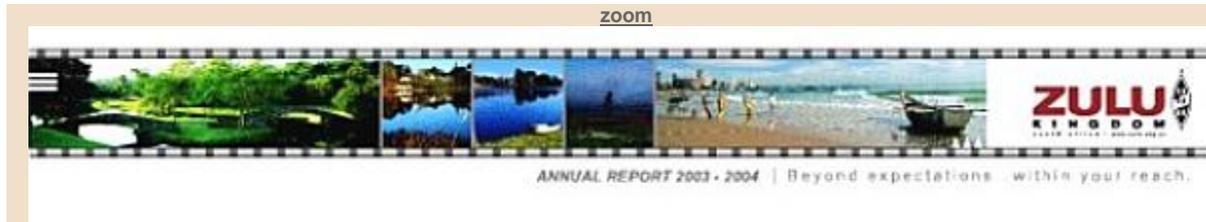


## ***Tourism KwaZulu-Natal's 2003 / 2004 Annual Report***

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### ***Section 1 Tourism KwaZulu-Natal's 2003 2004 Annual Report***

#### ***Ministerial Forward : Mr Narend Singh MEC for Arts, Culture and Tourism - KZN***

I am delighted to present TKZN's Annual Report for the 2003/2004 financial year.

The reason for my delight is that TKZN, with which I have recently forged a desirable and symbiotic relationship, has produced excellent delivery on its core mandate – increasing tourism into the province.

As newly appointed Minister of Arts, Culture and Tourism in the Zulu Kingdom, I believe that the promotion and transformation of the tourism sector holds the key to the elimination of the evils of poverty and unemployment created by the apartheid era.

And what better time to reap these rewards as outlined in the results of this financial year than the celebration of a decade of democracy in our country.

In keeping with the journey towards putting the past in perspective and forging ahead in the global arena, the 2003/2004 financial year has been a period of considerable change - for the better - for the organization.

This period saw the repositioning of TKZN with the launch of the organisation's new and vibrant logo, as well as the segmentation of the province into eight regions to promote effective destination marketing.

This approach, to defend its current number one position as the domestic market attraction in the country and to attract more international arrivals, is indicative of TKZN's drive and bodes well for the future.

TKZN studies have revealed that the primary factor that threatens KwaZulu-Natal's share of both the domestic and international tourism markets is the perception of crime and grime. It is, however, important to note that perceptions of safety and security are improving and that in the coming year, TKZN plans to work with all relevant stakeholders to address this issue. I firmly believe that if we want tourism to grow, safety has got to be one of our fundamentals.

Finally, I wish to thank my predecessors, the past and present Board members and the management team for their hard work and contribution during the 2003/2004 financial year.

Rest assured that I am committed to achieving the objective of ensuring that the Zulu Kingdom will become Africa's premier tourist destination.

### ***Chairpersons Report: Ms Anitha Soni, Chairperson The KwaZulu-Natal Tourism Authority***

The 2003/2004 reporting period saw TKZN undergo significant repositioning based on recommendations of the brand review process approved by the Board in the 2002/2003 financial year.

This new brand was unveiled to tourism stakeholders and media at a formal launch function in December 2003 to much success and positive feedback.

The Board also approved the marketing of specific destinations in the 2003/2004 financial year, which resulted in the development of 8 core regions, logos and positioning statements, capturing the essence of The Zulu Kingdom.

These include Durban, North Coast, South Coast, Elephant Coast, Zululand, uKhahlamba- Drakensberg, Battlefields, and Pietermaritzburg and Midlands.

The brand strategy will, in particular, focus upon a destination marketing campaign, which aims to highlight the eight key destinations within the Zulu Kingdom. In co-operation with private and public sector partners, TKZN will work to establish these destinations behind strong and consistent icons.

In reviewing the past year, it is encouraging to note TKZN's achievements in meeting their goals as set in the Tourism Strategy 2003-2006.

In summary these achievements include:

- Approximately 8.1 million urban adult domestic tourists visited the province during 2003;
- Approximately 600 000 foreign tourists arrived in KZN by air during 2003;
- Direct tourism spending was measured at R20.8 billion;
- Approximately 280 000 annual direct and indirect jobs were sustained in 2003;
- During 2003, the average length of stay for domestic visitors was 7.5 nights and for
- foreign tourists an average of 13 nights (mode = 6 nights).

While these are deemed to be achievements, TKZN cannot afford to be complacent in respect to maintaining the lion's share of the domestic tourism market. Estimated to be

worth about R47 billion nationally, this market is definitely worthy of being pursued aggressively and will therefore be a strong focus in the next financial year. The 2003/2004 reporting period also saw inroads into the international market with the signing of several lucrative charter deals, the announcement of a low budget direct UK flight into Durban and the hosting of an Aviation Development Workshop. Again, these are matters which will be actively pursued in the next reporting period.

Finally, in the matter of addressing perceptions relating to crime and grime, TKZN has laid the foundations for challenging and improving this all important issue through inter-government liaison, specific programmes such as concerted tourism awareness roadshows and workshops.

Having repositioned TKZN, the challenge is now to focus on growth for the future, and I am confident that armed with our clearly defined action plan, the support of private and public sector stakeholders, a motivated Board and management team, newly appointed Tourism Minister and Chief Executive, we will succeed.

## ***State Of Tourism***

TKZN commissioned a sixth study in 2003 to determine the nature and extent of the province's domestic and foreign tourism markets. A decision was, however, made to curtail the foreign component of this study due to the fact that South African Tourism is now conducting detailed monthly foreign tourism departure surveys.

### **The Domestic Tourism Market**

The domestic component of TKZN's provincial tourism survey involves a quarterly survey of a representative sample of 900 South African adults living in urban areas. These studies, together with South African Tourism's domestic surveys for 2003, have revealed that this province still has the dominant share of South Africa's domestic tourism market.

According to the research that has been undertaken it is possible to estimate that in the order of 13.9 million domestic adult tourists from outside or within this province travelled to one or more destinations within KwaZulu-Natal, in 2003. The primary factors that attract tourists to this province are its beaches and family and friends. KwaZulu-Natal's core tourism market is derived from within its borders. It is important to note that this is a common phenomenon in South Africa, with other key domestic tourism destinations such as the Eastern Cape and the Western Cape displaying similar trends.

Gauteng is this province's core external source market as has historically been the case. The key destinations, visited by domestic tourists in this province are: Durban, South Coast, Pietermaritzburg and Midlands, and the North Coast. The domestic surveys have revealed that the average adult domestic tourist who visits a destination in this province spends in the order of R1000 a trip, thus implying that KZN's domestic tourism market is worth approximately R13.4 billion per annum, in terms of consumer expenditure.

### **The International Tourism Market**

TKZN and South African Tourism's international surveys for 2003 revealed that approximately 27% of all South African foreign air arrival tourists visit this province. It is estimated that approximately 1.9 million overseas and African air arrival tourists visited South Africa in 2003. This was slightly lower than in 2002 (year) largely as a result of the Middle East crisis. Roughly 600 000 of these tourists visited KwaZulu-Natal.

These tourists originated mainly from the following markets.

United Kingdom 23%  
Germany 14%  
USA and Canada 10%

France 9%  
The Netherlands 8%  
Africa 7%  
Australia 4%

*Source: SA Tourism 2003 Airport Departure Surveys*

They visited KwaZulu-Natal primarily for holiday purposes (69%). Approximately 11% did so to visit family and friends and 16% came to the province on business (including conferences and shopping) and 5% for other purposes.

The core destinations visited by foreign air arrival tourists were:

Durban 69%  
Ukhahlamba - Drakensberg 42%  
Zululand 34%  
Pietermaritzburg and Midlands 44%  
North Coast 27%  
Battlefields 7%

Key Attractions Were:

Durban Beachfront 73%  
Zulu Villages 38%  
Drakensberg Mountains 36%  
KZN Game Parks 32%  
Valley of 1000 Hills 20%

*Source: SA Tourism 2002 Airport Departure Surveys*

Foreign air arrival tourists who visit this province spend an average of +/- R972 per person per day during their stay. The average stay in the province was 13 nights and thus spending was in the order of R12 636 during their stay in the province. This component of the province's foreign tourism market was worth as much as R4 billion per annum in terms of consumer expenditure.

South African Tourism's surveys revealed that KwaZulu- Natal is visited by at least 15.2% of the foreign land arrival market. This equates to roughly 600 000 tourists per annum. This implies that KwaZulu-Natal's total foreign tourism market is in the order of 1.2 mn arrivals per annum. Land arrival tourists spend in the order of R2 025 per day (for an average of 6 nights) whilst in this province, which implies that KwaZulu- Natal's land arrival market was worth approximately R3 bn in 2003. This province's total foreign market was worth in the order R7.4 bn in terms of direct tourism expenditure in 2003.

### **Overall Performance**

KwaZulu-Natal's total tourism industry was worth approximately R20.8 billion in terms of consumer expenditure in 2003. The total impact of tourism on the economy, if an estimated multiplier of 1.42 is applied, was R29.7 bn. Its contribution to the Gross Geographic Product (GGP) of this province is estimated to be in the order of 10%. This industry employs directly or indirectly some 280 000 people. This is based on the estimate that at least 13.7 jobs are sustained or created from about R1 million of direct tourism expenditure.

### **Key Conclusions**

TKZN studies have revealed that the primary factor that threatens KwaZulu-Natal's share of both the domestic and international tourism markets is the perception of crime and grime. It is, however, important to note that perceptions of safety and security are improving. Furthermore, it appears that this province needs to market the diversity of its tourism product optimally.

