ruta de Sonora is a heritage project in the United States of America, which involves the communities of Baja, California and Sonora, Mexico, Tahoma O'dham and the rural Anglo communities of south western Arizona. This project is committed to providing tourists with authentic adventures at affordable

prices, while creating ecotourism opportunities which directly benefit local enterprises and entrepreneurs.

In the case of La Ruta, the preservation of local heritage, natural resources conservation and local values are prioritized by the local government.

The goals of the heritage plans are to provide meaningful experiences for the tourists, as well as the members of the local communities who offer their services such as guides, concierges and accommodation owners. La Ruta introduced a certification programme for its leaders, hosts, interpreters as well as a code of ethics and conduct for its visitors. The visitors can learn about the different cultures and customs of La Ruta and its colonial history and respect their tourist products. Over and above, the residents can engage and celebrate their heritage which brings employment and revenue, resulting in incentives to protect and preserve their land and cultural assets.

For communities to benefit, it is important that the heritage tourism projects are both profitable and sustainable. A platform has been created in La Ruta where local guides and hosts are making a good salary, not only in the context of their community, but in comparison to the world standards. It was essential that La Ruta responds the heritage requirements of tourists and hence it has become highly equipped with adequate facilities such as places of accommodation, restaurants and souvenir shops.

2.9.2 Candijero Village Cjava, Indonesia

Candijero village in Indonesia is an example of a community-based tourism development project which has established sustainable livelihoods for the local people. It is an extremely poor region with minimal fertile land, and it is highly dependent on rain to be able to harvest crops (Moodley 2013). Before the introduction of the tourism programme in 1999, basic amenities such as electricity and sewage treatment were absent in Candijera. Education levels were extremely low. The village was fortunate for being located close to one of Indonesia's popular tourist attractions, the Borobudur's temple which is recognized as a World Heritage Site. Candijera received its formal designation as a tourist site from its government during the Borobudur International Festival.

With the support of the local Magelang government, the Patra Pala Foundation, and the Japan International Cooperation Agency (JICA), the residents were taught to offer services to visitors such as accommodation, tour guides, catering and providing transport with horse carts. The community was encouraged to produce crafts endemic to the area (Moodley 2013). The introduction of heritage tourism to this area was successful. Infrastructure has improved in the form of telecommunications, electricity, public roads, sewerage and drainage systems and hence this has had a positive impact on the social livelihoods of the local people.

Candijera maintains sustainability through co-operation and discussions among the villages, local government and key organisations such as the Indonesian Association of Travel Agents (IATA) and the Indonesia Association of Hotels and Restaurants (IAHR). Additionally, information on the area is included and updated regularly in travel publications, brochures and travel books and through the establishment of information kiosks at their main visitor entry points, (Moodley 2013).

2.9.3 Heritage Trail Development in Mombasa, Kenya

Mombasa is rich in history; it is Kenya's largest port and second most populous city. The heritage trail focuses on sand, sun, sea and safari (famously known as the four S's). For centuries Fort Jesus has been one of Mombasa's most famous landmarks and it has been the most strategically important building on the East African Coast. Today, Fort Jesus is a UNESCO World Heritage Site, and it incorporates a museum and collections of artefacts ranging from Arabic pottery to Chinese porcelain.

This case study demonstrates how government policy can encourage the private sector to adopt poverty reduction practices which ensures sustainable livelihoods for the local people using its heritage products. In 2016, the Mombasa government established its own tourism board to revive and manage the tourism sector. The governor requested a bill to be passed through the Mombasa Country Assembly to form the tourism board and this was supported largely by the private sector such as the Kenya Association of Hotel Keepers and Caterers (KAHC). A board of this magnitude works at managing the heritage products of Mombasa in well-established partnerships between the public sector and the private sector.

According to Drummond and Yeoman (2001) for a town to succeed as a heritage tourism destination it needs a number of attractive and reasonably well-preserved buildings and the area. It is an additional benefit for the town to have national or local significance as this makes the area more desirable for tourists to explore. Mombasa had existing infrastructure which the local government has shaped into a well-developed heritage trail.

The development of the heritage trail in Mombasa by the local government, through the Old Town was highly supported by the local community and the private sector and it has over the years accommodated further improvements and better marketing to encourage more people to visit. The history of the Old Town has been known to contribute to its appeal as a tourist destination. According to Timothy and Boyd (2003), tourist have different reasons for traveling and they take on different behaviours during their visit. Tourism products such as those in Mombasa were developed and marketed in a manner that attracts different people's needs and expectations (Moodley 2013).

The well maintained heritage route in Mombasa ensures sustainability for the local community which depends on the tourism sector. Locals sell artefacts along the route and commodify their talents for the tourists. The government of Mombasa also ensures that local people's livelihoods are supported in various ways such as Educational Campaigns.

2.9.4 Festival's Comparative Advantage for Tourism

Festivals play an important role in the economic and social development of communities in all parts of the world. Many festivals are steeped in history and are reminders to a community of their heritage. They provide opportunities to share a wealth of tradition and at the same time to benefit communities monetarily. Over the year's communities have used and devised festivals as opportunities for economic and social benefits (Moodley 2013). Festivals are able to contribute to the local economy as well as provide the local communities with an opportunity to directly and indirectly benefit economically.

Festivals have become the axis upon which the people plan their vacation trips. It is important for travel agents and guides to compile packages around festivals which will encourage visitors to come

into an area. Festivals may be seasonable but they demonstrate the potential of providing the local tourism sector with supplementary earnings.

2.10 Conclusion

In developing countries, heritage tourism has become an important part of the tourism industry due to its value in cultural, historical and environmental dimensions. The success of heritage tourism is dependent on the strategic planning, management, and full participation of the local government and community.

Some local residents of Candijero village converted their houses into bed and breakfast establishments so that they could benefit directly from tourism and in doing so they added to the tourism offerings. In a country such Indonesia where resources are limited and heritage is abundant, projects such as Candijera, are used for the benefit of promoting sustainable livelihoods through tourism. In Mombasa the revenue earned from the heritage route has also been used for the extension of its hotels and converting more heritage properties into visitor accommodation.

It is evident from the above examples that through careful planning, education and adoption of other appropriate strategies, successful projects may be achieved. Commitment from all parties is imperative for sustainable operation of heritage tourism projects as it is evident in all the mentioned case studies. The local municipality needs to carefully consider the views of the local people. This can be achieved by strong tourism development plans set by the local government, in partnership with the private sector and all affected stakeholders.

CHAPTER THREE: KWADUKUZA MUNICIPALITY AND ITS HERITAGE SIGNIFICANCE

3.1 Introduction

KwaDukuza Municipality forms part of the iLembe District Municipality area (DC29), and lies on the east coast of KwaZulu-Natal, between the eThekwini Metro in the south and the Tugela River mouth in the south. The KwaDukuza municipal area functions as the district node and dominant commercial centre in the iLembe District. The KwaDukuza Municipality comprises a variety of clustered and *ad hoc* settlements within rural areas and small towns that are linked by a network of roads and rail infrastructure.



Map 1.1 The location of KwaDukuza Local Municipality (Source: KwaDukuza Municipality, 2019)

The KwaDukuza town, formerly known as Stanger, was founded and named after William Stanger, the Surveyor-General of the then Colony of Natal. The town is built on the original site of King Shaka's royal residence called Dukuza from which KwaDukuza derives its name. Stanger was given its municipal status in 1949, and the town's name changed to KwaDukuza in 1994. In the early days, Stanger served as a central business hub for the many sugar mills within a 20km radius of the town. The business focus brought a variety of light industries into the town, as well as health, education and other services to service the farming communities.

Today its central positioning between two significant ports, Richards Bay and the Durban Harbour signals great opportunities for the town. Its rich history, valuable heritage and natural features and prime locality give it has significant economic growth potential. This is evident through:

1. Its position along the R102 and the N2 which links it to the major economic hubs of eThekwini and Richards Bay.

2. It is near the King Shaka International Airport and this means that it is strategically positioned not only to local but also international markets.

3. It can benefit the targeted 'spill over' from initiatives planned for the north of Durban such as the Dube Trade Port.

