

# AMAJUBA DISTRICT MUNICIPALITY TOURISM STRATEGY

## FINAL STRATEGY – JULY 2025

*"A tourism strategy is a comprehensive plan designed to guide the development, promotion, and management of tourism within a specific region or destination. It aligns tourism activities with broader economic, social, cultural, and environmental goals to ensure sustainable growth and positive impact".*



## LIST OF ACRONYMS

<b>ADM</b>	AMAJUBA DISTRICT MUNICIPALITY
<b>CBD</b>	CENTRAL BUSINESS DISTRICT
<b>CBT</b>	COMMUNITY BASED TOURISM
<b>COGTA</b>	COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
<b>DLM</b>	DANNHAUSER LOCAL MUNICIPALITY
<b>DM</b>	DISTRICT MUNICIPALITY
<b>DOT</b>	DEPARTMENT OF TRANSPORT
<b>EDTEA</b>	ECONOMIC DEVELOPMENT, TOURISM & ENVIRONMENTAL AFFAIRS
<b>ELM</b>	EMADLANGENI LOCAL MUNICIPALITY
<b>FY</b>	FINANCIAL YEAR
<b>GDP</b>	GROSS DOMESTIC PRODUCT
<b>GIS</b>	GEOGRAPHIC INFORMATION SYSTEMS
<b>GVA</b>	GROSS VALUE ADDED
<b>IDP</b>	INTEGRATED DEVELOPMENT PLAN
<b>KZN</b>	KWAZULU NATAL
<b>KZNTFA</b>	KWAZULU NATAL TOURISM AND FILM AUTHORITY
<b>LED</b>	LOCAL ECONOMIC DEVELOPMENT
<b>LM</b>	LOCAL MUNICIPALITY
<b>LUM</b>	LAND USE MANAGEMENT
<b>LUS</b>	LAND USE SCHEME
<b>NDP</b>	NATIONAL DEVELOPMENT PLAN
<b>NGO</b>	NON-GOVERNMENTAL ORGANISATION
<b>NLM</b>	NEWCASTLE LOCAL MUNICIPALITY
<b>PGDP</b>	PROVINCIAL GROWTH AND DEVELOPMENT PLAN
<b>PGDS</b>	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

<b>SANRAL</b>	SOUTH AFRICAN NATIONAL ROADS AGENCY LIMITED
<b>SDF</b>	SPATIAL DEVELOPMENT FRAMEWORK
<b>SEO</b>	SEARCH ENGINE OPTIMISATION
<b>SMME</b>	SMALL MICRO, MEDIUM ENTERPRISES
<b>SPV</b>	SPECIAL PURPOSE VEHICLE
<b>TIKZN</b>	TRADE & INVESTMENT KWAZULU NATAL
<b>TR</b>	TRANSFERRED REDISTRIBUTION
<b>WSA</b>	WATER SERVICES AUTHORITY

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# INTRODUCTION

# 1. INTRODUCTION

## 1.1. EXECUTIVE SUMMARY

The Amajuba District Municipality Tourism Strategy presents a comprehensive and ambitious plan to position tourism as a central pillar of economic development in the region. The strategy is designed to align tourism activities with broader economic, social, cultural, and environmental goals, ensuring sustainable growth and inclusive development. At its core, the strategy aims to increase tourist volumes, extend average stays, reduce seasonality, and improve the district's competitiveness in the tourism sector.

To achieve this, the municipality has identified several catalytic projects, including the privatization of municipal tourism assets, strategic brand repositioning, infrastructure upgrades, and the development of tourism products that reflect Amajuba's rich cultural heritage and natural landscapes. Collaboration is emphasized throughout the strategy, with strong partnerships envisioned across all spheres of government, local communities, tourism associations, and private sector actors.

### 1.1.1. THE POLICY FRAMEWORK

The policy framework underpinning the strategy draws from national, provincial, and local legislation and development plans. Key national policies include the following:

- Tourism White Paper (1996), the Tourism Act (2014)
- National Tourism Sector Strategy (NTSS) 2016–2026
- National Development Plan (NDP)
- South African Tourism (SAT) 5-in-5 Growth Strategy.

At the provincial level the following development policies are identified:

- KwaZulu-Natal Tourism Act (1996)
- White Paper on Tourism Development and Promotion, and the
- Provincial Growth and Development Strategy (PGDS)

In terms of local developmental policy, the following has been identified:

- Amajuba District Municipality Integrated Development Plan (IDP)
- Local Economic Development Plan (LED)

These serve as the foundational documents for tourism planning and implementation.

### 1.1.2. THE SITUATIONAL ANALYSIS & STATUS QUO

A detailed situational analysis reveals that Newcastle is the district's economic hub, with significant contributions from manufacturing, trade, finance, mining, and transport. The tourism analysis highlights trends in domestic and international travel, with data on the number of trips by purpose, bed nights, and tourism's contribution to GDP.

Socioeconomic indicators show a youthful population, with 65.3% of residents in the working-age group, and a steady population growth trajectory. However, challenges such as income inequality, high poverty levels, and uneven access to education persist, particularly in Newcastle. The strategy positions tourism as a tool to address these challenges by creating jobs, supporting local businesses, and redistributing income.

#### 1.1.2.1. CHALLENGES & OPPORTUNITIES

##### Opportunities:

- Newcastle's economic prominence within KwaZulu-Natal and its central location between KZN, the Free State, and Gauteng positions it as a strategic hub for:
  - High volumes of business travel
  - Significant attendance at events (sporting, cultural, and others)
- The district's existing expertise, infrastructure, and natural assets present strong potential for niche tourism development, including:
  - Arts and culture (with a focus on music)
  - Sports tourism
  - Heritage and battlefield tourism
  - Avi-tourism
  - Adventure tourism in the mountainous terrain
- The development of Vulintaba, a luxury lifestyle resort in the Drakensberg Foothills, could serve as a flagship attraction for the region.
- Planned upgrades to the N11 highway and Newcastle Airport are expected to enhance regional connectivity.
- The district benefits from an engaged community and an active District Tourism Forum.

##### Challenges:

- There is a notable absence of tourism information centres in Newcastle and across the district.
- Road infrastructure is currently inadequate, with major construction on the N11, deterioration of the R34, and the D96 remaining untarred. Additionally, the N3's routing causes most traffic to bypass Newcastle.

- Many niche attractions and nature reserves require maintenance and upgrades.
- There is a shortage of dedicated tourism personnel in Dannhauser and Emadlangeni municipalities, and Newcastle lacks a Community Tourism Organisation (CTO).
- The district lacks a cohesive marketing and promotional strategy, resulting in:
  - A poor public image of Newcastle and limited awareness of Dannhauser and Emadlangeni
  - Declining interest in niche tourism offerings
- Dannhauser, Emadlangeni, and local SMMEs are often excluded due to low demand and visibility.

#### 1.1.3. COMPARATIVE & COMPETITIVE ADVANTAGES

Amajuba's comparative and competitive advantages are rooted in its diverse economic structure, well-developed infrastructure, and rich tourism-related assets. The district boasts a variety of natural attractions, including protected areas like Ncandu and Chelmsford Nature Reserves, and scenic dams such as Ntshingwayo and Tom Worthington. Historical and heritage sites, including Fort Amiel, Majuba Battlefield, and O'Neil's Cottage, offer significant potential for cultural tourism. The district also hosts numerous events and festivals, such as the Newcastle Winter Festival and the Ntshingwayo Challenge, which draw large crowds and contribute to the local economy. A detailed inventory of tourism attractions across Newcastle, eMadlangeni, and Dannhauser highlights the breadth and depth of the district's tourism offerings.