On the whole, however, tourists tend to enjoy their stay in the province and are likely to return, as well as to recommend it to friends and relatives. The surveys have revealed the tremendous influence that word-of-mouth communication has on the decision of tourists to visit destinations in this province. This is particularly the case with foreign tourists, who are often influenced by friends and relatives in this country (23%) or friends and relatives in their country of residence (32%). A creative marketing strategy needs to be developed in order to optimise this medium of communication.

Domestic Marketing activities should be focused on the residents of Gauteng and KwaZulu-Natal in particular, more particularly the members of Living Standard Measurement Groups 7, 8, 9 and 10. The focus in terms of international marketing should be the residents of the United Kingdom, Germany, other European countries, particularly France and the Netherlands, certain African countries and the USA.

## ***Goals and Targets***

### ***Macro Goals and Targets***

TKZN in collaboration with the KwaZulu-Natal tourism trade had set the following macro targets to be achieved by the beginning of 2006:

Growth in domestic urban tourism arrivals: From at least 8.1mn urban adult tourists in 2003 to 8.5mn in 2005

Growth in foreign tourism arrivals\*: From 520 000 to 620 000 in 2006

Growth in direct tourism spending: From 9bn in 2003 to R17bn in 2006

Growth in average length of stay: To increase the length (mode) of stay of foreign tourists from 6.5 nights in 2006 and the stay of domestic tourists from 6 nights in 2003 to 7 in 2006.

*\*That arrived in South Africa by air.*

TKZN's achievements towards meeting these targets in 2003 were as follows:

- Approximately 8.1 million urban adult domestic tourists visited the province during 2003;
- Approximately 600 000 foreign tourists arrived in KZN by air during 2003;
- Direct tourism spending was measured at R20.8 billion;
- Approximately 280 000 annual direct and indirect jobs were sustained in 2003.

During 2003, the average length of stay for domestic visitors was 7.5 nights and for foreign tourists an average of 13 nights (mode = 6 nights).

### ***Micro Targets:***

TKZN in collaboration with the KwaZulu-Natal tourism trade had set the following micro targets to be achieved by the beginning of 2006:

**Brand recognition:** Foreign – from 20% in 2002 to at least 33% in 2006. Domestic – from 40.5 % of urban adults 2002 to at least 50% urban adults in 2006.

**Use of website:** To increase the hit rate and user rate of the TKZN web site by at least 25% per annum to the year 2006.

**Email, telephonic and walk-in enquiries:** To increase the rate of walk in enquiries to TKZN's main office by at least 10% per annum. To grow the number of email enquiries which TKZN's information services deals with on an annual basis by 25% per annum. To increase the number of annual telephonic and fax enquiries by 20%.

**Brochure distribution:** To ensure that all SA Tourism offices and SA Embassies in KZN's key markets are constantly stocked according to a distribution plan and stock control system. A monthly email will be sent to these agencies in order to ascertain their current stock levels.

**Recognition of slogan:** To increase local trade awareness of slogan from 89% in 2002 to 95% in 2006.

**Awareness of campaigns:** To increase local trade awareness of TKZN campaigns from 87% in 2002 to 92% in 2006.

**Perceptions of performance:** To increase the 46% of local trade who stated that TKZN is performing above average or significantly above average with respect to similar organisations in 2002 to 60% in 2006.

**Infrastructural development:** To leverage at least R25 million funding for tourism infrastructural development throughout the province.

**Investment promotion:** To assist in facilitating private sector investment in at least 3 tourism projects through partnership with the private and public sectors.

**Small Business Support:** Support at least 20 SMME's per annum to enable them to attend Indaba and other international and domestic tourism trade and consumer shows.

**Remuneration and related costs:** Finalisation and signing of performance contracts within one month of employment and one month of each new financial year.

Completion of mid-year performance reviews by the 15th of October 2003 and the end of year reviews by the 15 April 2004.

**HR Development and Training:** Achievement of targets set in an annual staff training and development program Operational Costs To ensure that costs related to human resources and administration do not constitute more than 25% of the annual provincial budgetary allocations.

**Customer Care:** To achieve a maximum of a two- working-day response period for any internal or external communication.

**Risk Management and Internal Controls:** To achieve at least two internal audits per year and ensuring compliance to these audits within the specified time periods.

**Treasury Regulations and Statutory Requirements:** Timeous submission of reports in compliance with treasury and other regulations. Monthly reporting to the department on the conditional grant and annual reporting on the annual grant as specified in the Strategy. Legislative Assembly by August each year. Reporting to other donor agencies for Product Development Projects, by the 10th of each month.

**Media Leverage Targets:** R 19.2 million per annum

TKZN's achievement in terms of meeting these targets were as follows:

**Consumer Response:**

Brand Recognition Domestic - 45.8%

Use of website 93% increase in hit rate in 2003

53% increase in user rate in 2003

Email - 2061 emails received, tele and fax - 21% increase 2003/2004 and walk - in - 97% increase in 2003/2004

Email, telephonic enquiries and walk - in enquiries - main office

**Trade Response:**

**Recognition of slogan** 98% recognition of logo and 89% of slogan (2003 image survey)

**Awareness of campaigns** 80% awareness of marketing campaigns

**Perceptions of performance** 56% regard TKZN's performance as above average or significantly above average

**Brochure distribution** 187% growth in 2003

**Product Development:**

**Infrastructural Development** R24.5 million leveraged

**Investment Promotion** Facilitated private sector investment in 3 tourism projects through partnership with the private and public sectors in 2003 / 2004 – Hibberdene Spray Rock, Sibaya Lake Lodge and Wild Dog Estate

**Small Business Support** Supported 110 SMMEs in 2003/2004 to enable them to attend Indaba and other international and domestic tourism trade and consumer shows.

**Corporate Governance:**

**Remuneration and related costs** Tourism KwaZulu-Natal has managed to achieve the target of signing performance contract within one month of appointment and one month of each financial year end. The mid-year performance reviews were completed by the 15th of October and the end of year performance reviews by the 15th of April 2004.

**Operational Costs:** Tourism KwaZulu-Natal has attempted to keep its human resource and employment costs close to the 25% target of the annual provincial budgetary allocation.

**Customer Care** The target of dealing with internal or external communication within two days has generally been met.

**Risk Management and Internal Controls** Two internal audits were conducted, namely : - Human Resources Audit - Procurement Audit

**Media Leverage Targets:** R23 million leveraged for 2003

## ***Tourism KwaZulu-Natal's Annual Report 2003/2004 : Section 2***

### ***Strategic Marketing Framework***

#### BRAND MANAGEMENT PROGRAMME

##### *Brand strategy and destination branding*

The 2003/2004 financial year signalled the dawn of a new era for TKZN with the launch Zulu Kingdom brand based on the recommendations of a brand review process in 2003 financial year.

The design of the new brand was completed by May 2003 and a brand control programme subsequently developed as an evaluation tool to assess brand performance. The brand was successfully unveiled to tourism stakeholders and media at a formal function in December 2003.

Recommendations of the brand review process, which indicated that greater emphasis be on the marketing of specific destinations, were also adopted and executed in the 2004 financial year . Through a consultative process with all District Municipalities tourism destinations were identified and by the end of this reporting period the logos positioning statements for the eight destinations had neared completion. The eight destinations, Durban, North Coast, South Coast, Elephant Coast, Zululand, uKhahlamba-Drakensberg, Pietermaritzburg and Midlands, and Battlefields, would be launched at Indaba 2004.

##### *Merchandising:*

Linked to the objective of further enhancing the Zulu Kingdom brand is the retail and merchandising pilot programme established in the previous financial year to identify best and a system for merchandising in a lifestyle store.

During this reporting period a franchising consultant was appointed to finalise a report based on the lessons from the pilot project and how best to implement the merchandising concept in the establishment of a wider range of stores nationally and internationally. The 2003/2004 financial year also saw the roll-out of the merchandising programme with the appointment of a merchandising operator at TKZN's new information office at the uShaka Marine World which was also opened during this report ing period.

#### PARTNERSHIP AND ALIGNMENT PROGRAMME

In the 2003/2004 TKZN continued to build cost effective and value-adding co-operative relationships with key partner institutions at local, provincial and national government levels.

##### *Institutional alignment*

In the year under review TKZN concluded Memoranda of Understanding (MOU's) with the following organizations with a view to produce joint marketing material and promotional campaigns:

- Ezemvelo KZN Wildlife

- DBSA / CPPP (Development Bank of Southern Africa and Community Public Private Partnership) • SA Tourism
- Ithala
- Amafa aKwaZulu-Natal

TKZN also invited the aforementioned organizations to its Marketing, Market Research and Tourism Development Fora meetings which met four times in the period under review.

#### *Provincial Government*

During the year under review, TKZN enjoyed a close working relationship with the Department of Economic Development and Tourism (DEDT).

There were three structures established by the DEDT – the CEO's forum where TKZN was represented by the CEO; the CFO forum where TKZN was represented by the COO; and the Communicators' Forum where TKZN was represented by the Corporate Affairs Manager or PR co-ordinator.

In the year under review the COO represented the DEDT in the National Tourism Transformation Forum and Provincial Freedom Park Cleansing Ceremony.

TKZN was tasked by the DEDT to co-ordinate the Provincial Tourism Conference as a prelude to the National Tourism Conference.

A presentation on the level of TKZN's compliance with the KwaZulu-Natal Tourism Act (as amended) was made at a workshop held with the Provincial Portfolio Committee on Economic Development and Tourism in July 2003.