KwaDukuza is defined as an area of great potential and as being "a city in the making". With a projected economic growth rate of between 3 and 5% over the next 20 years, it is a municipality with one of the fastest growing economies in South Africa (iLembe District Municipality 2013; SALGA 2012). With the prospects of the Aerotropolis-development, the Ballito area could indeed become part of a much larger city corridor system spanning Durban to KwaDukuza.

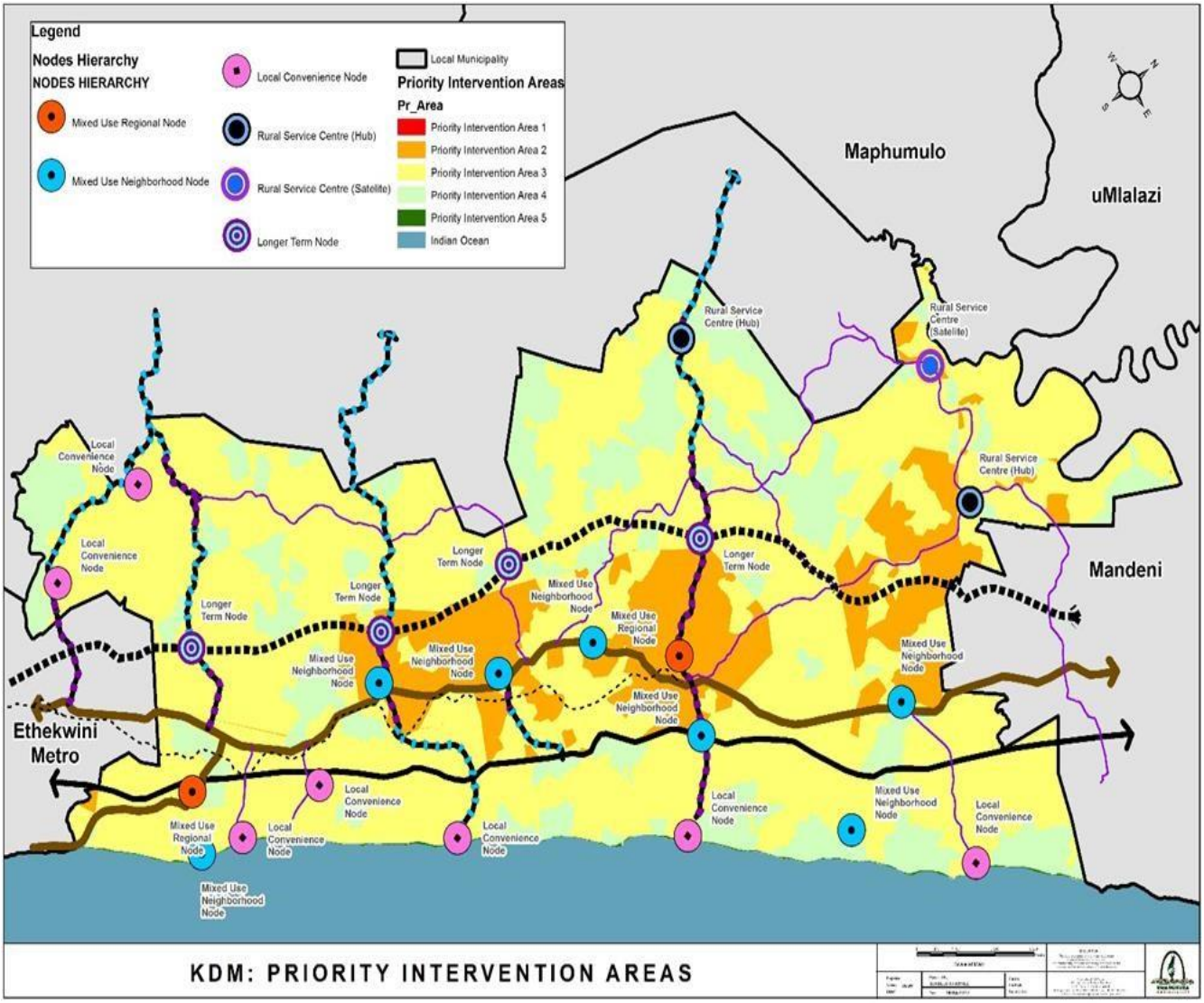
3.2 The Socio-Economic Demographics of KwaDukuza

The population in this municipality grew by 37.8 % between 167 805 in 2001 to 276 719 in 2016 (Lehohla 2016). The municipality is one of four KwaZulu-Natal Municipalities which has shown great growth in population between 2011 and 2016 (Radebe 2019). The KLM population is dominated by Black Africans, followed by Indians, Whites and Coloureds.

The economy of KLM is dominated by primary and secondary sectors with a small portion of the tertiary sector. The primary contributors to the local economy are agriculture, especially sugarcane farming and processing; light industry, including the manufacturing and engineering of paper and packaging, and the tourism sector.

While the municipality is experiencing a high population growth rate, the rate of job creation is not exponentially growing. In KLM, 44% of the population is employed and 15% of the population is unemployed, 36% of the population is not economically active, and 5% are discouraged job seekers. 81.4% of the households living on less than R6,000 per month (Statistics SA 2011).

KwaDukuza faces issues of poverty and unemployment, which are associated with the increasing number of informal settlements mushrooming close to the urban centres. There are core infrastructure inadequacies and haphazard urban development patterns. There are challenges posed by the N2 as a barrier which has resulted in a disconnection between the coastal belt areas and the hinterlands.



Map 1.2, Priority intervention areas of the KwaDukuza municipal area (Source: KwaDukuza Municipality, 2019)

3.3 KwaDukuza Integrated Development Planning

The Integrated Development Plan (IDP) is the principal planning document for the KwaDukuza municipal region. The IDP of a municipality is the principal development plan adopted by the municipal council to guide all planning and development decisions.

The IDP consulted for study was approved in August 2018. The KwaDukuza Spatial Development Framework (SDF) is an overarching document that corresponds to the development intentions expressed in the IDP. The KLM SDF is aligned with the Provincial Spatial and Economic Development Strategy.

The IDP is aligned with the national and provincial development imperatives such as the National Development Plan (NDP) and the Provincial Growth and Development Strategy (PGDS).

In the, IDP the KLM sets to improve its spatial footprint, taking cognizance of the importance of infrastructure in achieving sustainable tourism development. The KLM is an attractive destination for development but there are a number of aspects that need to be considered such as balancing the required engineering services and infrastructure efficient land use planning and the growing population with the human and financial resources available to the local authority.

The municipality adopted its City Development Strategy in 2017, to assist the municipality to realize the development vision of 2030. It undertook a Spatial Development Framework gap analysis to respond effectively to the implementation of the Integrated Urban Development Framework (IUDF), Spatial Planning and Land Use Management Act (SPLUMA), to provide infrastructure development and most importantly to transform the spatial footprint of the municipality.

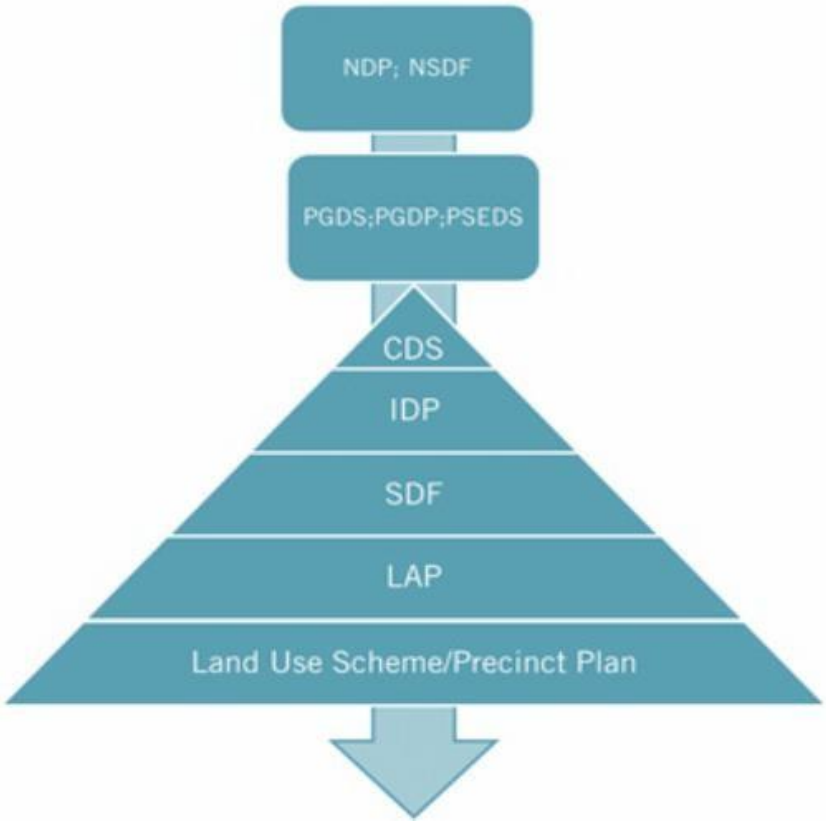


Figure 7: the Hierarchy of Plans (Source, KLM, 2019)

The LED Unit works with various stakeholders to deliver on its mandate. Some of the key structural support for the LED work in KwaDukuza Municipality are district-based agencies such as the Vuthela iLembe and Enterprise iLembe.