#### 1.1.4. INFRASTRUCTURE DEVELOPMENT

Infrastructure development is a key focus of the strategy. Road infrastructure assessments identify critical routes that require upgrades to improve access to tourism nodes. Reliable water and electricity supply, managed by uThukela

Water and Eskom respectively, are essential for tourism growth. High internet connectivity, with 94% of dwellings having access, supports digital tourism initiatives and enhances the visitor experience. The strategy outlines specific road infrastructure projects, detailing immediate repair actions, long-term improvement suggestions, and budget requirements.

### 1.1.5. THE STRATEGY'S GOALS & OBJECTIVES

#### 1.1.5.1. DEVELOPMENT VISION & MISISON

The vision was developed based on meetings and engagements with municipal structures and local businesses. The vision this came as a result of the views of significant stakeholders such as the community, businesses owners, and public sector structures (provincially and locally). Thus, the vision is:

**"To position Amajuba District as a premier, privately driven tourism destination by fostering inclusive growth, sustainable development, and a supportive public sector that enables innovation, investment, and community empowerment."**

The strategy's goals and objectives are structured around six pillars: facilitating private sector investment, strengthening institutional and regulatory support, building infrastructure and enabling access, promoting destination marketing and branding, empowering local communities and SMMEs, and ensuring sustainability and resilience. These goals are operationalized through 21 strategic thrusts, each addressing a specific aspect of tourism development. Notable thrusts include tapping into the content creator economy, focused land use management, enhancing tourism-supporting infrastructure, bolstering adventure and sporting tourism, promoting community-based tourism through land reform programs, and developing tourism-oriented skills.

The strategy also emphasizes the importance of township tourism, drawing lessons from successful models in Gugulethu and Langa. It proposes

revitalizing township routes with curated experiences and advance bookings to ensure consistent tourist flow. The privatization of tourism assets is another key thrust, with plans to lease public facilities to private operators and establish a Special Purpose Vehicle (SPV) for managing public-private partnerships. Business and leisure tourism are integrated through the development of MICE infrastructure and curated travel packages that combine professional engagements with leisure experiences.

Film-tourism integration is proposed through partnerships with KZNTFA and Mzansi Magic, the development of a Township Film-Tourism Corridor, and support for local content creators. School sports tourism is promoted through the privatization of sporting facilities, the establishment of an annual school sports calendar, and the development of custom travel packages. The strategy also includes plans for a water park at Ntshingwayo Dam, leveraging the district's inland location to create a unique recreational destination.

Digital transformation and smart tourism integration are central to the strategy, with proposals for smart visitor infrastructure, immersive technologies, AI-enhanced services, and data-driven planning. Regional cross-border tourism corridors are envisioned to connect Amajuba with neighbouring districts, fostering multi-day itineraries and shared infrastructure planning. Youth tourism innovation hubs and labs are proposed to nurture local talent and entrepreneurship, while climate-adaptive eco-experiences aim to align tourism development with global sustainability goals.

The Amajuba Beauty Trail is introduced as a unique initiative to position Newcastle and the wider district as a destination for wellness, beauty heritage, and township entrepreneurship. This trail integrates local salons, spas, traditional beauty practices, and product brands into immersive tourism experiences, contributing to the district's brand repositioning as "The Cultural Heartbeat of KwaZulu-Natal." The brand is anchored on core pillars such as cultural heritage, authentic township life, culinary tourism, creative economy, vibrant entertainment, and sports and adventure.

Marketing strategies include digital platforms, content marketing, events, and festivals, targeting segments such as nature enthusiasts, cultural tourists, eco-tourists, business travelers, and leisure tourists. The strategy sets clear marketing objectives, including increasing tourist numbers, enhancing visibility, promoting sustainable practices, improving infrastructure, and fostering partnerships.

### 1.1.6. THE INSTITUTIONAL ARRANGEMENTS

Institutional arrangements are addressed through the establishment of a dedicated tourism office, the creation of a Tourism Development Facilitation Unit, and the institutionalization of Community Tourism Organizations (CTOs) and Local Tourism Forums (LTFs). A Tourism Enterprise Support Fund is proposed to assist local SMMEs, and a robust monitoring and evaluation framework is outlined to track progress and ensure accountability. Below is the proposed institutional structure for the Amajuba District Municipality Tourism Section:

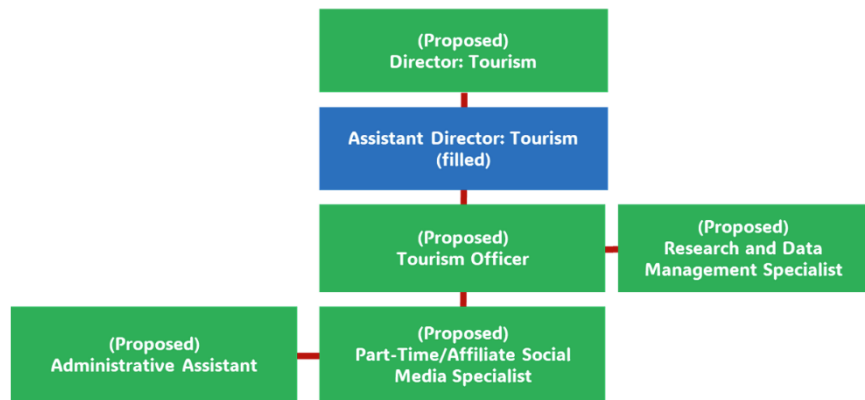


FIGURE 1: PROPOSED INSTITUTIONAL STRUCTURE

To further ensure the employment of PPPs is the development of the tourism sector, a Special Purpose Vehicle has been proposed, the structure of which is outlined below:

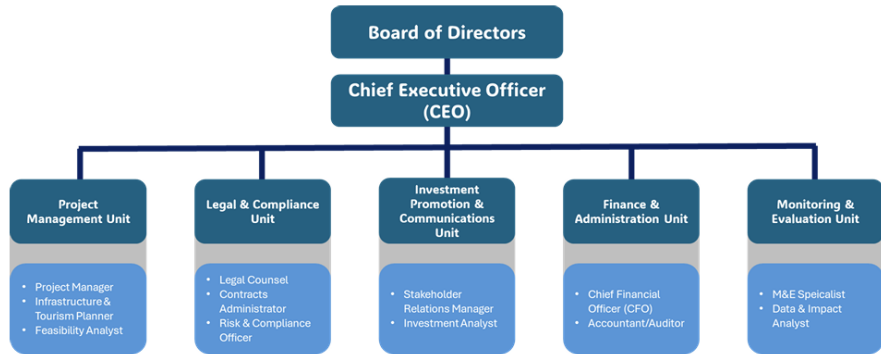


FIGURE 2: PROPOSED SPV STRUCTURE

### 1.1.7. THE IMPLEMENTATION PLAN

The strategy concludes with a detailed implementation plan, prioritizing short-term, medium-term, and long-term projects. Key performance indicators (KPIs) are defined for each initiative, with regular monitoring and evaluation to assess outcomes and inform future planning. Priority projects have been identified that could be ready for funding in the coming months, to boost the tourism sector and thus bolster the overall economic development of the district. These projects have been referred to below:

#### 1.1.7.1. PRIORITY PROJECTS

**AMAJUBA WATER PARKS PROGRAMME:** The Amajuba Water Parks Programme outlines a transformative initiative to develop three state-of-the-art water parks in the Newcastle, Dannhauser, and Emadlangeni municipalities of KwaZulu-Natal. Anchored in inclusive economic development, the programme aims to address spatial inequality, youth unemployment, and the lack of



recreational infrastructure in underserved communities. Each park will feature wave pools, water slides, splash zones, picnic areas, and eco-friendly systems, serving as both leisure destinations and catalysts for tourism and job creation. The plan details a phased implementation strategy, robust governance structures, and a public-private partnership model to ensure sustainability. With a projected capital investment of R450 million and the potential to create over 1,400 jobs across construction and operations, the programme aligns with national and provincial development goals.