#### *National Government*

TKZN continued to align its activities with those of the national government particularly related to international marketing and the funding and facilitation of tourism development projects through the Poverty Relief Fund. To this end, TKZN was represented on the following structures which met throughout the period under review to enhance synergy and maximize results between the national government and the nine provinces:

- Transformation Working Group
- Tourism Development Working Group
- Communicators Working Group
- Ministers and MECs Tourism Meeting (MINMEC)
- MINMEC Interprovincial Technical Committee (MICTECH)
- Marketing Work Group
- Information and Research Working Group

#### *Local Government Tourism Information Offices*

As part of its commitment to local government tourism information offices and to ensure high quality and consistency of information services, TKZN has provided strategic institutional and information technology support to Community Tourism Organisations (CTOs) for the period under review.

To this end, TKZN has supplied IT equipment valued at over R200 000 to the information offices throughout the province. In addition, all information offices have been regularly supplied with information brochures and had their electronic databases updated to ensure current and accurate information dissemination.

TKZN also established a Provincial Tourism Research Liaison Forum, during the reporting period, in terms of the Tourism Act, to ensure that CTOs and District Councils' co-ordinating meetings occur quarterly and that the channels of communication are effectively maintained. During the period under review TKZN has also assisted 52 CTO information offices in meeting the necessary accreditation criteria while an additional 13 offices have been partially accredited by TKZN.

#### *Provision of marketing platforms*

In recognising the success of TKZN's promotional, marketing and development efforts rests heavily with the ability to align its activities with those of its partners, ensure synergy and facilitate constant communication of core objectives, responsibilities and activities to these core stakeholders.

To this end, TKZN has created cost-effective platforms from which local and regional registered stakeholders promote product specific attractions and tourism services to specific market sectors. Where appropriate TKZN has also tapped into existing platforms created by either the public or private sector stakeholders in order to leverage marketing and development spend in support of our branch.

Such platforms included consumer shows, trade workshops and events.

#### *Ad hoc co-ordination*

In addition to the formalised structures between KZN and the national government there were a number of additional co-operative synergies for the following projects on an ad-hoc basis:

- Tourism
- National
- Indaba 2003
- ETEYA Small
- International
- World Tourism

#### RESEARCH, INFORMATION AND DATABASE MANAGEMENT

Tourism KwaZulu-Natal has continued to lead the way in developing, managing and maintaining a dynamic, relevant and accessible tourism information management system and research programme for the province.

#### *IT Network*

In order to maintain a reliable internal network of computers that is capable of storing, retrieving and backing up TKZN's strategic information without losing person hours as a result of system failure, it is imperative that the system and its data are protected from being destroyed or compromised by a virus or hacker intrusion.

During the 2003/2004 financial year, TKZN implemented a weekly update of its antivirus software, performed daily and monthly backups and was successful in reducing the number of working hours lost as a result of the server being down by 30%.

#### *Tourism Registration System*

TKZN launched a voluntary registration system for the tourism industry in July 2001 with the objective of ensuring that greater benefits are accrued to tourism stakeholders.

These registered stakeholders are given access to the extensive TKZN database and inclusion in trade and travel guides.

In addition, members receive an automatically-generated and hosted webpage that displays details of the establishment, hyperlinks to its email, formal website and booking service facilities, photographs and branding of the establishment. The registered establishment is also able to edit and upload its own content onto the site, which is a component of TKZN's homepage.

It also affords members access to TKZN's partnership programme, the receipt of regular updates on developments in TKZN through various email fora while also devolving the right to be referred to as 'a registered KZN tourism establishment.'

In the period under review there were 1000 new registrations and 2000 re-registrations which means that 3 000 tourism services have registered with TKZN during this reporting period.

In addition, TKZN has also implemented a KZN Tourist Guide Strategy that will increase the number of guides registered in the database as well as provide training for guides from previously disadvantaged communities.

During the year under review, TKZN recorded 724 registered tourist guides, and increased the number of HDI tourist guides from 17% to 45% of the total number of registered guides.

In the same period, TKZN provided 37 HDI guides with training and in accordance with the Tourist Guide Strategy held three tourist guiding development workshops.

Tourism KZN has also assisted with the establishment of regional chapters of a tourist guide association with a view to forming a KZN Tourist Guide Association within the next reporting period.

#### *Tourism Asset Database*

TKZN's Tourism Asset Database, established in 1997, is the most comprehensive registry of tourism assets in the country and provides information on more than 10 000 tourism assets across the province.

In the 2003/2004 financial year, the database was updated and edited in accordance with additions to the Tourism Registration System.

During the period under review, TKZN formed a partnership with Brabys, South Africa's leading mapping and directory company, to develop a Tourism Trade Directory which will be distributed at Indaba 2004.

.An on-line version, which provided tour operators with instant access to TKZN's Tourism Asset Database, went live in October 2003.

#### *Market Research*

TKZN collates and monitors the latest information pertaining to tourism marketing trends to develop effective strategies to engage the tourism market.

#### *Nature and Extent of KwaZulu-Natal's Foreign and Domestic Markets*

In partnership with SA Tourism, TKZN has commissioned a sixth series of in-depth surveys into the nature and extent of KZN's foreign and domestic tourism market.

The study has provided strategic data relevant to the various regions of the province and provided information on the impact of marketing efforts. During the year under review, the Tourism Information Services Division produced two overview reports on the results of the domestic survey for 2003 and have them made available through TKZN's resource centre. In addition, two occasional papers have been completed and posted onto TKZN's website. An in-depth report on the results of both the foreign and domestic sector was begun during this reporting period.

#### *Segmentation of the KZN Domestic Market*

An in-depth segmentation report of the KZN Domestic Tourism Market was completed in the 2003/2004 reporting period.

Based on this report, the management team has made the decision to concentrate on engaging the high spender domestic holidaymaker and to defend its current share of the price conscious market.

In terms of geographics, TKZN's focus will primarily be on the residents of Gauteng and KZN, with a secondary focus on the residents of the Eastern and Western Cape. It is vital that the province defends its core 'intra-provincial' market and not allow this market to be captured by other provinces.

#### *Attracting HDI tourists to KZN nature-based tourism facilities*

In the period under review TKZN, in conjunction with Ezemvelo KZN Wildlife, commissioned a study to investigate the feasibility of attracting historically disadvantaged individuals to visit wilderness and conservation areas in the Zulu Kingdom.

The results of this study are assisting TKZN to develop a strategy to engage this emerging market, increase domestic tourism in the province and promote transformation within the nature-based tourism sector.

#### *Engaging the KZN Gay and Lesbian tourism market*

In the period under review TKZN developed a practical strategy to engage the gay and lesbian tourism market based on the fact that the nature and extent of this niche market is estimated to be worth about R385-billion.

One of the first activities of this strategy was to facilitate the establishment of the KZN Gay and Lesbian Tourism Association in January 2003. TKZN has also assisted with printing of a 'Pink Map' detailing gay and lesbian friendly tourism services in the province. This publication is to be distributed at Indaba 2004.

#### *Measuring the impact of TKZN's actions*

It is only through the continuous collection of data, facilitation of market research and constant monitoring of industry and consumer trends that TKZN is able to understand and react to the market.

During the course of the 2003/2004, TKZN continued to measure the performance of its activities.

In addition to the established systems to monitor variables such as unique user and hit rates of the website, the number of email inquiries generated by the website, numbers of a particular brochure that were distributed, the number of contacts made at trade and consumer shows and the usage level of the fax-on-demand service, TKZN also commissioned the following surveys to measure specific actions within this reporting period:

- Comrades Marathon 2003
- Indaba 2003

- Quarterly survey on TKZN's performance
- Investment and Economic Impact Assessment

#### *Visitor Books*

TKZN publishes a common visitors' book for Community Tourism Organisations and core tourism attractions throughout the province. The data collected from them helps gauge the nature of the KZN tourism market. A second specialized visitors' book was developed to collect data from backpackers hostels. These books are distributed to more than 160 youth hostels, CTOs, museums and other tourist facilities in the Zulu Kingdom.

During the year under review, the data was received and analysed by the researchers in the Tourism Information Services Department. Reports were then compiled sent to all participants and made available in the TKZN's resource centre.

#### *Key Stakeholder interviews and Focus Group studies*

TKZN continued with efforts to engage core tourism stakeholders on their opinions of the performance of the market. To this end monthly interviews were conducted to obtain an 'early' assessment on the performance of the industry.

#### *Trends Brochure and Catalogue of Research Reports*

It has become standard practice at TKZN to disseminate research findings via the regular publication of domestic and international market trends in brochure form. These are made available to all stakeholders and also to schools, tertiary education institutions and are published on the website.

The research reports cover themes from tourism development research and economic forms of tourism to market research and tourism statistics.

#### *Information Resource Centre*

TKZN established an information resource centre in 1997 which is a repository of all TKZN's information resources such as research reports and articles, media reports, reference books, international journals, slides, CDs and videos. During the period under review there has been a decrease in the total number of enquiries to the resource centre. This is attributed to the fact that the centre was closed for several months while TKZN was appointing a permanent assistant researcher. The centre received the following enquiries: 900 walk-in visits, 96 telephone and fax enquiries and 90 email enquiries.

The resource centre constantly monitors international and domestic tourism trends and produces updated research results. The research is obtained from the following sources:

- World Tourism Organisation Reports
- World Travel and Tourism Council Reports
- The Tourism Industry Intelligence Publication
- Annals of Tourism Research
- SA Tourism's International Market Surveys
- Statistics SA Releases
- Special reports outlining the latest international and domestic market trends

#### *Tourism Research Network*

TKZN has continued to maintain a strong relationship with its more than 60-strong network of researchers in the province, all of whom have a core competency in the various fields of tourism research.

#### TOURISM INFORMATION SERVICES

TKZN provides a comprehensive information service to both the consumer and trade using a number of tools to ensure that such information is disseminated to as wide an audience as possible.