The **Vuthela iLembe** LED programme has a fully-fledged Programme Coordinating Unit (PCU) which is equipped with skilled and technical specialists from various fields. The PCU has a five-year contract with KLM which started on the 1st of July 2017. This programme was established to help facilitate integrated local economic development in KLM.

Enterprise iLembe is the economic development agency which belongs to the iLembe District Municipality. The role of the Enterprise Ilembe agency is to promote the district as both the investors and tourists favourable destination. This institution also works with local municipalities in implementing various LED programmes. This is the additional capacity available in the district to implement LED and develop tourism (Radebe 2019).

The following list shows ten of the stakeholders that have been engaged in the processes of preparing the KLM LED projects:

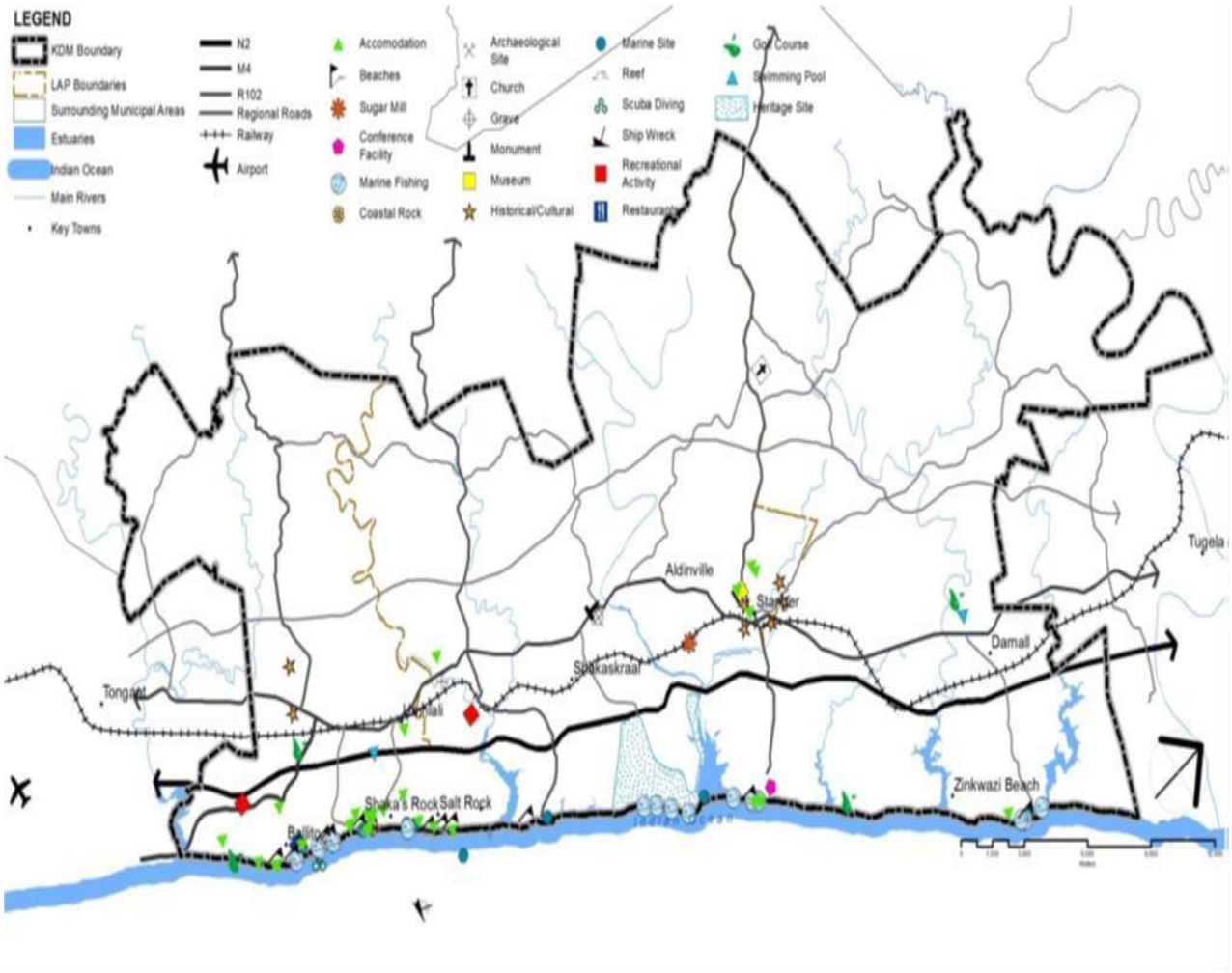
1. The iLembe Chamber of Business, Tourism and Industry
2. Trade and Investment KwaZulu-Natal
3. Ilembe District Municipality
4. Vuthela iLembe LED- Programme Co-ordinating Unit (PCU)
5. Huletts Development
6. KwaDukuza SMME Forum
7. Dube Trade Port
8. Luthuli Museum
9. National and Provincial Government Departments
10. Dube Trade Port

The KLM is constitutionally mandated to promote social and economic development in its area of jurisdiction and maintain sustainable livelihoods for the local people. While the municipality

continues to support beach nodal development plans and upgrade the public beaches there are a number of tourism opportunities beyond the coastal strip that could be taken up further. They include:

- Redevelopment of KwaDukuza Museum and integration of Shaka Visitors Centre
- Expansion of Chief Albert Luthuli Museum
- Development of the Nokukhanya Street precinct
- Tourism and Hospitality Industry skills development plan
- Development of a new recreational and sports park

The map below shows that the majority of tourism activities and attractions are located along the coastal strip while only a handful of activities take place inland and around the local town.



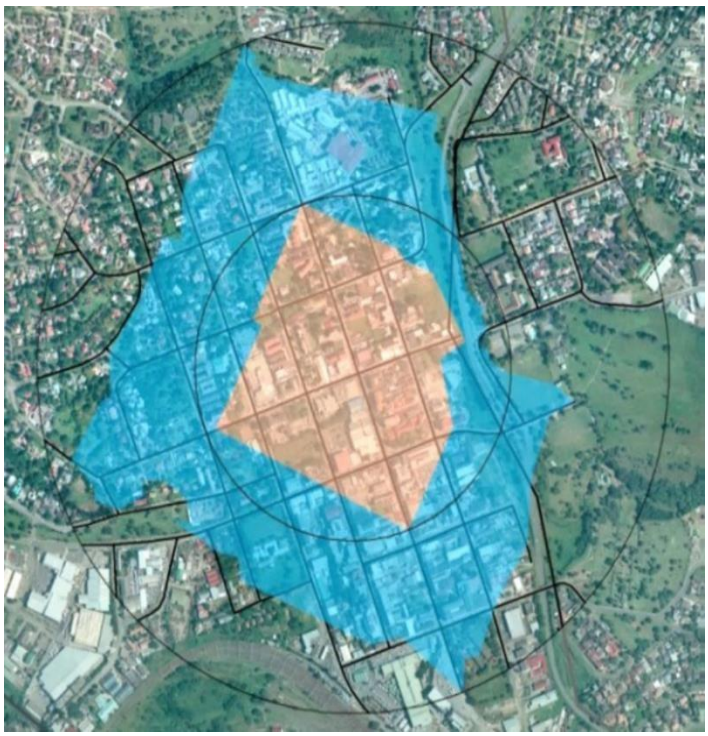
Map 1.3, current tourist activities and attractions within KwaDukuza (Source: KwaDukuza Municipality IDP, 2019)

3.4 Heritage assets in KwaDukuza

The KwaDukuza heritage products consist of interactive, hands on experiences for tourists which incorporate many different aspects of local culture and heritage. The heritage museums and cultural resources available in the local area make KwaDukuza a desirable destination.