It incorporates lessons from successful case studies like uShaka Marine World and the Wild Coast Resort, emphasizing community engagement, environmental stewardship, and financial viability. Ultimately, the initiative seeks to position Amajuba as a regional tourism hub while fostering social cohesion, local enterprise development, and long-term economic resilience.

**DAMS REVITALISATION PROJECT:** The Amajuba Dams Revitalisation Project is a comprehensive strategy to transform five key dams—Ntshingwayo, Balele Game Park, Zaaioek, Amcor, Tweediedale, and Tom Worthington—into vibrant eco-tourism, recreational, and community development hubs within the Amajuba District Municipality. The plan addresses the current underutilization and infrastructure decay of these sites, proposing upgrades such as new chalets, campsites, water parks, birding facilities, sports fields, and event venues. It emphasizes environmental restoration, including dam wall repairs, dredging, and invasive species removal, alongside community empowerment through job creation, skills development, and support for local SMMEs.

The programme is structured around six pillars: environmental rehabilitation, tourism infrastructure, cultural heritage, community development, marketing and branding, and governance. Financial projections estimate multi-million-rand investments per site, with phased implementation over three to five years. The plan aligns with national and provincial development frameworks and includes detailed risk assessments, stakeholder engagement strategies, and

sustainability models. Ultimately, it aims to position Amajuba as a leading inland tourism destination, fostering inclusive growth, environmental stewardship, and long-term economic resilience.

**SIGNAGE MAINTENANCE PROGRAMME:** The Signage Maintenance Programme for the Amajuba District Municipality is a strategic initiative to enhance tourism accessibility and infrastructure across the municipalities of Dannhauser, eMadlangeni, and Newcastle. The programme aims to audit, upgrade, standardize, and maintain directional and informational signage to improve navigation for visitors, promote local attractions, and support economic development. It includes four key projects: signage audit, design and standardization, installation and upgrades, and long-term maintenance and monitoring.

The plan emphasizes stakeholder collaboration, including municipal departments, tourism operators, community organizations, and private sector partners. With an estimated budget of R30 million, funded through a mix of NDPG grants, municipal allocations, and public-private partnerships, the programme is designed for phased implementation over 24 months. It aligns with national and provincial tourism strategies, supports township regeneration, and integrates digital technologies for signage tracking and visitor engagement. The plan also includes detailed financial feasibility, risk management, and sustainability strategies to ensure long-term impact and resilience.

**AMAJUBA BRAND REPOSITIONING PROGRAMME:** The Brand Repositioning Business Plan for the Amajuba District Municipality outlines a comprehensive five-year strategy to transform Amajuba into a vibrant, inclusive, and competitive tourism destination in KwaZulu-Natal, South Africa.

The plan focuses on leveraging the district's rich cultural heritage, historical battlefields, natural landscapes, and township vibrancy to stimulate economic growth, create jobs, and empower local communities. Key components include



infrastructure upgrades, heritage and eco-tourism development, cultural tourism promotion, digital marketing, and capacity building for local tourism operators. With an estimated budget of R150 million, the programme is structured into phased projects supported by national, provincial, and municipal funding, as well as private sector and donor contributions. It emphasizes community participation, sustainability, and alignment with broader development frameworks such as the IDP, PGDS, and District Development Model. The plan also includes detailed financial feasibility, risk management, and monitoring mechanisms to ensure long-term impact and resilience.

#### 1.1.7.2. STRATEGIC PROJECTS

##### Privatisation of the Tourism Sector

Projects involve issuing expressions of interest to lease various tourism-related facilities for 10 years, including:

- Newcastle Swimming Pool
- Arbor Park Sports Ground
- Utrecht Sports Ground
- Leeukop Chalet (Ntshingwayo Dam)
- Utrecht Balele Municipal Caravan Park
- Club 35 Balele Game Reserve
- Charl Mari Resort (Tom Worthington Dam)

Additional initiatives include:

- Development of yachting infrastructure at Shepstone Lake, Ntshingwayo Dam, and Tom Worthington Dam
- Proposal for a water park development in the district

##### Marketing – Tourism Growth and Development

Key marketing and promotional initiatives:

- Feasibility study for mining tourism in Dannhauser
- Development of tourism packages for businesses, schools, and sports clubs
- Promotion of MICE (Meetings, Incentives, Conferences, and Exhibitions) venues
- Refurbishment and relocation of tourism information centres in Newcastle and Utrecht
- Creation of an “Amajuba Experience” website and social media marketing programme
- Brand repositioning for the district
- Development and maintenance of social media accounts (TikTok, Instagram, Facebook, WhatsApp)
- Promotion of influencer familiarisation trips to local tourism hotspots

##### Product Development and Planning

Strategic development projects include:

- Establishment of a district events strategy with five new large events
- Implementation of the SiVest 2005 Battlefields infrastructure upgrade plan
- Revitalisation of five dams across Amajuba
- Expansion and relocation of the Carnegie Art Gallery
- Lobbying for grants to upgrade Newcastle Airport

##### People in Tourism

Institutional and budgetary improvements:

- Increase tourism budgets at local municipalities
- Lobby for dedicated tourism officials in Dannhauser and Utrecht
- Improve operation and buy-in for the Amajuba Tourism Forum

## Skills Development

Capacity-building initiatives:

- Launch of tourism-oriented bursary programmes
- Implementation of a local employment rebate policy for temporary accommodation establishments

## Tourism-Focused Land Use Management

Planning and policy development:

- Creation of a tourism-oriented land use scheme policy

## Tourism Supporting Infrastructure

Infrastructure and policy support:

- Formal agreements with telecom companies for joint investment
- Subsidy programme for telecom infrastructure
- Streamlining of land use permit approval processes

## Adventure and Sports Tourism

Adventure tourism initiatives:

- Feasibility study and business plan for the Ntshingwayo Dam Mile (similar to the Midmar Mile)
- Planning and development of biking trails

## Development, Upgrading and Maintenance of Strategic Tourism Infrastructure

Extensive infrastructure upgrades:

- Dams: Ntshingwayo, Tom Worthington, Tweediedale, Balele Game Park, Zaaihoek, Amcor

- Heritage sites: Fort Amiel, Blood River Poort, O'Neils Cottage, Schuinshoogte, Majuba, Lang's Nek, Historical Utrecht & Old Parsonage Museum
- Roads: Multiple provincial and district roads across the district (e.g., P205, P210, P34, P37, P40, P41, P213, P270, etc.)

### 1.1.7.3. SPATIAL LOCATION OF PROJECTS

Below are maps depicting the spatial location of projects in the municipality. These projects have been proposed based on the status quo and baseline studies, as well as engagements with municipal, provincial and local business structures.





xley Ka Isaka Seme



## AMAJUBA DISTRICT TOURISM STRATEGY

### Implementation Plan

#### Legend

- Project
- River
- Railway
- National Road
- Provincial Road
- Dam
- Settlement
- Cadastral

NO.	PROJECT NAME
1	Express of interest to lease Newcastle Swimming Pool for 10 Years (Erf 8163 Newcastle)
2	Expression of interest to lease Arbor Park Sports Ground for 10 Years (Erf 2875 Newcastle)
3	Expression of interest to lease Utrecht Sports Ground for 10 Years (Erf 1737 Utrecht)
4	Expression of interest to lease the Leeukop Chalet, Ntshingwayo Dam (Erf 7537 River-BankB) for a period of 10 Years
5	Expression of interest to lease the Utrecht Balele Municipal Caravan Park for 10 Years
6	Expression of interest to lease the Club 35 Balele Game Reserve for 10 Years
7	Expression of interest to lease the Charl Mari Resort (Tom Worthington Dam, Erf 86 HattingSpruit) for 10 Years
8	Development of Yachting Infrastructure and Programmes in Shepstone Lake
9	Development of Yachting Infrastructure and Programmes in Ntshingwayo Dam
10	Development of Yachting Infrastructure and Programmes in Tom Worthington Dam
11	Development of the Amcor Dam Water Park
12	Feasibility study for Mining Tourism in Dannhauser (Spring Lake Colliery)
13	Feasibility study for Mining Tourism in Dannhauser (Durnacol)
14	Revitalisation of Ntshingwayo Dam
15	Revitalisation of Tom Worthington Dam
16	Revitalisation of the Balele Game Park Dam
17	Revitalisation of the Zaalhoek Dam
18	Upgrading and maintenance of Fort Amiel
19	Upgrading and maintenance of the Blood River Poort Battlefield
20	Upgrading and maintenance of O'Neils Cottage
21	Upgrading and maintenance of Schuinshoogte Battlefield R Botha's Pass Battlefield
22	Upgrading and maintenance of the Majuba Battlefield
23	Upgrading and maintenance of Lang's Nek Battlefield
24	Upgrading and maintenance of the Historical Utrecht & Old Parsonage Museum 1888