#### WEBSITE

Developed in 1997, TKZN's website, [www.zulu.org.za](http://www.zulu.org.za), has grown in use and content and is currently the most comprehensive source of tourism information in the province. It is also ranked amongst the best tourism sites in the world. In the period under review, the website has been upgraded to ensure it complies with current technology and design trends. In December 2003, the site was revamped in keeping with the design of the new brand.

The user-friendly site is divided into a network of regional and sub-regional routes and experiential sites:

- The Battlefields
- The uKhahlamba-Drakensberg
- The Elephant Coast
- The South Coast
- Zululand
- The North Coast
- Greater Durban Area
- Pietermaritzburg and Midlands

In addition, the site provides information on the following sub-regions or routes:

- East Griqualand
- Howick
- Nottingham Road
- Boston-Bulwer Beat
- Midlands Meander
- The Amble
- Hibiscus Coast
- Valley of a 1000 Hills
- Sugar Coast
- Umdoni Coast and Country (Greater Scottburgh area)
- Ladysmith
- Beer or the Brew Route

### ***Tourism KwaZulu-Natal's Annual Report 2003/2004 Section 3 Image Marketing and Perception Management***

The Image Marketing component of Tourism KZN's strategy was divided into the following core areas of activity:

#### *Tourism Safety and Security*

During this reporting period TKZN, through increased influence and participation on safety and security structures in the province at a local and provincial government level, and through the provision of after-care service to tourists who are victims of crime, continued to give high priority to safety and security issues.

As an active participant in the Provincial Priority Committee (PPC) on Rural Safety and Tourism, TKZN was able to provide input into matters relating to the safety and security of tourists.

The PPC is chaired by the SAPS and is attended by representatives of the following organisations:

- All SAPS areas within the province;
- Department of Land Affairs;
- South African National Defence Force;
- Department of Justice;
- Ezemvelo KZN Wildlife;
- Department of Justice;
- Department of correctional services was identified as a mechanism;
- KZN Road Traffic Inspectorate; and
- KZNTA

Such input included the production and distribution plan for safety and security brochures, participation in the finalisation of the provincial Festive Season Safety and Security Contingency Plan.

During the period under review TKZN developed an 'After Care Policy' for tourism victims of crime for implementation in the next reporting period.

#### *Tourism Awareness Programme*

During the period under review TKZN continued its Tourism Awareness Campaign to improve image perceptions with respect to safety and security in the province by increasing tourism awareness and the impact that crime has on KZN as a tourist destination.

The campaign took the form of roadshows to various venues in rural and urban communities across the province, which were either considered to be crime hotspots or potential tourism nodes or both. The roadshows were comprised of two components:

- Staged music events
- Stakeholder workshops; and
- Street theatre

VusiSizwe Marketing Solutions was appointed to co-ordinate the logistics of the tourism awareness roadshows. Together with media partners Ukhozi FM and Isolezwe, they promoted the venues of the roadshows and co-ordinated well-known local music artists to perform live during the staged music events. TKZN, in partnership with District Municipalities, also coordinated stakeholder workshops, aimed at developing tailor-made safety and security strategies for the respective areas.

Five roadshows were held during this reporting period, in the Ulundi, Umgababa, Inanda, Durban Central and Ndumu areas. An estimated 30 000 people, in total, attended these roadshows and hundreds of thousands more were reached through Isolezwe's print coverage and Ukhozi FM's pre-roadshow promotions, live crossings and interviews, and post-roadshow coverage. Various mainstream and community media also covered these events.

### *Staged Music Events*

At each of the five events a keynote address was delivered by TKZN addressed by roleplayers in local government and safety and security. Local music celebrities performed and popular Ukhozi FM Deejays entertained the mass audiences. Throughout these events pertinent messages pertaining to tourism and crime were presented through speeches and drama plays performed by well known S.A actors from the popular local television comedy, 'Emzini Wezinsizwa'.

Some of the South African music artists who performed during these roadshows included: Chester, Pitch Black Afro, Mapaputisi, Chippa and Kabello. Both the entertainment and the strong messages were well-received during these roadshows. TKZN provided information kiosks at each venue, where relevant printed material, in English and Zulu, was distributed to those who attended the events.

### *Stakeholder Workshops*

The stakeholder workshops were aimed at community leaders and included Amakhosi, Local Government representatives, the South African Police Services, and individuals and organisations that are actively involved in the tourism industry in the respective areas.

In these workshops, stakeholders discussed tourism development, matters concerning the safety of tourists and challenges and opportunities with regard to tourism growth in their respective areas. In addition, strategies for dealing with challenges, particularly those relating to safety and security, were discussed.

### *Impact of the Tourism Awareness Campaign*

Positive media coverage of this campaign communicated that tourism stakeholders in the province were addressing issues relating to crime against tourists, particularly in crime hotspots and existing and potential tourism development nodes.

### *Media Leverage*

During the year under review, TKZN appointed a media management agency to implement strategies to pursue creative media partnerships with the electronic and print media to:

- Augment marketing communications expenditure by leveraging exposure for the Zulu Kingdom brand;
- Improving perceptions of the province as a tourist destination; and
- Enhancing the image of the organisation by profiling its employees, projects and achievements.

TKZN has received increased media leverage for product offerings in the province, increased awareness of the Zulu Kingdom brand and slogan and increased exposure of TKZN's role, initiatives and achievements.

An external service provider provided a press clipping and media analysis function for TKZN and monitors articles and electronic inserts in which the province as a tourism destination, or the organisation is mentioned.

[A downloadable table in .pdf format](#) indicates TKZN's performance in terms of the Rand value of the media leveraged as a result of public relations efforts and below-the-line media opportunities. It must be noted that the estimated value is conservative in that it is based on the actual costs per column (print) or per second (electronic) that each article is worth. It needs to be noted that the added value of the positive media exposure, whilst difficult to quantify, is indeed highly valuable as it augments TKZN's organisations marketing efforts and spend.

Media Leverage Analysis Table...[click here](#)

The total leveraged for the year 2002/2003 was R 33 423 681.16. The same figure for 2003/2004 was R23 019 921.00. It must be noted that the brief to the media monitoring agency has renewed and refined in the 2003/2004 reporting period and the changed methodology for analysis would have had a negative effect on final rand value targets.

TKZN's Media Targets in terms of domestic, international, target and results were as follows:

Media Conferences 4 4 4

Media Blitz 2 1 3 3

#### Media Partnerships

Provincial, National, International

Electronic 1/1 1 1

Print 1/1 1 2 2

\*Media Blitz

TKZN held meetings with print and electronic media based in Johannesburg and Cape Town, with a view to strengthening relationship with target media in core domestic source markets. Meetings were held with the following media:

Johannesburg:

- True Love
- SAFM
- This Day
- Highveld

Cape Town:

- Shape Magazine
- Getaway
- Mens Health
- You / Huisgenoot
- Beeld
- Business Day
- ETV
- Saturday Star
- Weekend Argus
- Marie
- Associated Magazines (x6 Titles)

#### *Positive and Negative Media articles*

The TKZN Resource Centre also undertakes an analysis of both the number of positive and negative reports relating to tourism products in the province. [Data ... click here.](#)

TKZN endeavours to ensure that responsible and positive media reporting should be made, as the media influence has a significant role in projecting the province as a leading tourist destination.

#### *Corporate Communications*

TKZN has developed a number of internal and external strategies to promote Tourism Strategy 2000 - 2006, convey the internal and external communication of the achievements of the organisation, reinforce the corporate identity of the organisation and undertake public relations project thereby improving the overall image of the organization.

During the period under review the following have achieved these objectives:

- Tourism Strategy 2003 - 2006:

The revised Tourism Strategy for the period 2003 – 2006 was approved and 10 000 copies were produced for public circulation and dissemination during this reporting period.

- Media CD:

A media CD has been designed to include generic corporate information as well as news releases and pictures. The CD would also be distributed at Indaba 2004.

- Annual Report:

TKZN's annual report was produced and 1 500 glossy copies were printed and distributed. • Internal News:

Internal communications were improved through a fortnightly electronic newsletter, to employees and partner organisations reporting on progress of projects across departments, breaking news, research results and forthcoming functions and events. All Tourism KZN's news releases issued through the Corporate Affairs division were also circulated to all employees.

- External News:

Communications were distributed to both domestic tourists and tourism stakeholders and through the offices of TKZN's international representatives in the U.K. and Germany, through a new tourism publication, 'What, When, Where', which is produced every two months. A decision regarding the use of this medium as an alternative to TKZN's 'Wozani' newsletter will be taken after a careful comparative analysis in the next financial period.

### *Corporate Events*

TKZN compiled a Corporate Events Calendar with clear budget allocations with the objective of co-ordinating overall public relations and function management at events hosted by TKZN to ensure maximum exposure to the organization, its programmes and projects and the Zulu Kingdom brand. In addition, the Corporate maximum appropriate TKZN attendance at functions to which TKZN has been invited and could enhance corporate image.

The Events Plan was implemented and media coverage and exposure was received for several events planned during the period under review. These included:

- The Introduction of the Board and Consultative Event around the Tourism Strategy and Action Plan 2003/2004 held in August 2003
- Launch of the completed Strategy 2003/2006 and Action Plan 2003/2004 in August 2003
- Tourism Month Launch in September 2003 (attended by media, tourism, trade and the MEC for Economic Development and Tourism)
- Board end of year function in December 2003
- TKZN's end of year media function in December 2003
- Brand launch in December 2003
- Zulu Kingdom Awards in March 2004
- Aviation and Charter Workshop in March 2004
- DBSA Certification Ceremony March 2004

### *Customer Care Programme*

As part of its commitment to champion the cause of service excellence and improved customer care, TKZN launched its Customer Care Programme in April 2002. This programme is based on the promotion of a toll free number to enable tourists to lodge complaints or compliments regarding a particular tourism service.