KwaDukuza consists of a variety of heritage and cultural features, such as traces of European settlers, the sugar cane industry and Indian workers, the arrival of missionaries, being the birthplace legendary figures of the apartheid struggle, and a rich Zulu heritage. These key features of the municipality thus give it an advantage for sustainable economic development for the

community. Tourism also provides opportunities to build on and help preserve, natural resources and culture.





Map 1.4 pedshed (pedestrian shed) for the Stanger CBD (Source: KwaDukuza IDP, 2019). The polygon above illustrates a diamond shape. Due to the grid iron pattern, and it being on flat land, Stanger has good walkability coverage and street permeability, Image 1 shows the statue of Chief Albert Luthuli which is found at the Stanger CBD (Source: author's photograph, 19 October 2019)

The King Shaka Heritage Route celebrates King Shaka Zulu, and heritage sites along the route include, the Shaka Visitors Centre, Mavivane Executive Cliff, King Shaka High Rock, Shaka Bathing Place, King Shaka Spring and the Observation Rock. There are two museums, KwaDukuza Museum and the Chief Luthuli Museum. Some of the battlefields found in KwaDukuza are part of Shaka Heritage Route such as the Fort Pearson, Fort Tenedos, Battle of Ndondokusuka and the Battle of uThukela site.

Many towns within the iLembe district attract high volumes of tourists, and these include Ballito, Umhlali, Salt Rock and luxury coastal destinations such as Zimbali.

Festivals Celebrated in KwaDukuza include:

- King Shaka Day (Heritage Day)
- Diwali Festival
- Music at the Luthuli Museum
- Chief Albert Luthuli Commemoration Walk

3.5 Conclusion

The KwaDukuza local municipality has many cultural sites such as the King Shaka Visitors centre, Chief Albert Luthuli Museum, the King Shaka Heritage Route and the Battlefields. The municipality is also home to other heritage sites such as the KwaDukuza Museum which holds a significant and historical background of the municipality. The municipality also celebrates a variety of festivals which are diverse and inclusive of all ethnic groups. KwaDukuza can draw in greater numbers in both domestic and international tourist markets.

The municipality is rich is cultural products but unfortunately its potential for economic benefits is not well realized. The current data indicates that a large population of this town is unemployed and that the tourism sector in KwaDukuza is not a prioritized sector.

KwaDukuza municipality does not have strong partnerships in which local communities play a significant, and substantial role in the planning, development and management of existing and potential heritage products. Effective heritage tourism planning needs to be integrated into the municipal IDP and LED programmes.

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF FINDINGS

4.1 Introduction

The fieldwork was conducted during September 2019. As it was the national heritage month, this meant that the fieldwork was conducted during a time when heritage events were being held. The first part of the data collection process involved visiting heritage tourism sites and observing heritage events that were held within the town of KwaDukuza. Semi-structured interviews were conducted which allowed respondents to speak freely about their understanding of heritage tourism, as well as the potential of the sector in the municipality's economy.

4.2. Research Findings

4.2.1 Interview Analysis

Ten interviews were completed for this study, which included local municipal officials, Enterprise iLembe officials, Amafa officials, and museum officials. Most of the interviews were conducted face-to-face while a couple were completed via telephone as there were distance constraints. I initially informed the interviewees that they could remain anonymous since some of the issues raised during the interviews were professionally and politically sensitive.

Written notes were taken during the interviews. The interviews that were recorded on tape allowed me to pay closer attention to what the interviewee was saying so that I could ask other questions regarding their responses. The majority of the interviews were conducted in isiZulu as my respondents were isiZulu speaking individuals. There was no need for translation or misinterpretation as the interviewees and I are fluent in isiZulu and communicating in a common language made the process easier and more efficient.

I attended the biggest cultural event which takes place in KwaDukuza 'Shaka Day' which inspired the public holiday Heritage Day (4 September) celebrated countrywide. This was intended to gain direct experience of the effect that heritage and culture has within the region. I took notes of what I observed, such as the diverse groups of people attending them, and the way they dressed and presented themselves, and how they articulated themselves.

I spent a few days visiting the three museums which are in KwaDukuza, the King Shaka Visitors Centre, the KwaDukuza Museum and the Luthuli Museum. The visits to these sites provided a greater understanding of the heritage products that the town has to offer. In these visits I was able to take the various guided tours, and explored and learned more about the historical leaders associated with the town.

4.2.2 Heritage tourism offerings in KwaDukuza

- King Shaka's Visitors Centre

The centre is a cultural tourism site situated upon the historical homestead of King Shaka. Initially three permanent employees and additional guides were recruited from the area to offer their services to the visitors. However, over the years this has changed and the Centre is currently understaffed, with one permanent employee, one vocational employee, one intern, and one caretaker who are responsible for maintaining and managing it.

The Centre charges an entrance fee for the guided site tour. Visitors start the heritage route tour from the centre and are then taken along the different sites which commemorate the life of King Shaka Zulu. International visitors hail from different parts of the world, such as Europe, America, Australia and India.

The Centre contains book-shop which has recently been renovated using donations from the Enterprise Ilembe. The reading material at the centre offers in-depth information on the life of King Shaka and the other Zulu kings. There is also a craft shop within the Centre. According to the current museum manager, local crafters are allowed to sell their handmade arts and crafts. However, only few people make use of the opportunity.



Image 2 the King Shaka Visitors Centre (Source: author's photograph, 18 October, 2019)



Image 3 the Shaka Visitors Centre (Source: author's photograph, 18 October, 2019)



Image 4 the King Shaka Memorial Grave and Rock situated at the Shaka Visitors Centre (Source: author's photograph, 18 October, 2019)

The centre receives its funding from Amafa, which is the sole owner of the Centre. All the Shaka Heritage Route sites are managed Amafa. According to municipal officials, the local municipality has no governing rights over the site.

- KwaDukuza Museum

The KwaDukuza museum was formerly known as the Natal North Coast Museum. It gives visitors a glimpse unto the early days of Stanger. The museum is home to many artefacts which offer insights unto the Zulu empire and its workings (Mthembu, 2009). The museum celebrates the cultural fusion of KwaDukuza and is inclusive of the Indian immigrants who moved to KwaDukuza to work in the sugarcane plantations as field workers. The museum also profiles historical artefacts from the British settlers (Mthembu, 2009).



Image 5 the KwaDukuza Museum (Source: author's photograph, 18 October, 2019)

KwaDukuza museum is an entity of the KwaDukuza municipality, but is managed in collaboration with iLembe district municipality, Amafa and Enterprise iLembe. However, the relationship between these different stakeholders in running this museum may not be strong. Amafa officials believe that there is a need for more assistance from the local municipality, as the museum needs continuous financial assistance.

Like the Centre, the KwaDukuza museum receives both local and international visitors all year round. It also receives many visits from the local schools and those from neighbouring districts. The KwaDukuza museum and the Luthuli Museum have free entry.

According to the KwaDukuza museum officials:

"We get a lot of international guests, during peak times of the year. Many of our visitors come from schools, mostly primary schools. We suggest the heritage route to our visitors as many of them are not

aware of the many sites which are associated with King Shaka, but the problem we face is that some of these sites are not accessible and not well maintained" (Museum official, KwaDukuza Museum)

The KwaDukuza museum and the King Shaka Visitors Centre are found in the KwaDukuza central business district. Both of them need infrastructural maintenance as the buildings are dilapidated. Municipal officials stated that there are plans to move the KwaDukuza museum to a new larger building so that it can accommodate more visitors as stated in their 2019 IDP.