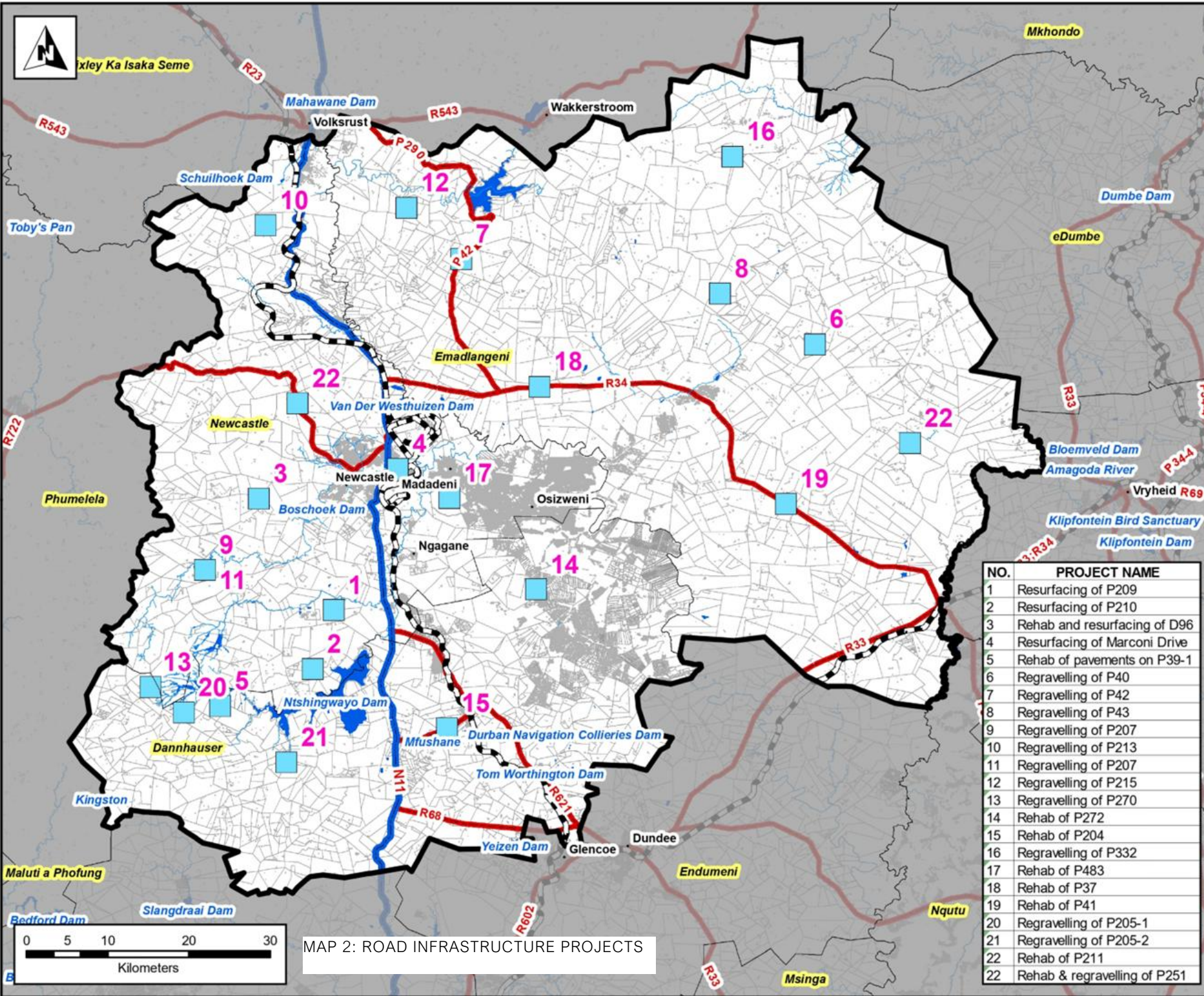
MAP 1: IMPLEMENTATION PLAN







ixley Ka Isaka Seme



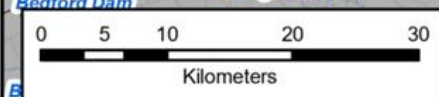
## AMAJUBA DISTRICT TOURISM STRATEGY

### Road Infrastructure Projects

#### Legend

- Project
- River
- Railway
- National Road
- Provincial Road
- Dam
- Settlement
- Cadastral

NO.	PROJECT NAME
1	Resurfacing of P209
2	Resurfacing of P210
3	Rehab and resurfacing of D96
4	Resurfacing of Marconi Drive
5	Rehab of pavements on P39-1
6	Regravelling of P40
7	Regravelling of P42
8	Regravelling of P43
9	Regravelling of P207
10	Regravelling of P213
11	Regravelling of P207
12	Regravelling of P215
13	Regravelling of P270
14	Rehab of P272
15	Rehab of P204
16	Regravelling of P332
17	Rehab of P483
18	Rehab of P37
19	Rehab of P41
20	Regravelling of P205-1
21	Regravelling of P205-2
22	Rehab of P211
22	Rehab & regravelling of P251



MAP 2: ROAD INFRASTRUCTURE PROJECTS







Dr Pixley Ka Isaka Seme



## AMAJUBA DISTRICT MUNICIPALITY TOURISM STRATEGY

Amajuba Water Parks  
Programme

### Legend

- Water Park
- NFEPA River
- Railway
- National Road
- Provincial Road
- Dam
- Protected Area
- Cadastral
- Settlement

DATA SOURCES:  
Roads: SANRAL, DOT  
Places: COGTA  
Admin Boundaries: MDB  
Enviro Data: DFFE, SANBI  
Railway: PRASA  
Social Facilities: DOE, DOH, DPW, DWS



MAP 3: AMAJUBE WATER PARKS PROGRAMME

## 1.1.8. TOURISM TARGETS

TABLE 1: TOURISM TARGETS

TOURISM TARGET	DESCRIPTION	MONITORING METHOD
<b>Increase Tourist Arrivals</b>	Achieve a 20% annual increase in domestic and international visitors	<ul style="list-style-type: none"> <li>- Visitor statistics from accommodation providers</li> <li>- Border and airport entry data</li> <li>- Surveys at major attractions</li> </ul>
<b>Boost Tourism Revenue</b>	Increase annual tourism-related income across the district	<ul style="list-style-type: none"> <li>- Financial reports from tourism businesses</li> <li>- Municipal revenue from tourism taxes and fees</li> <li>- Annual tourism economic impact assessments</li> </ul>
<b>Expand Township Tourism</b>	Increase participation in township tours and cultural experiences	<ul style="list-style-type: none"> <li>- Booking data from tour operators</li> <li>- Visitor feedback surveys</li> <li>- Number of township-based tourism enterprises</li> </ul>
<b>Develop Adventure &amp; Sporting Tourism</b>	Launch and grow events like the Ntshingwayo Dam Mile and biking trails	<ul style="list-style-type: none"> <li>- Event attendance records</li> <li>- Participant registration data</li> <li>- Revenue generated from events</li> </ul>
<b>Improve Tourism Infrastructure</b>	Upgrade roads, signage, and facilities at key tourism sites	<ul style="list-style-type: none"> <li>- Infrastructure audit reports</li> <li>- Maintenance logs</li> <li>- Visitor satisfaction surveys</li> </ul>
<b>Promote Sustainable Tourism</b>	Implement eco-certification and climate-adaptive infrastructure	<ul style="list-style-type: none"> <li>- Number of certified eco-tourism businesses</li> <li>- Environmental impact assessments</li> <li>- Sustainability metrics (e.g., waste reduction, energy use)</li> </ul>
<b>Empower Local Communities &amp; SMMEs</b>	Increase number of community-based tourism enterprises and jobs	<ul style="list-style-type: none"> <li>- SMME registry and performance tracking</li> <li>- Employment statistics</li> <li>- Training and mentorship program participation</li> </ul>