During the reporting period, TKZN has ensured that customer care staff who maintain the line are able to respond to complaints or compliments within 24 hours of it being lodged.

In addition, TKZN has extended the customer care hours, previously 8am to 4.30pm, by ensuring that the calls are re-routed to the Airport Information Office, which closes at 9pm.

A dedicated Customer-Care Co-ordinator maintained a monthly database of complaints received and responded to and an analysis report was presented to management for review.

During the period under review, all front-line staff attended workshops to improve service delivery levels. The Customer care co-ordinator also had the support of inspectors from the broader customer care programme of the province, co-ordinated through the Department of Economic Development and Tourism.

TKZN realises that it is essential to promote a customer care programme aggressively. During this reporting period the following tools were utilized to ensure heightened awareness TKZN's Customer Care Programme:

- Print and radio advertising campaign;
- All TKZN marketing material, e.g the website, travel guides etc . referred to this service;
- Thousands of 'business type cards' were developed and are handed out to tourists at tourist information offices and core attractions;
- posters were also displayed at libraries, information offices, museums and other core attractions to heighten awareness of this programme.

During this reporting period, the incentive programme developed in the 2002/2003 financial year , to encourage service excellence in tourism service providers was continued.

To this end, an adjudication panel was established to assess nominations from the tourism industry in the Zulu Kingdom Service Excellence Awards. Nominations increased by 20% from service providers.

The award ceremony was held in March 2004.

#### *Tourism Month*

Linked to the theme of Service Excellence and Customer Care, TKZN devised a Tourism Month strategy and programme for implementation ahead of the official launch of Tourism Month.

Elements of this programme included training seminars to enhance the internal publics' knowledge of KZN products, the development of a provincial calendar of events and pre-publicity of those events, the production of promotional tools for anchor programmes and the establishment of a monitoring programme for Tourism Month evaluation.

#### *Schools Programme*

During the period under review TKZN implemented its Schools' Programme to ensure an increase in the number of students attending the SATET Expo by 20% and the extension of tourism exposure to students during the annual fair.

#### *Bursary Programme*

In an effort to increase the provincial tourism skills base, TKZN awarded 30 R6 000 bursaries in its 2003/2004 financial year to aid tourism students from the province studying through tertiary tourism-training institutions accredited by the Department of Education.

In order to qualify for a bursary, students must have completed one full year of tourism study at a recognized tertiary institution, they must have obtained a minimum of a 65% aggregate in a tourism program, they must be KZN residents and have a financial need. TKZN, through the Research Co-ordinator, is monitoring the performance of the bursary students. 37 Image Marketing and Perception Management KwaZulu-Natal Tourism Authority Teacher Training Workshops During the 2003/2004 financial year TKZN continued its support of a series of Tourism Teacher Training workshops by funding 3 workshops which are run by the University of Zululand. These workshops are aimed at providing teachers that are currently teaching tourism in KwaZulu-Natal with the necessary background training to effectively teach this subject. The Board has agreed that these workshops are successful based on improved performance over previous years and that they will continue in the new financial year.

## **Section 4: Tourism KwaZulu-Natal's Annual Report 2003/2004**

## **MARKETING COMMUNICATIONS**

### *Promotional Collateral*

TKZN continued to produce a range of marketing material during the course of the 2003/2004 financial year to profile the different destinations of the province. However, a number of these initiatives were put on hold pending the finalisation of the new logo.

### *Brochure Development*

A reprint of the Travel and Tourism Guide was completed and made available in both print and CD ROM format for launch at Indaba 2004.

A reprint of other core tourism brochures and maps to ensure sufficient stock for the year will take place in the new financial year for the following:

- Adventure Tourism
- World Heritage Sites
- Bed and Breakfasts
- Hotels and Game Lodges
- Bush Camps
- Conference Venues
- Beer Route
- Self Drives
- Safety Tips
- Marketing Opportunities

In addition, the following brochures have been planned for the new financial year:

- MICE brochure for KZN in partnership with the national MICE Forum / SA Tourism
- Tourism Partnership brochure
- Brochures for at least four community-based tourism products.

Whilst a number of these brochures were funded by TKZN, by providing registered tourism suppliers and partners the opportunity to advertise in these materials the organisation was able to improve revenue generated through advertising by 25% /R1.25- million.

### *Promotional Material*

TKZN has continued to ensure the development and production of innovative promotional material to help market and promote the Zulu Kingdom brand and profile the unique selling features of the province.

This approach ensures the consistent adherence to the use of icons of the tourist destinations of the province and that there is sufficient promotional material for use at selected events as identified in the Events Calendar. To this end, TKZN's outdoor / banner materials were replenished in accordance with the revised branding strategy, events strategy and Corporate Events Programme.

### *Electronic Marketing tools*

TKZN utilizes a number of electronic tools to market tourism including the website, roving web cam, Fax-on-Demand and TeliTourist facilities.

During the 2003/2004 financial year, TKZN ensured that all services rendered and subscriptions are paid for on time.

In addition, TKZN updated its electronic tools in accordance with expansion and upgrading plans as per the Tourism Strategy 2003 - 2006.

TKZN has been tremendously successful in increasing both the unique user and hit rate of its website. During the reporting period, the user rate increased by 52% - 25% more than the target.

### *Advertising*

TKZN focussed more directly on advertising in the domestic media in the year under review. Advertising, talk shows and competitions were combined with a number of radio stations with a view to increasing exposure for the destinations and to boost arrivals

### *Domestic Advertising Programme*

During the period under review TKZN has established and implemented a domestic advertising plan which identified electronic and print media, time period for media placements and potential partners.

To this end, TKZN has managed to secure continuous presence in the following publications:

- Getaway
- Enterprise
- Sawubona
- Southern Africa Tourism Update
- GSA Magazine
- Travel Now Media Group
- Sowetan

TKZN has also secured permanent billboards in Gauteng, Western Cape and Van Reenen's Pass which profile the tourist offerings of the province for the domestic consumer which achieves all year presence for the Zulu Kingdom. Additional outdoor media in TKZN's key source market has also been secured in alignment with TKZN's events strategy .

TKZN also achieved regular presence in key electronic media through the implementation of its "Ambassador DJ" project and subsequent electronic advertising campaign with the following electronic media:

- Thobela
- Motswedding
- Ligwalagwala
- Umhlobo Wenene
- Ukhozi
- SAfm
- Khaya
- 702
- Metro
- P4

- Jacaranda
- East Coast Radio
- Highveld

During this reporting period, TKZN, as part of the brand alignment programme to leverage off other brands which strengthen consumer reach through association, sought associations with successful core brands.

Agreements with SABC and the Sharks Rugby team were successfully negotiated while agreements are still pending with East Coast Radio and P4. The brand associations have not affected on TKZN's ability to establish a good working relationship with other major brands.

#### *International Advertising Programme*

TKZN implemented a selective international advertising campaign behind focused trade campaign and placed six adverts in international publications.

In addition, TKZN has developed an African Marketing Strategy which has been approved by the Marketing Committee and the Board of the Board for implementation in the next financial year.

#### *Domestic Promotional Campaigns*

In the 2003/2004 financial year, TKZN, in joint partnership with other public institutions embarked on two promotional campaigns, Comrades 2003, and the Sharks Rugby Team with the following objectives:

- Deal with seasonality issues experienced with the domestic tourism market
- Profile tourist attractions in various destinations of the province to deal with spreading visitors throughout the province.

TKZN's Research Unit is currently conducting a performance assessment of TKZN's participation in these events.

#### *Trade Marketing*

TKZN continued to drive international and domestic co-operative programmes with local and international operators to maintain a strong presence in core markets.

#### *International*

During this reporting period, TKZN engaged the UK and Germany markets through its representatives, Ethos Marketing in the UK, and Tourlink Africa, in Germany .

In addition, TKZN revised its Co-operative Marketing Agreement Policy in consultation with SA Tourism.

The core activities of the representatives in the year under review included:

- Liaising with UK and German-based tour operators;
- Distribution of regular news, information and press releases to media in these markets;
- Negotiation with the travel trade for greater exposure of KZN products within their promotional brochures and the establishment of co-operative marketing ventures;
- Training of travel agents on KZN;
- Co-ordination of media and trade educational trips to KwaZulu- Natal .

As a result of their activity the province received increased exposure and profiling of the Zulu Kingdom in these markets, both in the print and electronic media .

### *Domestic*

On the domestic front, TKZN played a key role in heightening awareness of the destination with the domestic travel trade.

To this end, TKZN has identified and is liaising with possible partners to enter into joint marketing agreements to stimulate increased domestic and regional tourist arrivals into the province.

In partnership with Travelpeople, Tourism KZN hosted trade sales and marketing workshops in Durban, Cape Town and Gauteng, two important domestic source markets, but in so doing also provided valuable information to international inbound operators based in these centres. The work shops also proved to be success ful in providing a platform where new establishments could showcase their products to the domestic trade.

### *Trade and Media Guest Programmes*

TKZN continued efforts to facilitate the smooth running of educational trips for domestic and international trade in conjunction with SA Tourism and other national and provincial institutions.

### *International*

TKZN hosted trade visits for German trade agents and two Kenyan agents and media visits for French, Kenyan, American and Indian journalists within the 2003/2004 financial period.

### *Domestic*

During the year under review, TKZN hosted two trade visits for travel agents from Gauteng and the Western Cape exposing them to the products of the province .

In addition, the authority hosted five media tours in conjunction with SA Tourism linked to conference and event pre and post tours.

### *Special Guest Programmes*

During the reporting period TKZN has successfully hosted one international and one national remote or outside broadcast sessions where around the promotion of key attractions within the province.