The municipal Economic Development officials also pointed out the need to renovate the Centre and they felt that a larger auditorium on site for exhibitions should be constructed. The Amafa officials at the Centre also believe that renovations and additions to the existing buildings on the site will bring in more visitors. According to the municipal officials the extension plans will encourage more investments to KwaDukuza and more tourism related businesses will be established along the King Shaka street as there are currently no other tourism related businesses along the 'cultural node'.

- The Luthuli Museum





Images 6 and 7 the Luthuli Museum: Nokukhanya auditorium (left) and Luthuli House (right) (Source: https://www.bing.com/images/search?view ,20 October, 2019)

The museum was opened in August 2004. The museum is situated on 3233 Nokukhanya Luthuli Street, in Groutville, KwaDukuza. It includes the original 1927 home of the late Chief Albert Luthuli and his wife Nokukhanya Luthuli. The museum is a national monument which showcases the history and achievements of Chief Albert Luthuli. The Luthuli museum also commemorates the life

of Chief Luthuli's wife, Nokukhanya Luthuli. The Resource Centre that is named after her, was recently built and funded by the Department of Arts and Culture.

According to the Luthuli museum employees this museum currently faces financial constraints. There is also a high staff turnover as many of the museum employees work on contracts but often leave for permanent jobs. The capacity constraints have in some instances affected administrative areas like finance, which requires a clear segregation of duties, planning and execution of plans.

- The King Shaka Heritage Route

a) Mavivane Executive Cliff

This site is called the "Place of Shivering", as according to legend, it was used as an execution cliff. The cliff is located in KwaDukuza towards the cemetery (Biyela 2013). The property is in private ownership which means visitors' access requires that permission is sought by the Centre staff from the property owner.

b) King Shaka Bathing Place

This site is located on the banks of a tributary of the Mbozambo river in Shakaville, KwaDukuza.

Currently it is difficult to locate this site, and visitors are advised not to visit the site alone but rather to be accompanied by a tour guide. The bathing place is not protected and flooding damage has degraded its appearance.





Image 8 and Image 9 the current conditions of King Shaka Bathing Place (Source: author's photograph, 25 October 2019)

c) King Shaka's Spring



Image 10 The Shaka Spring along the King Shaka Route (Source: author's photograph, 25 October, 2019)

This site is located upstream from the bathing site, it is believed that it was where the king collected his drinking water and was only utilized by him. This site is found on the outskirts of the central business district, beyond the Shakaville Township (Biyela 2013).

It is difficult to access this site without the assistance of tour guides. There are no signs which lead visitors to this site, and visitors will only know about the site from the Visitors Centre. From observations on the site, there are informal settlements in close proximity, as shown in Image 2 in chapter 3. These settlements can alter the character of the site if left uncontrolled.

According to the Amafa officials there needs to be an intervention to protect this site because the community has established a park for recreational use close to the bathing place. Maintaining the character of the sites forms part of historical conservation which ensures that the authenticity and integrity of the sites are retained for tourism purposes.





Images 11 and 12 The Shaka Day celebration of 24 September 2019 (Source: author's photograph, 24 September, 2019)

- King Shaka Day Celebrations

Shaka Day is a festival held annually on 24 September and is hosted by Amafa. Entrance to the festival is free. Shaka Day is one of the biggest Heritage celebrations in KwaZulu-Natal. From observations, the celebration was a colourful experience as many people got a platform to showcase their different cultural garments and the local craftsmen were able to set up their stalls.

The festival has the potential of increasing economic benefits to the local municipality. However, it currently has very limited impacts on existing heritage tourism. The officials at the Centre stated that their crafts shop made no profits from the 2019 event as none of the crafts and books were purchased during the festival.

4.2.3 Ownership of Heritage Sites in KwaDukuza municipality

The narratives about the status of the heritage route sites are contradictory due to the different records about the condition and the ownership of the sites. These contradicting viewpoints are a challenge and may be a factor in hindering the development of the heritage sites. The ownership of the KwaZulu-Natal heritage sites between the provincial and municipal offices may hinder the development of the heritage route.

The concept of ownership can be highly political and is always contentious (Hodder 2010). As an entity which has been under the Premier's Office of KwaZulu-Natal, it may be evident that the problems are rooted from weak intergovernmental relations and poor cooperative government.

According to an Amafa official who is based in KwaDukuza:

> "There are many political problems within the organization and within the running of the organization. We also do not understand why the local municipality does not take over because they govern these very communities where the sites are, we have problems explaining to these people to protect these sites, because they believe they are not benefiting" (Museum Official, Amafa)

Ownership of the sites confers power and also responsibilities on the legal owner, or the person tasked with the responsibility of protecting and preserving the heritage resources. Having the ownership shared by both local and provincial government will assist in enduring the protection of the sites.

The powers governing KwaDukuza's heritage sites resides concurrently with the provincial government, which have the responsibility of supporting the local municipality in their strategies of tourism development. The Amafa provincial office has the responsibility for empowering and supporting the local municipality to fulfil their obligations of converting the heritage sites to resources for local economic development.

Enterprise Ilembe officials believe that the municipal tourism department is understaffed and that there may not be adequate tourism officials located in KwaDukuza. While it has identified a need to transform tourism product offerings and experience, the Enterprise Ilembe officials believe that the department has not conducted adequate research and planning for heritage tourism in the district. However, Enterprise iLembe has completed several feasibility studies

4.2.4 KwaDukuza municipal tourism department

Tourism development and planning are the responsibility of the local government as mandated by the Constitution, section 156 (1), schedule 4b and 5b, which outlines clearly the functions and powers of the local municipality, (van Niekerk 2014). The KwaDukuza municipality's tourism department notes that the tourism industry largely requires the different government spheres to

cooperate with one another. According to department officials, the Tourism Act (2014) emphasizes responsible tourism principles and as a municipality they are working towards building a strong, independent and cooperative tourism industry.

According to the Enterprise iLembe officials, the leading challenge in KwaDukuza is that there are not enough places to visit and activities to enjoy in the inland parts of the municipality. Municipal officials say that more community-based tourism initiatives are needed to draw on the stories, culture and history of the local community, creating unique tourism products that directly benefit local communities.

According to the Enterprise Ilembe officials:

"KwaDukuza does not even have a hotel. If you talk about bringing in more tourists into the town, you need to consider that this town does not have enough beds for our visitors. If there were conference centres in places like the Shaka Visitors Centre, and hotels nearby, there would be more visitors. Another thing is that the North Coast is a city that sleeps. We do not have a night life, which is what most people are looking for. KwaDukuza shuts down after 6pm, stores are closed, there is nothing to do. If we plan for heritage tourism we need to know where people will, go what they will do, where will they sleep and so on" (Enterprise Ilembe official).

According to the municipal officials' KLM officials' investment flows to the coastal areas due to the greater opportunities that already exist there. The coastal parts of the municipality which include Salt Rock, Ballito and Blythedale, are well developed coastal tourist destinations.

Enterprise Ilembe continues to market the district through various domestic Tourism Trade Shows held in partnership with other departments and organizations such as Tourism KZN.

"We present an average four trade shows a year to market the area. These shows have been identified and endorsed by Tourism KZN. Through the shows we have been able to get excellent review and feedback about our destination" (Official, Enterprise Ilembe).

There have been various plans to manage and protect the heritage sites, but due to the ownership restrictions they have not been successful. The integrated development planning processes incorporates heritage tourism in the district, but implementation of its plans is difficult. The

heritage sites are included in the tourist handbooks and brochures but some of these sites remain inaccessible. The municipality cannot put up plaques and fence the sites because they belong to Amafa.

The Visitors Centre officials believe that vacant properties have the potential of being utilized for the establishment of the accommodation and opportunities for job creation. The properties will be able to accommodate the visitors and allow them to get an experience of the local area. The possibility of hosting conferences and events will bring many economic benefits to KwaDukuza as other business industries will be boosted and supported.

The local municipality faces a few obstacles during the IDP processes in terms of poor participation by the community members. This then leads to many of the community members not participating in the decision making.

The ward committees try to facilitate participation but according to municipal officials, they face difficulties in underprivileged communities, where people do not understand the importance of attending community meetings. Many communities are unaware of the importance of being a part of the decision making, as some of the members may be uneducated and unemployed. The majority of the population in KwaDukuza does not attend the community meeting as they are believed to be politically orientated and biased towards particular political organizations.