TOURISM TARGET	DESCRIPTION	MONITORING METHOD
<b>Enhance Digital Presence</b>	Launch smart tourism tools and improve online visibility	<ul style="list-style-type: none"> <li>- Website analytics (traffic, engagement)</li> <li>- Social media metrics (followers, reach)</li> <li>- App downloads and usage statistics</li> </ul>
<b>Host Annual Tourism Events</b>	Establish signature events like the Amajuba Tourism Investment Summit	<ul style="list-style-type: none"> <li>- Event attendance and stakeholder participation</li> <li>- Media coverage and social media engagement</li> <li>- Post-event evaluation reports</li> </ul>
<b>Integrate Tourism into IDP &amp; LED</b>	Institutionalize tourism in municipal planning and budgeting	<ul style="list-style-type: none"> <li>- Inclusion in IDP and LED documents</li> <li>- Budget allocations for tourism</li> <li>- Performance Management System (PMS) indicators</li> </ul>

### 1.1.9. PROJECT BUSINESS PLANS

In an effort to fully realise the implementation of the identified projects, business plans have been developed for each significant priority project with budgets and funding arrangements. The strategy has the following business plans:

- Amajuba Brand Repositioning Business Plan
- Signage and Maintenance Business Plan
- Dams Revitalisation Business Plan
- Water Parks Development Business Plan

### 1.2. PROJECT BACKGROUND

South Africa's scenic beauty, magnificent outdoors, sunny climate, cultural diversity, and reputation for value for money have made it a top leisure and business travel destination. Tourism is critical to our economy, contributing positively through foreign exchange and sustaining 700,000 direct jobs. The sector supports over 1.5 million direct and indirect jobs and adds about 9% to our GDP. Tourism growth enhances economic transformation prospects across various sectors like agriculture, manufacturing, and transport.

Tourism also aligns with the National Development Plan's goals of employment, equality, and poverty eradication. Although domestic tourism has declined in recent years due to overall economic conditions, it is expected to stabilize and grow with economic recovery plans and interventions. Our mandate is to grow tourism to boost its economic contribution. This requires a collaborative approach with government, business, and communities, with national government playing a key role in removing growth barriers and coordinating multi-stakeholder interventions. Radical Socio-Economic Transformation principles ensure inclusive growth and meaningful participation, spreading the benefits of a resilient tourism sector.

### 1.3. PURPOSE OF THE REPORT

The purpose of developing the Tourism Strategy is to improve the lives of the people of Amajuba through inclusive economic growth in tourism. The Constitution recognizes local government as one of the three fundamental spheres of government (in Section 151 – 164) and provides for the allocation of powers and functions in sections and Parts B of Schedules 4 and 5. “Local tourism” is explicitly defined as a function of local authorities within the Constitution.

In the context of ‘developmental local government’, the ‘local tourism’ function of municipalities must be interpreted as ‘developmental tourism at a local level’. Developmental tourism is the process through which partners from the public, business, labour, and civic sectors work together to identify, utilize, and harness location-specific resources to grow and transform the economy in specific local areas.

To implement programmes and projects that build on and showcase opportunities and/or address economic empowerment constraints. The aim of developmental tourism is to increase local incomes and create job opportunities by enhancing the community’s ability to create enterprises.

The Amajuba District Municipality has a comprehensive and strategic role as the public sector organisation for delivering developmental tourism in the Municipality so that its communities get maximum economic benefits – hence improving their quality of life.

### 1.4. OBJECTIVES OF THE PROJECT

The Amajuba District Municipality Tourism Strategy review is developed within the framework of specific objectives:

- To establish and expand a vibrant and sought-after destination brand.



- To promote Amajuba District Municipality as a premier South African tourism destination by increasing market share, visitor numbers, length of stay, and spending. Additionally, to broaden the geographical spread and reduce seasonality.
- To package and develop tourism products and experiences in line with the brand to foster tourism growth. To accelerate the transformation of the tourism industry to benefit all communities, promote training for tourism product owners and start-ups, and diversify products and attractions through effective packaging.
- To ensure that services rendered comply with the prescribed standards.
- To establish active marketing partnerships and secure the buy-in and participation of all tourism stakeholders, including political leaders at local, district, and provincial levels, local tourism associations, the private sector, and the local community.

### 1.5. PROJECT LOCALITY

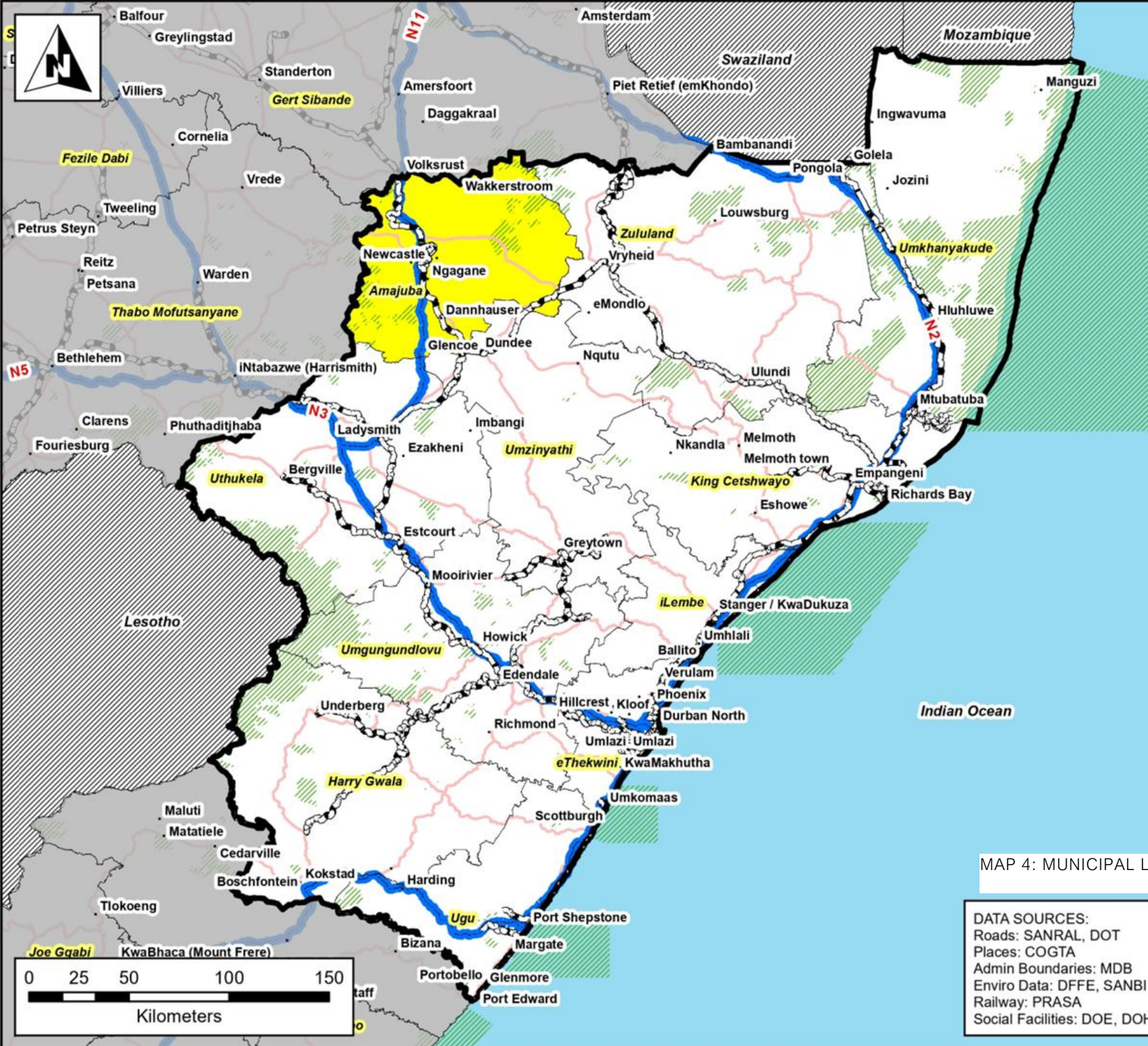
The Amajuba District Municipality is situated in the north-western corner of KwaZulu-Natal (KZN) province in South Africa. This strategic locality positions the district as an essential gateway between KZN and neighbouring provinces such as Mpumalanga and the Free State, and it also shares a border with the Kingdom of Eswatini. Amajuba District is composed of three local municipalities: Newcastle, Dannhauser, and eMadlangeni. Newcastle, being the largest and most urbanized of the three, serves as the economic hub of the district, offering a mix of industrial, commercial, and residential developments. Dannhauser is characterized by its rural landscape and agricultural activities, while eMadlangeni is known for its scenic beauty, including the Drakensberg Mountain Range, and its focus on eco-tourism.