### *Meetings, Incentives, Conferences and Exhibitions (MICE)*

In accordance with the development of a MICE strategy, TKZN has recognized substantial merit in profiling KZN as a value for money destination with regard to meetings, incentives, conferences and exhibitions and increasing tourist arrivals into the province.

To this end, TKZN has used its Co-operative Marketing Agreement to assist in its corporate meetings and incentives tourism programme and continues to collaborate with the TIS department to update the industry on development on the TKZN's web page.

During the period under review, TKZN has also concluded an MOU with the International Convention Centre to leverage on a selection of their conferences and to support them in attracting conferences to the province. In addit ion, TKZN has identified a number of conferences in which to implement joint programmes with conference organizers to reposit ion the province as an added value conference destination.

During this financial year, TKZN has provided support to three conferences including the World Parks Congress, RI Africa Regional Conference on Disability and World Youth and Student Conference, by distributing tourism information to delegates prior to their arrival. TKZN has also developed pre and post-tour itineraries in preparation for

conference bids as an added value element. In addition, TKZN has produced an incentive guide for SA Corporates and KZN product owners to introduce them to the concept and benefits of incentive tourism. This guide is to be distributed in the new financial reporting period.

### *Events Marketing*

During the period under review TKZN partnered with a number of core events and festivals by assisting in their advertising and promotion and ensuring exposure to achieve the following objectives:

- Increase the number of arrivals to the province
- Achieve geographic spread to distribute tourist benefits / spend across the province
- Increase the length of stay in the province

TKZN implemented an integrated marketing and communication strategy developed for each event which ensured that trade, travel and tourism operators and product owners were involved to offer travel packages and develop promotional materials for the marketing campaigns. In this way, TKZN was also able to achieve extensive coverage both pre and post the event.

- Raise the profile of the Zulu Kingdom brand
- Increase small business and community participation
- Profile the various experiences of the province

To this end the authority participated in the following activities to help achieve its objectives:

- Comrades Marathon (KZN-adventure)
- Dusi Canoe Marathon (KZN-adventure)
- Umkhozi woMhlanga (Northern KZN-culture)
- Isandlawana re-enactment (culture / Battlefields)
- Sardine Festival (South Coast-beaches / wildlife)
- Splashy Fen (uKhahlamba-Drakensberg-culture)
- Awesome Africa (KZN-culture)

TKZN implemented an integrated marketing and communication strategy developed for each event which ensured that trade, travel and tourism operators and product owners were involved to offer travel packages and develop promotional materials for the marketing campaigns.

In this way, TKZN was also able to achieve extensive coverage both pre and post the event.

### *Trade and Consumer Shows International*

In keeping with the Tourism Strategy 2003 - 2006, Tourism KwaZulu-Natal maintained an international presence to increase the profile of the province and its stakeholders at the leading travel and tourism shows in the world viz. the ITB in Berlin, Germany from March 7-11 and the World Travel Market in London, UK from November 10-13, 2003.

The Zulu Kingdom benefited from exhibition space secured on the South African Tourism (SAT) stand and independently at both shows. The SAT counter position was used for the generic marketing of the Zulu Kingdom whilst the independent stand was used to accommodate KZN product owners. The continued success of this approach relies on securing independent space in close proximity to SAT and providing increased benefits to the products supporting this initiative.

Queries received at both shows indicate that international operators, agents and consumers were beginning to be more aware of what KZN had to offer and were showing interest in exploring the province independently, on self-drive packages, fly-in safaris and traditional Zulu experiences. The area which seemed to draw much interest in this regard is the Zululand / Maputaland area, and more combinations of sun, sea, authentic Zulu culture and safari packages. Golf and the adventure travel component of the tourist market, particularly scuba diving, received substantial interest from the German market at the ITB this year. TKZN's international representatives assisted in securing appointments for TKZN management at both shows.

TKZN representatives also attended the China International Travel Market in association with SAT in the 2003/2004 period.

TKZN was also represented at Utasaz in March 2003, the Hungarian trade and consumer show where the province is gaining an increasing foothold in the market in support of the charter flights that have been organised from this source. TKZN was also represented at IMEX between April 8-10 in 2003, and at the trade shows in Ireland, Kenya and Hungary.

Attendance at International Trade and Consumer Shows has continued to prove its value in terms of TKZN's International Marketing strategy and this is evident in the 10% increase in the number of contacts and agreements recorded during the various trade fairs.

In addition, the authority has used these international platforms to increase Small, Medium, Micro Enterprise (SMME) participation from HDIs by 20% on the previous reporting period. It has also increased KZN private sector participation and exposure in international shows by 10%.

The remaining challenge for TKZN is to continue to assist in providing an affordable platform for KZN stakeholders to participate in the shows and to continue to increase the profiling of the province.

#### Domestic

The Zulu Kingdom continued to enjoy good exposure at a range of domestic trade and consumer shows in the 2003/2004 financial year.

Shows attended by TKZN as part of its domestic marketing strategy were as follows:

- 94.7 Highveld Outdoor Adventure Show, Kyalami (13-16 June 2003)
- KFM Outdoor Adventure Show, Cape Town (14-17 August 2003)
- Getaway Show, JHB (12-14 September 2003)
- Getaway Show, Durban (14-16 November 2003)

In general, the Outdoor Adventure and Getaway Shows play a major role as part of our ongoing strategy of maintaining our presence and growing our market share in the Gauteng and Western Cape markets.

Good collaboration between TKZN, regional and local tourism bodies and a wide range of service providers ensured that the Zulu Kingdom was well-represented as an exciting and excellent value for money destination for the domestic market throughout the year.

The attendance in the consumer shows ensured that there was a 10% increase in contacts and agreements on the previous year. The period under review saw a marked improvement in the amount of marketing collateral distributed at the domestic shows. There was on average a 35% increase in the number of brochures distributed with consumers expressing particular interest in information pertaining to camping, caravanning and adventure activities. Feedback from co-exhibiting stakeholders confirmed indications that interest in the province has increased at domestic shows in comparison to previous years.

TKZN maintained its support of products owned by historically disadvantaged individuals at domestic shows through its marketing assistance programme.

The period under review saw an increase in HDI participation by 20% - 18 SMMEs attend the Getaway Show in JHB and 6 SMMEs attended the Cape Town Outdoor Show. The authority also increased KZN private sector participation and exposure in international shows by 10%.

#### *Indaba 2003*

As part of the international marketing strategy, TKZN participated at the Indaba travel and tourism show, held in Durban from 11-14 May 2003. There were four areas of involvement for TKZN this year:

- Ensuring adequate events and activities during Indaba to attract international delegate participation;
- Coordinating the participation of SMMEs / PDI's;
- Coordinating with Durban Bid partners and SA Tourism in securing maximum benefit for KZN through Indaba; and
- Spreading the benefits of Indaba to the broader travel and tourism audience including emerging operators and establishments.

#### *Coordination of KZN's Participation*

In line with TKZN's strategy of providing marketing platforms for its stakeholders, the organisation managed to secure 300 square meters of exhibition space in the Durban Exhibition Centre (DEC). The stand comprised of 51 workstations allocated as follows:-

- 21 booths for new recruits of SMMEs, recruited through our linkages with District Municipalities and Community Tourism Organisations (CTO's);
- 1 booth for BETO (Black Emerging Tour Operators) membership ;
- 4 booths for community-based tourism projects, i.e. Lilani Hotsprings, Inanda Heritage Route , Ngome Game Reserve and the Greater St Lucia Wetland Park .
- 10 booths / counter positions for the District Municipalities to interchange with CTOs and publicity associations in their regions;
- One generic information and reception counter to serve as an entrance to the KZN stand and provincial grouping;
- Two separate meeting workstations for TKZN;
- One Meeting Room for TKZN to host meetings and appointments; and
- One reception counter given to Airports Company SA (ACSA Durban) to serve the interests of the airport as an important stakeholder within KZN and to showcase the new changes at Durban International Airport. TKZN maintained SMME participation as a priority by providing financial support and assistance to new and previous SMME exhibitors. In addition the authority ensured an annual increase in products of emerging status and community-based tourism by 10%. The stand showcased the major tourism destinations of KZN using imagery of our key icons, attractions and experiences, i.e. adventure, sporting events, conferences, world heritage sites, arts and culture and our wildlife heritage.

In an attempt to have a stronger presence of KwaZulu-Natal at Indaba, all KZN products that secured space outside the TKZN stand were provided with a common interlinking fascia. This provided a sense of common identity for the TKZN stakeholders and created a provincial grouping.

As one of the co-hosts in the staging of the show in Durban, TKZN worked closely with Durban Africa and SA Tourism / RAI and the ICC in facilitating some of the logistical arrangements pertaining to the show. This included:

- Shuttle service – participated in a joint tender to secure delegate transportation between the airport and the beachfront and hotels within the radius
- Pre and post tours – compiled tour itineraries in KZN and hosted tours for journalists and delegates
- Delegate boosting – promoted Indaba at the various shows and workshops attended by TKZN
- Indaba logo – the Indaba logo was posted on the front page of TKZN's website to afford users access to the Indaba site (<http://www.zulu.org.za>)

The authority secured maximum media benefits from all the key programmes during the event through branding, media interviews and profiling of the province through pre and post tours.

#### *Airport Arrivals*

During the period under review, TKZN maintained its focus on using a more co-ordinated programme to secure the arrival of passengers through Durban International Airport.

Some of the recommendations of the Charter Strategy, developed during the 2002/2003 financial year which identified 25 core strategic actions, were implemented during the period under review.

This included the securing of charter arrivals from Hungary, Thomas Cook in Germany and CT2 Holidays in UK. The ground work was also established for the securing of another charter agreement in the 2004/2005 period.