Upon investigating about the engagements with the local people in heritage tourism plans, Amafa officials shared their views:

"The local community do not engage with the centre as much as they should. We get many of our visits from schools in the neighbouring municipalities. We believe that there is a need to inform the general public of KwaDukuza about the many heritage resources in their local space and the importance of crafts and artwork. At the centre there is only one man who sells his crafts and there is room for more people to join us, but they are reluctant. Additionally, the local communities do not see the significance of the heritage sites especially those located along the settlements. It is them who are degrading the sites, as one has been turned into a park that they are utilizing for leisure" (Museum Official, Amafa)

The local communities tend to focus more on service delivery matters than on tourism planning processes. Enterprise iLembe offers a wide range of opportunities to the local people to engage in tourism planning initiatives, but local people do not visit. The majority of enquiries and visits are from tourists and academic scholars who are looking for tourism related data for research purposes.

4.2.5. Constraints faced by the KwaDukuza Municipality

In KwaDukuza local municipality, there are numerous constraints limiting the tourism planning processes. The leading constraints that the KLM faces in the implementation of the heritage plans and initiatives include:

- Poor institutional partnerships
- Limited resources
- Inadequate infrastructure
- Lack of effective infrastructure planning
- Neglect of inland tourism development strategies.
- Constraints on the timeous execution of the supply chain and procurement procedures
- Poor expenditure of some infrastructure grants

According to the municipal City Development Strategy (Brislin 2018), the investments in KwaDukuza have not necessarily contributed towards spatial integration of the communities but have separated them. This is evident in the case of the coastal belt which has numerous gated estates, and is far more developed than the inland parts of the municipality. Hence there is a clear divide between the rich coastal and the poor hinterland areas. Investors are more interested in the coastal parts as they can yield greater profits from the coastal tourism.

KwaDukuza currently has many gazetted land claims which occur from Blythedale beach to the KwaDukuza Central Business District, which negatively affect development plans. Some development plans are often stopped or are unsuccessful due to the land disputes.

According to the municipal CDS of 2018, the town also has inadequate infrastructure such as that for public transport and tourism. Additionally, the CDS of KwaDukuza identifies that the public sector capacity (in its different forms and structures) needs strengthening, in its spending power, effectiveness and skills base.

4.2.6 KwaDukuza Tourism Development Planning

The KwaDukuza Local Municipality Integrated Development Plan (IDP) highlights that KwaDukuza municipality has identified a need to transform tourism products in the local municipality. Several projects have been identified by the municipality and by the private sector. The municipality has developed and adopted the KwaDukuza Beach Nodes Development Plan, which guides municipal investment to revamp public infrastructure along the coast.

During the 2018/2019 financial year, the KwaDukuza municipality commissioned a feasibility study of the Nokukhanya Luthuli Tourism Precinct in Groutville. The study which has been completed by iLembe Enterprise has indicated that the project is feasible. The feasibility and planning for this project have be completed with the assistance of KZN Department of Arts and Culture.

The construction of the new KwaDukuza Museum is one of the projects of KwaDukuza CBD Regeneration plans. According to the KLM 2019 IDP this project is aimed at linking the KwaDukuza Museum with King Shaka Visitors Centre.

Additionally, the IDP states that the Zimbali Lakes Development, a multi-billion-rand coastal resort in Tinley Manor will be driven by Hulett Development PTY LTD and the Kuwaiti owned IFA Hotels Group. The investors have been granted approval by the Municipal Planning Tribunal to develop the resort, consisting of a golf course hotel, beach club, restaurants and other residential components (Radebe 2019).

Local community participation during the planning process and in operation management is important in order to achieve the desired outcomes of tourism. This is important because when the community is involved in the decision making and the implementation of the development plans, then the community can benefit from tourism in various ways. For example, community empowerment can be facilitated by the manufacture and sale of arts and crafts (Moodley 2012).

4.2.7. Sustainable Tourism Approach: The Case of KwaDukuza Municipality

Cultural heritage tourism in rural areas can provide significant local markets and economic development opportunities. It can contribute to integrated rural development and offers job opportunities and supplementary income-generating opportunities for poor people (WTO 2002). In the case of KwaDukuza not everyone will get the opportunity to gain employment directly from tourism but there will be opportunities in other sectors which are directly connected to tourism, such as farming and manufacturing. To ensure sustainability in tourism strategies, the municipal plans need to incorporate tourism needs with existing livelihoods.

There are several proven strategies established by the WTO which can be used to enhance economic benefits and which can be used in sustaining the livelihoods of the local people. Strategies such as Small, Micro and Medium Enterprises (SMMEs) development, developing more complementary products, increasing visitor expenditure, increasing tourist length of stay, infrastructure and planning gain and local management of tourism and partnerships (WTO 2002).

The development of tourism in this local area can increase incomes of the local community and thus contribute towards poverty alleviation. Heritage sites need to be improved and well managed to maximise the opportunities for local economic development. The King Shaka Heritage Route has the potential but lacks creative attributes to make it a more desirable heritage route. There is a need for investment in redeveloping this route, for example, by placing signage and interpretive boards. Enhancing the sites to make them more desirable will attract more tourists and hence have a positive effect on the local economy. The local people's income can directly and indirectly benefit once this route has been improved. Local photographers can gain part-time jobs from the sites as well as local arts performers can show case their talents.

The King Shaka Day celebration is an extremely strong attraction for KwaDukuza. It should be used more strategically as an advantage by the municipality in their marketing efforts both domestically and internationally. An event of this magnitude should be able to offer more interactions between visitors and the local community. Through interactions the local people are able to commodify their

culture and make earnings from it, such as selling handmade bead work and showcasing their talents through live cultural performances.

The Luthuli Museum runs programmes that work at giving back to the local community which has potential to improve the sustainability of community livelihoods. The Luthuli Museum offers public lectures and some of these are broadcast on national communication platforms such as the South African Broadcasting Corporation (SABC). The museum's education projects reach out to school children and youth in the municipality. According to Luthuli Museum officials, the museum has piloted its own internship programmes for the local youth that introduces them to basic museum operations. The Luthuli Museum currently has an Interpretative Centre which hosts temporary exhibitions, school children and learners participate in workshops, it is open for the general public. Establishing weekly community projects, in collaboration with NGOs and NPOs in the local area, such as educational outreaches to the elderly, disabled and disadvantaged, will better people's lives in KwaDukuza. The Luthuli Museum currently has resources and capacity to initiate community development with the assistance of institutions such as government, Amafa AkwaZulu Natal, local businesses and donors.

The museum commemorates a political figure and hence utilizing the legacy of Chief Albert Luthuli to foster partnerships with political leaders can be achieved. The museum has the potential of hosting seminars with different political organizations where much stronger alliances can be established. The social interactions with political leaders, the local authority and the community are important, because through these, people are able to share ideas and strategies in improving the lives of the people in various ways. When the social relationships are strengthened, the interferences and hindrances on tourism development may be reduced.

Establishing a conference centre in KwaDukuza for example will have a positive impact on KwaDukuza's economic development plans. The conference centre could be built on a favourable site such as in Groutville, where there is adequate land and where it can serve a greater purpose for the community. The conference centre will be close to the Luthuli Museum, local schools and close to many religious institutions. This centre will be able to cater for political rallies, educational and religious conferences and cultural festivals. The centre will be able to provide a venue for

events and also accommodation for people visiting. The local community will be able to directly gain income through employment from the conference centre construction, maintenance and administrative support. Indirect income will be generated from the different events which can be hosted, where local small businesses and vendors can offer their goods and services to the visitors. This thus will contribute to tourism development in the local area, further diversifying the local economy.

Employment can be generated for the local people by the development of accommodation such as hotels in KwaDukuza since there are no hotels or other small scale accommodation. The local people along Nokukhanya Street in Groutville, for example, can take advantage of the plans for the heritage precinct by starting ancillary businesses such as bed and breakfast establishments for visitors in their homes.