Accessibility to Amajuba District is facilitated by a network of major national and provincial roads. The N11 national road is the primary route that traverses

the district, connecting it to major economic nodes within and beyond KZN. This road runs from Ladysmith in the south, through Newcastle, and continues northwards towards the border of Mpumalanga province, ultimately linking to the N4, which provides access to Gauteng, the economic heartland of South Africa. Additionally, the R34 provincial road plays a critical role in enhancing connectivity within the district. It stretches from Utrecht in the west, through Newcastle, and heads eastward towards Vryheid and eventually Empangeni on the Indian Ocean coast. These roads not only facilitate the movement of goods and services but also promote tourism by providing easy access to various attractions within the district.

The strategic location of Amajuba District, coupled with its well-developed road infrastructure, positions it as a significant player in regional economic development. The presence of major roads like the N11 and R34 enables seamless integration with key economic hubs, thereby enhancing trade, investment, and tourism opportunities. This connectivity is further bolstered by the district's proximity to major transport corridors, such as the Durban-Gauteng Corridor, which is vital for freight and logistics. As a result, Amajuba District benefits from both intra-provincial and inter-provincial economic linkages, driving growth and development across multiple sectors.

District's locality and robust road infrastructure make it a pivotal area for economic activities in KwaZulu-Natal and beyond. The district's integration with major national and provincial roads enhances its accessibility and connectivity, fostering economic growth and development. The presence of three distinct local municipalities within the district, each with its unique characteristics and contributions, further underscores the diversity and potential of Amajuba as a dynamic and thriving region. With ongoing infrastructural improvements and strategic initiatives, Amajuba District Municipality is poised to continue playing a crucial role in the broader economic landscape of South Africa.

**AMAJUBA DISTRICT  
MUNICIPALITY  
TOURISM STRATEGY**

Municipal Locality

### Legend

-  Railway  
 National Road  
 Provincial Road  
 Protected Area  
 Amajuba

MAP 4: MUNICIPAL LOCALITY

DATA SOURCES:  
Roads: SANRAL, DOT  
Places: COGTA  
Admin Boundaries: MDB  
Enviro Data: DFFE, SANBI  
Railway: PRASA  
Social Facilities: DOE, DOH, DPW, DWS







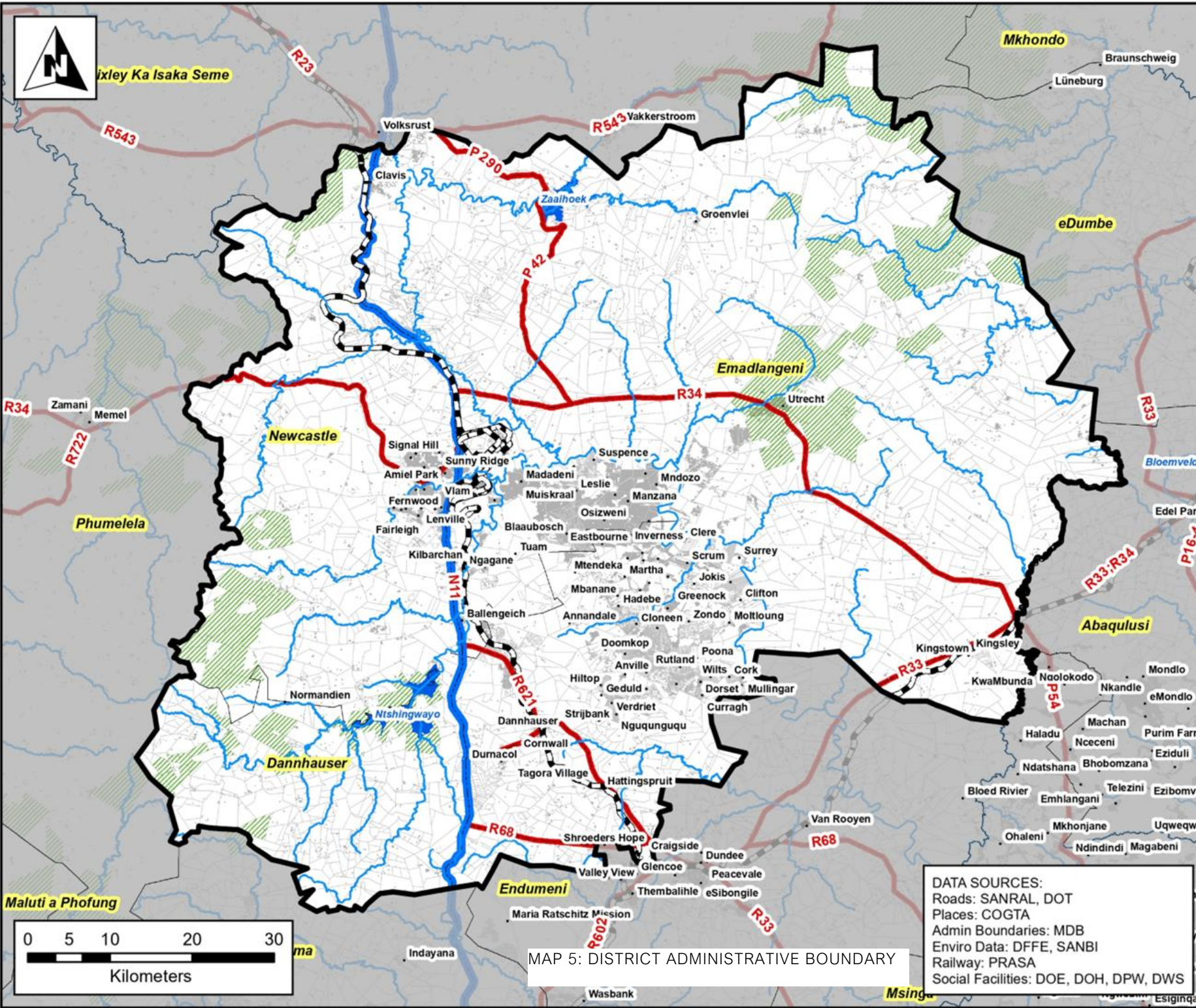
## AMAJUBA DISTRICT MUNICIPALITY TOURISM STRATEGY