In addition, the Steering Committee convened an Aviation Workshop held in March 2004, which included participation by a number of senior aviation role players from the national Department of Transport and other parastatals.

TKZN was also able to secure a deal with Cape Town based airline, Civair to provide international scheduled flights between DIA and London.

#### *Cruise Arrivals*

In realising the merit of pursuing increased foreign tourism arrivals through cruise ships docking at the Durban and Richards Bay harbours, TKZN has completed a Cruise Industry Strategy which it has presented to the board for review and recommendation.

In the interim, the authority has provided a manned information stand at the N Shed in Durban for the arrival of all cruise ships during the current reporting period.

## ***Section 5: Tourism KwaZulu-Natal's 2003/2004 Annual Report***

### ***Strategic Product Developments***

#### *Infrastructure Development*

The introduction of new appropriate tourism products is an integral factor in the marketing activities of Tourism KwaZulu-Natal. It is only through innovative and attractive products that tourism can contribute to the economic empowerment of previously disadvantaged communities. It is for this reason that the Product Development Department remains one of the core divisions within TKZN.

Whilst significant funds have been set aside in the main budget for product development, the Product Development Department must leverage additional funding for the development of tourism products and tourism infrastructure.

Objectives of the Product Development Department

The objectives of the Product Development Department are to:

- Develop tourism infrastructure that will complement and improve the existing tourism product mix;

- Fast-track tourism growth in the province;
- Improve and accelerate the turnaround period for road signage in the province, especially accommodation signage;
- Leverage funding from other national and international sources for tourism projects;
- Co-ordinate government agencies in the facilitation and creation of community-based tourism projects; and
- Prepare and package completed community-based tourism projects for investment.

#### *Infrastructural Development*

Key to infrastructural development has been the accessing of funding from within the province, the rest of the country and internationally.

In the period under review about R26-million was received from the Poverty Relief Funds of the Department of Environmental Affairs and Tourism, Department of Arts and Culture, Construction Education and Training Authority, the National Lottery Fund and DBSA. These funds were mainly used for the construction of community-owned products and the provision of training and capacity building programs for individuals employed on these projects.

The Tourism Product Development Strategy has identified, amongst other issues, the need to focus on coastal destination product development and marketing, in order to widen access into relatively untapped foreign tourist -source markets. These markets' primary choice for leisure holidays are coastal destinations, but they also need to be offered unique additional activities associated with wildlife, heritage and culture. In order to improve the efficiency of delivery, the authority established a Project Management Unit within the period under review to develop adequate construction- management capacity aimed at positioning TKZN as an implementing agent able to develop tourism projects effectively.

#### **Poverty Alleviation Projects**

The following tourism development projects were implemented through the Poverty Alleviation Fund of the Department of Environmental Affairs and Tourism:

##### *Lilani Hotsprings Phase 2*

Lilani Hotsprings was completed at the end of August 2002 with a value of R2,5 million for the first phase. The project consisted of a 12 bed self - catering accommodation, upgrade of the natural hotsprings, ablution facilities and a tourism office. The project has three phases. A further R3 million has been approved by DEAT for the development of the second phase, which is currently in progress. Phase 3 involves the construction of four additional accommodation units, a hydro-spa facility, basic infrastructure and landscaping. At this point more than 24 000 temporary job days have been created through the construction phase and an expected 17 permanent jobs would be created once the project is completed.

##### *Isithumba Adventure Tourism*

Isithumba Adventure Tourism was completed at the end of November 2002. The project consisted of four accommodation units and a conference facility with a restaurant, catering for 25 to 30 people. The project is valued at R2,5 million and a further application to DEAT for an additional R3 million for the second phase is under consideration. More than 6 000 temporary job days were created through the construction phase and about seven permanent jobs have been created to manage the project.

##### *Inanda Heritage Phase 2*

DEAT allocated R1 million in this financial year to convert the chapel at the Ohlange Institute into an African Renaissance Library. This will add value to the Inanda Heritage Route products that were upgraded in phase 1. The project is expected to be completed at the end of July 2004. More than 5000 temporary job days have been created at this stage through construction.

### *St. Lucia Projects*

In the year under review the following projects were managed by TKZN on behalf of the poverty relief fund: St. Lucia Heritage Route, Mkuze Gate and Siyabonga Craft Centre. These projects were mainly infrastructure related projects aimed at creating jobs. More than 15 000 temporary job days were created through construction .

Through the implementation of the above mentioned projects TKZN has made significant contributions to the areas of black economic empowerment, job creation, training and capacity building in the areas of construction, business skills development and hospitality training.

In addition, the projects have also contributed to local economic development of economically disadvantaged areas, fast-tracked the development of basic infrastructure and allowed for partnerships with other provincial government organisations.

### ***Community-Based Tourism***

Part of TKZN's Strategy 2003 - 2006 deals with broadening of ownership within the tourism industry which seeks to include previously excluded sectors of the society in the economic mainstream of the country. Housed within the Product Development Department of TKZN, the Community-Based Tourism Unit (CBTU) is charged with the responsibility of facilitating development of community based projects and to ensure that these projects are sustainable and through these projects other spin-off business opportunities are created for the local communities. Throughout the whole process of community based tourism development, CBTU assists communities to participate more directly in the tourism industry . The other responsibility of CBTU is to render support to small business development within the tourism industry which is aimed at transformation in the industry through the implementation of BEE Policy. During the year under review Community Based Tourism Unit facilitated the implementation of the following projects and supported the following SMMEs:

#### *Lilani Hot Springs Phase I and II*

To ensure sustainability on this project, TKZN made available a budget of R300 000.00 to cater for initial operations on Phase I of the project.

The management company was appointed to work with the community structure in running the facility as a business. Phase II is almost complete and will be operational soon. About R6 million have been invested thus far into this community project from the Poverty Relief Fund and this has contributed to temporary jobs created in this community . What will follow is the creation of some permanent jobs for local people out of this project.

#### *Muden Craft and Cultural Centre*

This project is also located within the Umvoti Local Municipality area in AmaChunu community. The project is about construction of a craft market, cultural center demonstrating AmaChunu people and the museum. The planning process has been completed and all documents have been approved. The process of appointing the construction team to start with Phase I of the project have begun. The project was approved by the municipality as one of IDP tourism projects. An amount of R650 000.00 was allocated by TKZN for Phase I of this project and the municipality contributed an amount R50 000.00 towards this project. Application for further funding have been submitted to DEAT Poverty Relief Fund. The AmaChunu Community is represented by Zibambeleni Development Trust on the project.

#### *Ethunzi Nature Reserve and Lodge*

The project is located at KwaMkhwanazi Tribal Authority area on the coastal strip near Mtunzini within the Uthungulu District Municipality area. The project aims to package potential tourism sites for investment by private sector and to develop a Community Conservation Area. Community facilitation on this project has been through Mkhwanazi Tribal Authority.

An amount of R270 000 was made available by TKZN to undertake a Social / Environmental Impact Assessment (SEIA) and package the project for investment. The project is ongoing with the draft SEIA completed and submitted to the Department of Agriculture and Environmental Affairs for approval. The local businesses in Richards Bay have indicated their interest in investing in this project and they are waiting for preparatory processes to be completed by relevant authorities.

#### *Isandlwana Lodge*

This project is about facilitating the involvement of Mangwe Buthanani Community under Inkosi Mazibuko in the Isandlwana Lodge. The lodge is located within the community near Nqutu in the Umzinyathi District Municipality area. The Community was assisted in the establishment of a joint venture with the owners of the lodge through buying equity share in the business. TKZN facilitated the signing of agreement between the lodge owners and the community trust and an amount R350 000.00 was allocated to the community trust from DEDT through TKZN to assist the community in buying equity share in the business.

#### *Isithumba Adventure Tourism Phase II*

The project is about the continuation from phase I to include more accommodation facilities and other activities. A Business Plan has been completed and submitted to DEAT for funding.

#### *Bhambatha Heritage Centre*

The project is located within Umvoti Local Municipality area at Ngome near Greytown. It features the historical battle of Bhambatha KaMancinza Zondi who led the warriors in resisting payment of poll tax in 1906 which resulted in the Bhambatha Rebellion. The museum, Umuzi Wesintu (Homestead) and a craft market will form part of Bhambatha Heritage Centre. The concept and design have been developed with the application for funding submitted to DEAT. The Umvoti Municipality supports the project and have allocated a budget for this project.

#### *Mkhambathini Tourism Initiative*

Two projects have been identified and business plans prepared and submitted to DEAT for funding. This initiative is part of development in the Valley of a 1000 Hills which involves three municipality areas i.e. Ethekewini Municipality; Ilembe District Municipality and Umgungundlovu District Municipality.

#### *Emasothsheni Tourism Trading Area*

A feasibility study was conducted for this project and the process of applying for funds to implement recommendations of the study have been started. The project is located in Nqutu at Umzinyathi District Municipality area. Albert Luthuli Legacy Project Renovations to the Luthuli House were accelerated to be completed within the 2003 / 2004 financial year. Renovations to the church were completed and the bust of Chief Albert Luthuli was completed in December 2003. An amount of R200 000.00 was allocated by TKZN to this project and KwaDukuza municipality was an implementing agent on the project. The project forms part of the Zulu Heritage Route which link up King Shaka; Chief Albert Luthuli and the Kingdom Projects. National Department of Arts and Culture provided most funding for the project.

#### *Township Tourism Route*

The project was about identifying tourism potential in black townships around Durban and to develop tourists routes that could create SMME opportunities to benefit the people living in these townships. This is also an attempt to contribute towards economic regeneration in black townships through tourism. The townships include KwaMashu, Ntuzuma, Inanda, Phoenix, Cator Manor, Chesterville, Claremont, Lamontville, Umlazi, Chatsworth and KwaMakhutha. A consolidation exercise of tourism potential in each of these townships have been conducted and a document produced highlighting those townships with huge potential for tourism development. The next step will be to facilitate the implementation of recommendations from the report during 2004/2005 financial year.