New improved tourism development strategies will directly and in-directly complement the existing economic sectors in different ways such as:

- Construction: temporary employment will be generated in KwaDukuza with the redevelopment of the King Shaka Visitors Centre and KwaDukuza Museums.
- Arts and Culture: craft sales will be rejuvenated at the different heritage sites, giving the local crafters temporary sources of income.
- Existing private businesses: restaurants using locally raised livestock and vegetables stand a chance of making greater profits as they will be serving more people. A greater demand for such businesses will also encourage restaurants to hire local people hence jobs can be created.
- Agriculture: Local agricultural practices will be stimulated, as there will be a demand in local foodstuffs.
- SMMEs: tourism development will create a market for local businesses to sell their products.
- Skills development: will be encouraged through training and educational programmes.

4.3 Conclusion

The local municipality needs to work at ensuring that tourism functions in the inland and not just along the coast to ensure sustainable livelihoods for the marginalized communities. The local and district municipality need to encourage more partnerships within government, local businesses and heritage organizations in enabling tourism. Tourism-led development and heritage tourism specifically, will not succeed in an environment of under-resourced local government, corruption and poor regulation. There is a critical need for good governance, cooperation and institutional organization for the effective implementation of tourism-led LED in this region as the institutions appeared to be fragmented.

Visitors need to be encouraged to spend more money in the local economy, and to visit locally owned businesses such as restaurants and bars and to participate in tours to local areas, bringing tourists to local communities. Tourism in KwaDukuza is not prioritized as one of the key sectors of the local economy. KwaDukuza's heritage is diversified; hence it doesn't rely on a specific culture or heritage but it is inclusive of different cultures. KwaDukuza can draw in greater numbers of both domestic and international tourists.

Tourism is a fragile component of the economy because it may be controlled and limited by seasons. Tourism may not be the basis of the economy in KwaDukuza, but heritage tourism in this town will promote local specialities and give local businesses an opportunity to grow.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

Conclusion

In this study, the focus was on local municipal plans in enabling heritage tourism. Heritage products are notably the fastest emerging competitive niche in the tourism sector within domestic and international tourism markets. Trends in heritage tourism show that travellers are seeking authentic and memorable experiences through meaningful interaction with the local communities.

The study was able to establish that the geographical position of the municipality is favourable, and hence it can benefit from growth derived from key Durban based hubs, such as the airport and Dube Trade Port. Tourism has potential to diversify the local economy. According to the WTO, tourists are often attracted to remote areas because of their high cultural and natural values. KwaDukuza is characterised as a rural area that has cultural and natural resources for a successful heritage tourism development. Cultural heritage is one of the assets that the poor have access to and tourism presents opportunities to capitalise on cultural assets.

The study looked at the strategies utilized in other developing countries, as examples that the local government can adapt and adopt to foster sustainable heritage tourism development. In the case of La Ruta a code of ethics was established in strategies of managing the tourism resources and this has assisted in their successful heritage tourism. Through educating the local people, and the visitors on how to handle and manage the heritage resources La Ruta has managed to maintain their resources. La Ruta carries three fundamental codes of conduct which are, respecting the customs, values and culture of the local people, following the designated rules and leaving footprints and taking only photographs. The goal of sustainable heritage tourism is to ensure that the resources are preserved in a good condition for the enjoyment of both present and future generations. By applying the three codes of ethics in the management of the KLM heritage sites such as the King Shaka heritage route, sustainable tourism development can be successful.

Heritage tourism can be harnessed to bring local economic development in forms that will assist in job creation, poverty alleviation and strengthening sustainable livelihoods. It is important that poverty reduction be the main goal in decision-making about tourism development strategies in

KwaDukuza. The well-being of the poor community is a leading aspect of sustainability and hence the livelihoods of the community need to be prioritized. It is essential that the poor are the main concern for the economic development of a municipal area such as KwaDukuza. Heritage tourism can play a significant part in generating sustainable socio-economic benefits.

Getting local communities involved in the development, planning and tourism activities provides an opportunity for the economic and social benefits to be achieved for the host community. Participation has the ability of ensuring an opportunity for empowering previously disadvantaged and the low-income groups within the municipality through the engagement of entrepreneurs, training programmes for skills development and the creation of employment opportunities.

Local economic development and social empowerment are important elements in creating a sustainable future for the poor. Tourism is seen as a route to achieve these goals, and the sustainable tourism model, which combines tourism-related economic opportunities with local community empowerment is the best way to build a viable and successful model of growth.

The three spheres of government need to work closely with local communities and SMMEs in developing new products which will complement existing formal sector tourism businesses and organisations. National taxation policies need to be carefully evaluated by government. A balance should be maintained between a level of taxation that does not diminish the country's appeal to international visitors and investors, that allows the generation of reasonable profits, as well as receiving adequate revenues to support investments and maintain the sector.

The commodification and presentation of the tourism product is important because of the need for tourism to respond to popular consumer culture hence commercial viability of the heritage tourism product can be beneficial to tourism development in small towns. It is important that the municipal tourism plans give attention to product quality, marketing and investment in business skills.

This study outlined that it is the government's duty to administer and implement policies and legislation developed at higher levels. It is the responsibility of the public sector to ensure that the private sector engages in community participation and partnerships. Partnerships are important tools to ensure that tourism development is sustainable and that possible leakages in the local

economy are avoided. In the case of KwaDukuza, it is essential that the partnerships between the stakeholders are strengthened in projects such as the re-building of the King Shaka Visitors Centre and the KwaDukuza Museum. This project will facilitate a greater chance of revitalizing the King Shaka Heritage Route sites. Multi-stakeholder partnerships are essential and hence government needs to lead with visionary strategies, practical policies and regulations, and thoughtful and inclusive coordination. The local businesses are important players as partners, enablers, customers, marketing channels and financial catalysers. The local people have many roles to play in tourism, as producers, suppliers and workers and as important participants in the planning and decision making processes.

Heritage tourism can only succeed in this municipality with the collaboration of a variety of individuals and professionals from different fields, including conservators and curators, planners, operations managers, strategic experts, public relations experts, and marketing professionals need to be involved. Therefore, the municipal tourism department requires a heritage tourism panel which encompasses as wide a range of professional expertise as possible.

Drawing from the case studies, it is important for the KLM, the stakeholders and the local community to understand the rewards that they, collectively and individually could reap from heritage tourism. For the success of heritage tourism, it is paramount that the local people are educated about heritage tourism and the potential this type of tourism may have in the local area. They need to be able to understand that there is a responsibility that comes with the preservation of heritage products, as well as rewards to reap in combining both heritage and tourism. This can be successfully achieved if they are well educated on the existing, embedded relationship between heritage and tourism instead of the idea of heritage tourism being merely thrust upon them (Moodley, 2013).

Recommendations

KwaDukuza has heritage tourism potential which has not been fully realized and utilized. There is a need for a new development strategy which will raise awareness of cultural tourism products in the area. The strategy must aim at the distribution of tourism benefits to the local population. This

can be done by encouraging the local people to develop tourism products and services of their own such as bed and breakfast establishments, agro-tourism and events.

It is essential that the economic benefits of tourism for the municipality should be retained locally. Efforts to involve more local people in the supply chain will increase the multiplier effect of tourism in KwaDukuza. The local municipality needs to work on different strategies to encourage visitor spending by diversifying local tourism products and services. The strategies need to include the importance of strengthening the economic linkages between tourism and other sectors such as the local agriculture sector.

It is important to enhance the quality of local products in order to minimize economic leakage to adjacent municipalities such as eThekwini and the City of Mhlathuze. The local municipality needs to encourage local purchase of the many products to support the economy.

The local municipality needs to create a supportive and conducive environment for local people to set up their small tourism enterprises. Strategies such as providing tax incentives and tourism taxes policies which will benefit local businesses are essential. Providing adequate training to improve entrepreneurial skills and competences will assist local businesses and individuals in delivering quality services.

A holistic approach to planning for tourism at every stage and ensuring participation of all important stakeholders is essential. It is important that local government strengthens its capacity by improving its knowledge on heritage tourism and sustainability. The local municipality needs to raise awareness of ways in which heritage tourism can benefit the entire local community. More government support for research, capacity building and skills-based training is required for heritage tourism development.

One of the ways to achieve successful tourism development in KwaDukuza is to incorporate tourism planning into all the required local planning tools. Detailed heritage tourism plans need to be integrated with other municipal planning documents, budgets and timeframes to make sure that they are implemented. If the municipality works at improving the important infrastructure such as roads and buildings to support heritage tourism, this will contribute to at attracting more visitors.