Municipal Locality

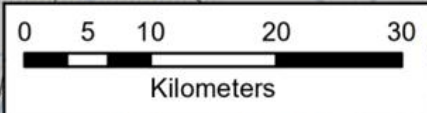
### Legend

- NFEPA River
- Railway
- National Road
- Provincial Road
- Dam
- Protected Area
- Cadastral
- Settlement

DATA SOURCES:  
Roads: SANRAL, DOT  
Places: COGTA  
Admin Boundaries: MDB  
Enviro Data: DFFE, SANBI  
Railway: PRASA  
Social Facilities: DOE, DOH, DPW, DWS



MAP 5: DISTRICT ADMINISTRATIVE BOUNDARY







# **POLICY DEVELOPMENT FRAMEWORK**

## 2. POLICY DEVELOPMENT FRAMEWORK

This section provides a summary of all the relevant and appropriate national, provincial, district, and local economic development and tourism-related legislation, policies, and strategies of the KwaZulu-Natal Province. These policies guide responsible and sustainable tourism objectives that aim to not only expand the tourism sector but also to ensure economic growth and better quality of life for those who form part of it. It is imperative that tourism-focused strategies align with these policies so that the objectives can be carried out successfully.

### 2.1. NATIONAL REGULATORY FRAMEWORK FOR TOURISM DEVELOPMENT

Numerous national policies influence tourism development. Each policy considers the economic growth potential of tourism as a sector and includes provisions for its development and promotion. These national policies take into account international changes, enabling the tourism sector to adapt and evolve in response to global developments.

#### 2.1.1. TOURISM WHITE PAPER, 1996 AND THE TOURISM ACT, 2014 (ACT 3 OF 2014)

The Tourism White Paper identifies tourism as a key driver of economic growth. The primary aim of this policy is to outline the guiding principles for tourism development. It asserts that tourism will support the government's economic, social, and environmental goals and policies. The guiding principles for tourism include:

- Tourism will be underpinned by sustainable environmental practices.

- Tourism depends on the establishment of cooperation and close partnerships among key stakeholders.
- Effective community involvement will form the basis of tourism.
- Tourism will be private sector driven.

The Tourism Act (No. 3 of 2014) provides for the development and promotion of sustainable tourism for the social, economic, and environmental benefits of South African citizens. The Act highlights objectives such as:

- Promotion of responsible tourism practices.
- Promotion of quality products and services.
- Promotion of economic growth and sector development.
- Establishment of solid intergovernmental relations for development and management.

The Act focuses on the grading system and tourism protection, including aspects like the designation of a complaints officer and their duties.

The White Paper on the Development and Promotion of Tourism serves as the overarching policy framework for tourism development in South Africa. It sharply emphasizes that tourism had largely been a missed opportunity for the country and notes that tourism planning had been inadequately resourced and funded, with insufficient environmental protection, infrastructure development, and limited integration of local communities or previously neglected groups. The White Paper outlines several constraints to tourism development, ranging from inadequate funding and resources, limited integration of local communities and previously neglected groups, insufficient environmental protection, to a lack of infrastructure and increasing levels of crime and violence affecting visitors.

The White Paper articulates the national vision for the tourism sector:

To develop the tourism sector as a national priority in a sustainable and acceptable manner, contributing significantly to the improvement of the quality of life for every South African. As a lead sector within the national economic strategy, a globally competitive tourism industry will be a major force in the government's reconstruction and development efforts.

#### 2.1.2. NATIONAL TOURISM SECTOR STRATEGY (NTSS) 2016-2026

The primary goal of the NTSS is to establish South Africa as a globally competitive tourism destination. Due to the continuous changes in both domestic and international environments, the NTSS has adopted a new vision focusing on a rapidly expanding tourism economy that capitalizes on South Africa's natural, cultural, and heritage advantages. The NTSS emphasizes the following:

- Inclusive growth, which is fundamentally based on increasing tourist expenditure.
- Harnessing the strength of the public and private sectors to ensure alignment and responsible use of resources.
- Linking marketing plans to broader development requirements.
- Building a transformed and inclusive tourism economy.

The Strategy also underscores the importance of effective marketing, enhancing visitor experiences, facilitating ease of access, and destination management, all of which play a significant role in the new vision of the NTSS.

#### 2.1.3. NATIONAL DEVELOPMENT PLAN (NDP)

The policy envisions a future visitor for South Africa by 2030 and outlines a framework for improvement across various sectors, including tourism. Its primary focus is on enhancing services to stimulate areas with competitive advantages. Additionally, the policy underscores the National Development Plan's (NDP) efforts to promote tourism in rural areas to boost economic

growth, while integrating and marketing regional tourism destinations alongside major South African attractions.

The NDP proposes the following measures to enhance tourism:

- Enhancing airline competition to reduce travel costs.
- Boosting the number of tourists entering the country and increasing the average expenditure per visit.
- Facilitating ease of doing business and ensuring the availability of infrastructure to attract diverse types of tourists.

#### 2.1.4. SOUTH AFRICAN TOURISM (SAT) 5-IN5 TOURISM GROWTH STRATEGY

Achieving GDP growth, sustainable job creation, and transformation by:

- Increasing the number of tourists visiting the country.
- Expanding the geographic spread, length of stay, and spending of all visitors.
- Enhancing seasonal arrival patterns.

#### 2.1.5. NEW GROWTH PATH

The New Growth Path strategy primarily focuses on job creation, emphasizing social dialogue and solidarity as essential for change. It strongly advocates for inclusive and shared growth to address inequality. To align with the New Growth Path, the Amajuba Tourism Strategy must prioritize inclusive tourism projects that are spatially diverse. Projects that offer the highest potential for employment gains should take precedence.

## 2.2. PROVINCIAL DEVELOPMENT FRAMEWORK

### 2.2.1. KWAZULU NATAL TOURISM ACT, 1996 (ACT 11 OF 1996)

The KwaZulu-Natal Tourism Act (No. 11 of 1996) provides the legal framework for the development, promotion, and marketing of tourism within the province. The Act established the KwaZulu-Natal Tourism Authority, which is responsible for implementing tourism policies and strategies. The Authority has the power to investigate and make recommendations on tourism-related matters, initiate media campaigns, coordinate with other organizations, and employ agents or consultants as needed. The Act also emphasizes the importance of public-private partnerships and community involvement in tourism development. Overall, the KwaZulu-Natal Tourism Act aims to enhance the tourism sector's contribution to the province's economic growth and development.

### 2.2.2. WHITE PAPER ON THE DEVELOPMENT AND PROMOTION OF TOURISM IN KWAZULU-NATAL

The White Paper on the Development and Promotion of Tourism in KwaZulu-Natal is a comprehensive policy document that outlines the vision, objectives, and principles for tourism development in the province. Its primary aim is to position KwaZulu-Natal as a premier tourism destination in South Africa, leveraging its natural beauty, cultural heritage, and vibrant offerings. The guiding principles emphasize sustainable environmental practices, fostering public-private partnerships, involving local communities, and encouraging private sector investment. The White Paper highlights the importance of financing tourism, developing infrastructure, ensuring safety and security, and effective marketing and promotion to enhance visitor experiences. It also underscores the need for cultural resource management and regional cooperation to create a cohesive tourism offering.

Implementation strategies include demand-driven tourism planning, product development, training and enterprise development, and integrating previously

excluded communities. Quality assurance measures are established to maintain high service standards in the tourism sector. The policy also addresses global competitiveness by targeting specific market segments, promoting a strong brand identity, and utilizing tourism knowledge management. The White Paper emphasizes the roles of various partners in tourism, including national and provincial government, local authorities, the private sector, communities, and not-for-profit organizations.