### *EmaKhosini Lodge*

The Project is located in Ulundi in the Zululand District and is about lodge development in the inside Ophathe Game Reserve. The beneficiary communities on this venture will be Nobamba community and Mpungose community. The implementation of the project is currently on hold pending the issue of land being sorted out .

### ***Tourism Investment Promotion***

As set out in TKZN's Tourism Strategy 2003 - 2006, TKZN developed an investment strategy for the province as well as a strong database of investor contacts.

As part of its efforts to secure investment into the province, TKZN facilitated two investor visits from the Netherlands and Indonesia. It is currently awaiting confirmation of intent from both parties.

The authority also facilitated private sector investment in 3 tourism projects through partnerships with the private and public sectors in 2003/4 viz. Hibberdene Spray Rock, Sibaya Lake Lodge and Wild Dog Estate.

TKZN is in the process of developing investment capacity through the appointment of an investment consortium that would be responsible for determining the viability of potential tourism investment projects, packaging and marketing such projects to possible investors. This would be undertaken in partnership with Trade and Investment KZN (TIK) and the Durban Investment Promotion Agency (DIPA).

In an effort to promote investment in the province, TKZN's 'How to' booklets provide potential tourism entrepreneurs and rural communities with appropriate and relevant information on the establishment of the following tourism facilities or services:

- B and Bs and guesthouses
- Tour operating business
- Tour guiding
- Game farm
- Cultural village
- Travel agency
- Community tourism office
- Restaurant, eating house and tavern
- Outdoor tourism signage
- A business plan
- Arts and craft markets

In the period under review TKZN printed and distributed 22 000 new editions in English and Zulu through CTOs and libraries in the province. In addition, TKZN undertook the development of a Zulu version of their website promoting the services of the product development division.

TKZN has also developed a 'How to establish an Adventure Tourism Establishment'.

### ***Small Business Support***

In its campaign to promote Black Economic Empowerment and transformation of the tourism industry, TKZN has continuously supported a number of black emerging

entrepreneurs involved in tourism during this financial year.

During the year under review much progress was made in the area of training and capacity building to ensure that communities and Black emerging SMMEs actively participate in the tourism industry. The skills audit on all projects implemented by TKZN in community areas and SMMEs supported by TKZN to determine the existing skills and the required skills for them to run businesses effectively. Based on the results of the skills audit training programmes that are suitable to the needs of communities and SMMEs have been designed. Applications for funding are being sent out to various institutions. A remarkable partnership was also created with the Development Bank of Southern Africa during the year under review in the field of training and capacity building when DBSA, through its Development Fund and Public Private Partnerships programme (PPP), made a grant of R900 000.00 for individuals from four community-based tourism projects implemented by TKZN to be trained on various tourism and hospitality courses. The individuals were from the following community projects:

- Isithumba Adventure Tourism – KwaXimba in the Valley of a 1000 Hills.
- Lilani Hot Springs – Mthembu-Sithole community within Umvoti Local and Umzinyathi District Municipalities.
- Ngome Community Game Reserve and Lodge – Ngome community within Umvoti Local and Umzinyathi District Municipalities.
- Emakhosini Lodge – Mpungose community within Ulundi Local and Zululand District Municipalities.

Tourism KwaZulu-Natal was appointed by DBSA to be the implementing agent for this training project and eighty four learners were trained. After the completion of training learners were issued with certificates. Further discussions are being held with DBSA to look into the possibilities of making more funds available to provide training to other projects as well.

Linked to this objective of transforming the tourism sector, the authority implemented an institutional and business support programme for the period under review.

This has resulted in the following:

- 8 SMMEs accommodation products being graded by the Tourism Grading Council, through TKZN intervention. The grading fees were also paid by TKZN.
- Seven SMME tour operators are now officially accredited by SATSA following assistance by TKZN.
- 23 SMME businesses have registered with the Durban Chamber of Commerce. Membership fees were paid by TKZN.

#### *Marketing Support*

TKZN provided marketing support to 110 emerging entrepreneurs through exhibition space at provincial, national and international trade shows, printing of marketing material and training. Most notably these include the following during the current period under review:

- Payment for the production costs of marketing material for 36 SMMEs at the JHB Getaway Show in September 2003
- Production of business cards and brochures for 35 SMMEs in all domestic and international shows
- Full sponsorship of an SMME exhibitor at WTM in the UK in November 2003
- The assistance of 27 SMMEs to exhibit their products at the Gauteng Tourism Fair
- The assistance of 5 SMMEs to exhibit their products at the ITB in Berlin in March 2003

#### **Route Development**

In keeping with the objective of developing tourism infrastructure that will complement and improve the existing tourism product mix, TKZN has, in the current review period, completed packaging of the following routes for investment and marketing opportunities:

#### *Sugar Route*

TKZN met with the SA Sugar Association and SA Cane Growers Association and agreed to develop a concept document. Work is currently proceeding on this document.

#### *Brew Route*

This project which was launched in 2002 is proceeding. The project made a successful second application to DEAT for the development of the Chapel at Ohlange Institution into an African Renaissance Media Centre, where Nelson Mandela cast his first vote in 1994.

Tenders for this project closed and an adjudication report was submitted to TKZN, while drawings were submitted to Amafa.

#### *King Shaka Cultural Route*

Together with the Ilembe District Council, KwaDukuza Local Council and the Department of Arts and Culture, TKZN has been involved in the development of the King Shaka Cultural Route. The project involved the upgrading of various memorial sites, museums and interpretive facilities showcasing the life of King Shaka. Phase 1, which involved the training of tour guides and cultural entertainers has been completed. Funding for phase 2 involving the development of an interpretive facility would be sought in the next financial year.

#### *Zulu Heritage Route*

TKZN has recently completed a study that spatially defined the Zulu Heritage Route. The study also identified product and infrastructure requirements for the route. Together with the District Councils, Ethekeeni Municipality and AMAFA funding would be sought to develop new products, upgrade existing products and provide the necessary infrastructure to promote and market the route.

## **Section 6: KwaZulu-Natal Tourism Authority's Annual Report 2003/2006**

### **Corporate Governance Strategy**

#### *Employment Costs*

TKZN continued to meet the deadline for paying staff salaries on time, as outlined in the Action plan. Prior to the finalisation of performance contracts the need to moderate these contracts became necessary to ensure consistency in target-setting and contract management across all departments. The moderation process which was undertaken by external consultants resulted in a delay in signing all performance contracts with staff. This delay had an adverse effect on the findings of the Human Resource audit which was undertaken whilst the moderation process was still underway.

Staff performance bonuses were paid by the given deadlines for both the September 2003 and March 2004 assessments.

#### *Human Resource Development and Training*

In its effort to facilitate the development and training of TKZN staff, TKZN has implemented a career development process based on performance and individual need. Employees discussed their needs in one-on-one interviews resulting in the attendance at training programmes by some staff members. In January 2004, a number of staff were awarded bursaries for study to enhance their careers. A Workplace Skills Programme will be mobilised in the next financial year. TKZN has also implemented a successful multi-skilling programme within the Corporate Services Unit.

#### *Operational Expenditure*

The organisation's operational expenditure continued to escalate over this reporting period. Management is in the process of implementing stronger controls over the expenditure across the organisation in an attempt to address the hiking costs and the non-compliance with policies and procedures that was brought to management's attention.

The audit periods had to be extended due to findings of non-compliance with policies and procedures, which in-turn led to an extended audit.

#### *Policy Review*

During this reporting period, the need to review TKZN's policies was highlighted during the audits undertaken as it became evident that in certain instances policies were inadequate.

The Board will complete the process of reviewing all policies and procedures in the new financial year.

#### *Risk Management and Internal Controls*

During the period under review, internal audits were undertaken on the Human Resources and Procurement policies and procedures.

The Procurement audit, in particular, yielded an unsatisfactory result in respect of compliance with policies and procedures and in some instances, inadequate internal controls .

A process of investigating cases of non-compliance and instituting appropriate interventions would be initiated by management in the new financial year. An external audit on the 2003/2004 financial year was undertaken by the Auditor- General and led to a qualified audit opinion.

Furthermore the same office began the process of auditing the poverty alleviation projects funds, in compliance with the requirements of donor agencies. This audit process would continue in the next financial year.

#### *The Board*

In terms of The KwaZulu-Natal Tourism Act, 1999, the Provincial Minister of Economic Development and Tourism appoints the Board after consultation with the Portfolio Committee. This legislation also allowed for the establishment of various Board Committees.

Board members for the period 2003/2004 are listed hereunder:

Ms. A Soni (Board Chairperson)

Mr. P Rutch (Board Deputy Chairperson)

Mr.V Mkize (Chairperson – Marketing Committee)

Mr. M Clark

Mr. S Mbatha

Ms. L. Pampallis

Mr. J Van Rooyen

Mr. A Gilbert

Mr. Mbatha

Mr K Mkhize (Chairperson – Development Committee)

Mr K Naidoo  
Ms B Shezi  
Mr I Tayob (Chairperson – Audit Committee)  
Mr K Harie  
Mr A Gooderson

During this reporting period the new Board and its Committees held meetings on the following dates:

11.06.2003, 23/24.04.2003

10.09.2003, 23/24.07.2003

8.12.2003, 22/23.10.2003

18.04.2004 28/29.01.2004

#### *Staffing*

The current financial year saw a number of important developments in the Corporate Governance of the authority .

By the 31st of March 2004, the staff complement of TKZN was 53 people.

*...the end*