The participation of the local community is essential in the planning phase as they will get an opportunity to learn more about heritage tourism and how they can establish small businesses in the accommodation, catering, cleaning and other related services required in operating and maintaining tourism within the local municipality. Not everyone within KwaDukuza will be involved in tourism businesses, but nonetheless many will have links to tourism, whether directly or indirectly, hence it will work at enhancing their livelihoods.

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[redacted]

SCHOOL OF ARCHITECTURE AND PLANNING
HUMAN RESERCH ETHICS COMMITTEE

SCHOOL OF ARCHITECTURE & PLANNING

CLEARANCE CERTIFICATE
PROTOCOL NUMBER: SOAP057/06/2019

PROJECT TITLE:	The Municipality's role in enabling heritage tourism in small towns: The Case of KwaDukuza Municipality
INVESTIGATOR/S:	Nozizwe Nomzamo Gumede (Student No: 1875234)
SCHOOL:	Architecture and Planning
DEGREE PROGRAMME:	Master of Science in Development Planning (MsCDP)
DATE CONSIDERED	11 August 2015
EXPIRY DATE:	11 August 2020
DECISION OF THE COMMITTEE:	Approved

CHAIRPERSON B Boshoff
(Dr Brian Boshoff

DATE: 22/8/19

cc: Supervisor/s: Amanda Williamson

DECLARATION OF INVESTIGATORS

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to endure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee.

[redacted]
Signature

03/09/2019
Date

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PARTICIPANT INFORMATION SHEET

The Municipality's role in enabling heritage tourism in small towns: The Case of KwaDukuza Municipality

Greetings

My name is Nozizwe Nomzamo Gumede and I am currently a full-time student studying towards a master's degree in development planning in the School of Architecture and Planning at the University of Witwatersrand. As part of my academic studies, I am required to complete a research project and I would be grateful for your assistance in undertaking my research.

I am investigating the local municipality's role in enabling heritage tourism in small towns. The main aim of the research is to contribute towards existing scholarship on the relationship between small towns, tourism and economic development by focusing specifically on the role of the municipality in enabling the growth of heritage tourism. The objectives of the study are examining the extent to which heritage tourism has been highlighted as a key economic sector and incorporated into municipal planning. This study also plans on investigating the extent to which the municipality has acted upon the areas of heritage tourism's potential by fostering relationships with other stakeholders and implementing key initiatives, exploring the challenges, the municipality may face in undertaking its role.

Because you are a museum manager I would like you to take part in an interview, as you have great knowledge with regards to the heritage tourism sector. I will ask you questions regarding your experiences and knowledge as a museum manager, to gain information on what role the local municipalities plays on the general operations of this organization. The interview will take approximately 45 minutes of your time, and it will be conducted at in a location convenient to you.

I would like to record the interview by taking handwritten notes and using a digital recording device/my cellphone. I will only audio-record the interview if you give me your consent to do so. I would also like to photograph your premises/ surroundings but only if you give me your permission.

Your participation is entirely voluntary, and you may refuse to answer any questions that make you uncomfortable and withdraw at any time without penalty or loss. You will receive no payment or other incentives for your participation. Apart from taking some of your time, your participation should not involve any costs or risks to yourself.

Your participation will be completely anonymous and the results of the interview and your personal views will not be linked to you in the final report. However, your organisation may be identified. If I use direct quotations from this interview, please note that your identity will not be revealed, and I will refer to you as "Official 1/2/3". Any comments that you make that you deem 'off the record' or similar will not be quoted.

The research is being undertaken solely for academic purposes and the information from the interview will be kept confidential and will not be shared with anyone. It will be securely stored on a password protected computer. Once I have obtained all the necessary information, I will present and analyse my findings in a Research Report, which will be submitted for examination at the end of the year. Once it is completed, it will be stored electronically on the Wits Library system.

If you have any questions, concerns, or comments or if you would like a copy of the final report, please feel free to contact me at 1875234@students.wits.ac.za or my supervisor, Amanda Williamson at Amanda.Williamson@wits.ac.za or Tel: 011 717 7713

Thank you for your time and interest.

Nozizwe Nomzamo Gumede
MSc Development Planning degree programme

PARTICIPANT INFORMATION SHEET

The Municipality's role in enabling heritage tourism in small towns: The Case of KwaDukuza Municipality

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Because you are a heritage tourism expect I would like you to take part in an interview, as you have great knowledge with regards to the heritage tourism sector. I will ask you questions regarding your experiences and knowledge as heritage tourism researcher, to gain information on the significance of heritage and cultural tourism and how this sector has developed over the years. The interview will take approximately 45 minutes of your time, and it will be conducted at in a location convenient to you.

I would like to record the interview by taking handwritten notes and using a digital recording device/my cellphone. I will only audio-record the interview if you give me your consent to do so. I would also like to photograph your premises/ surroundings but only if you give me your permission.

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FORMAL CONSENT FORM

I hereby confirm that I have been informed by the student researcher of the purpose, procedures, and my rights as a participant. I have received and understand the Participant Information Sheet.

I have also been informed of:

□ the reasons why I was selected to participate in the research project
□ the nature of my participation in the form of interview
□ the place and duration of the interview
□ the voluntary nature, refusal to answer, and withdrawing from the interview
□ no payment or incentives
□ no loss of benefits or risks
□ my identity will be kept anonymous
□ the information I provide will be kept confidential
□ how the information will be used and disseminated

I **AGREE / DO NOT AGREE** to participate by undertaking the interview

I AGREE / DO NOT AGREE to audio-recording of the interview

I AGREE / DO NOT AGREE to my premises being photographed.

_____ _____

Participant's name Date

_____

Participant's signature

Interview Schedule

A. Interview questions for municipal officials: Integrated Development Planning

1) How is tourism incorporated in the municipal IDP?
2) Is the local municipality IDP responsive to KwaDukuza's rich historical background in terms of heritage tourism planning?
3) To what extent is heritage tourism incorporated within municipal planning?
4) What are the challenges that the local KwaDukuza municipality faces in the attempts of tourism planning?
5) What are the constraints/ if any in heritage/cultural tourism in KwaDukuza?
6) What has taken place with regards to establishing Heritage Tourism in the municipality?
7) How has the municipality succeeded over the years in enabling heritage tourism in KwaDukuza?
8) What are the current proposed plans that the municipality is working on in terms of further developing heritage tourism?
9) What are the key indicators implemented in monitoring the progression of Heritage tourism in the municipality?

B. Interview Questions for Municipal Officials: Economic Development Planning

1) To what extent has Heritage Tourism in KwaDukuza contributed to the creation of employment in the municipality?
2) How is heritage/cultural tourism planned for in LED plans?
3) Who are the major stakeholders in your tourism LED plans?
4) How is Heritage tourism facilitating better standards of living for local residents?
5) Are there adequate resources being inverted in the infrastructure, facilities and services of the local municipality?
6) How is heritage tourism planned for in the municipality's annual financial plans?

1) Does the presence of the local museum, heritage sites contribute to property value increases in the area?
2) How does this sector (heritage tourism) affect local businesses in the municipality?

A. Interview Questions for Museum/Heritage organization Officials

1) How are the museums/historical sites maintained and preserved?
2) How many tourists are visiting this museum/site per month?
3) Are you receiving International visitors?
4) Are you receiving local visitors?
5) Who are your major stakeholders?
6) Who are the sponsors/donators/investors within this organization?
7) Would you regard the presence of the museum enhancing the community's identity and cohesion?
8) What are the economic challenges that this organization may be facing?
9) What is the local municipalities role in the daily operation of this organization?

B. Heritage Tourism Experts

1) What are the benefits normally associated with heritage tourism development?
2) What is local governments role in enabling heritage tourism?
3) How is heritage tourism beneficial to local residents and local businesses?
4) What are the principles of the heritage tourism sector?
5) How are the heritage/cultural resources conserved and protected?
6) How is the heritage tourism sector performing in the province of Kwa-Zulu Natal?
7) What are the challenges that are faced by this sector?
8) What could be your recommendations for the improvement of the management of the heritage sector?