### 2.2.3. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Strategy (PGDS) for KwaZulu-Natal is a comprehensive plan aimed at guiding the province's development towards Vision 2030. The strategy emphasizes the importance of tourism as a key sector for economic growth and job creation. It outlines objectives such as increasing the number of tourists, extending their length of stay, and boosting their spending. The PGDS also highlights the need for sustainable tourism practices, infrastructure development, and effective marketing to attract both domestic and international visitors. By fostering public-private partnerships and community involvement, the strategy aims to create a vibrant and inclusive tourism sector that contributes significantly to the province's overall development.

### 2.2.4. PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY

The PSEDS outlines the spatial priorities and uses in KwaZulu-Natal. The current spatial framework, dated 2006, is undergoing a review. The accompanying map indicates that Newcastle is a secondary node, meaning it is an urban center with established economic development and growth potential serving the regional economy. Tourism is identified as a potential growth category for Newcastle. Dannhauser and Utrecht are considered Quaternary Nodes, serving the local economy. Newcastle lies on an existing economic corridor that runs through Amajuba, but this corridor does not

extend through Dannhauser and Utrecht. Amajuba also falls within an agricultural corridor but is not part of a tourism corridor, indicating that tourism is not the primary activity in the area. The closest tourism corridors are located in the uThukela district, highlighting the importance of linking with uThukela.

## 2.3. DISTRICT AND LOCAL DEVELOPMENT POLICIES

### 2.3.1. AMAJUBA DISTRICT MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

The district municipality has developed and adopted an IDP for the 2024/2025 FY. The Integrated Development Plan (IDP) is a strategic document guiding all planning and development within municipal areas. Following set legislations and local government laws, Amajuba District Municipality has initiated district-wide IDP Consultation programmes to present this draft IDP document to all concerned stakeholders and gather their inputs for the finalization of the strategic document. This process complies with Chapter 4 of the Municipal Systems Act 32 of 2000 and Section 24 of the Municipal Finance Management Act 56 of 2003.

Integrated Development Planning is a key instrument focusing on local issues rather than a sector- or development dimension-driven approach. Central to this process is the involvement of the local community and all relevant stakeholders in finalizing the IDP document, hence the inclusive public participation process.

While hosting these consultation sessions, we acknowledge that the municipality does not have sufficient resources to address all issues raised by community members. However, it is essential for the municipality to create communication platforms for communities to voice their views and concerns regarding service delivery within their areas. Some issues raised by the

communities may need to be addressed by other sectors such as provincial and national government.

The IDP recognises that the tourism industry faced significant challenges during the Covid-19 pandemic. Since then, post-pandemic tourism has emerged as a key area of growth and development in Amajuba District and South Africa as a whole. It is essential for the Tourism Unit and the Tourism Sector/Industry in the District to collaborate in promoting its attractions and entertainment to both domestic and international markets. Amajuba is renowned for the following tourist activities:

- **Eco-tourism:** Activities include the Amajuba Birding Meander, as well as other birding, hiking, fishing, horse riding, and nature-based pursuits.
- **Cultural and Historical:** Attractions such as the Inkosi Albert Luthuli Museum and the battlefields where the Boer, British, and Zulu battles took place.
- **Events:** Notable events include the Newcastle Winter Festival, Newcastle Airshow, December 27 Amcor Dam Music Festival, and various sporting competitions.
- **Adventure:** Activities encompass 4x4 trails, mountain biking trails (MTBs), white-water rafting, kayaking, micro lighting, and equestrian sports.
- **Golfing, Hunting, and Fishing:** Additional recreational activities available in the district.



### 2.3.2. AMAJUBA DISTRICT MUNICIPALITY LOCAL ECONOMIC DEVELOPMENT PLAN

The ADM identifies challenges and opportunities in the municipality. The following challenges have been identified:

- Historical association of the district as a mining and industrial centre.
- Lack of coordinated promotion of the region and attractions offered.
- Run-down and lack of tourism facilities.
- No specific draw-card attraction to make the district a priority for tourists.
- Lack of sufficient signage along the N3 and within the district to promote tourism facilities and attractions.
- Loss of tourists to larger tourist attractions such as the Durban beachfront, Drakensberg Mountains, and the north and south coast.

The following opportunities have been identified:

- Establishment of extension services for natural attractions such as the Ncandu and Chelmsford Reserves at the foothills of the Drakensberg, as well at historical attractions including battlefields
- The development of the N11 as a possible dual carriage toll road will be vital for the future success of the development of the battlefield sites.
- The role of marketing and tourism campaigns would play a key role in creating long-term sustainable tourism development for the area. With such limited tourism to the area there is an opinion that domestic tourism marketing could build an 'exploration' brand for the domestic market. The concept of developing and branding a 'tourism route' for Amajuba is one that should be explored as a means of linking Gauteng with key tourism areas in KZN via Newcastle.





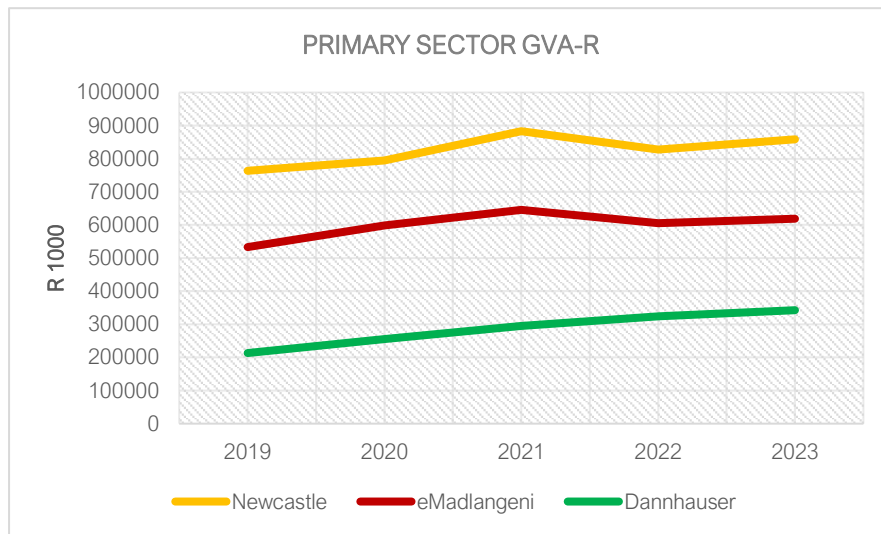
# **SITUATIONAL ANALYSIS**

## 3. SITUATIONAL ANALYSIS

### 3.1. DISTRICT ECONOMIC ANALYSIS

#### 3.1.1. GROSS VALUE ADDED

##### 3.1.1.1. PRIMARY SECTOR GVA BY REGION



GRAPH 1: PRIMARY SECTOR GVA BY REGION

Source: S&P Global Intelligence, 2023

Graph 1 provides the Gross Value Added (GVA) for the primary sector in Newcastle, eMadlangeni, and Dannhauser from 2019 to 2023. The data reveals a consistent upward trend in GVA for all three areas over the five-year period. Newcastle's GVA increased from R763,510.62 in 2019 to R858,641.07 in 2023, indicating steady economic growth. Similarly, eMadlangeni's GVA

rose from R533,156.58 in 2019 to R618,859.31 in 2023, and Dannhauser's GVA grew from R213,153.28 in 2019 to R342,542.68 in 2023. This steady increase in GVA across the board highlights a positive trend in the economic development of the primary sector within the Amajuba District. The data underscores the district's potential for further growth and investment, demonstrating the resilience and robustness of its primary sector. This economic strength can have a significant impact on related sectors, such as tourism, by providing a stable foundation for continued development and attracting both domestic and international interest.

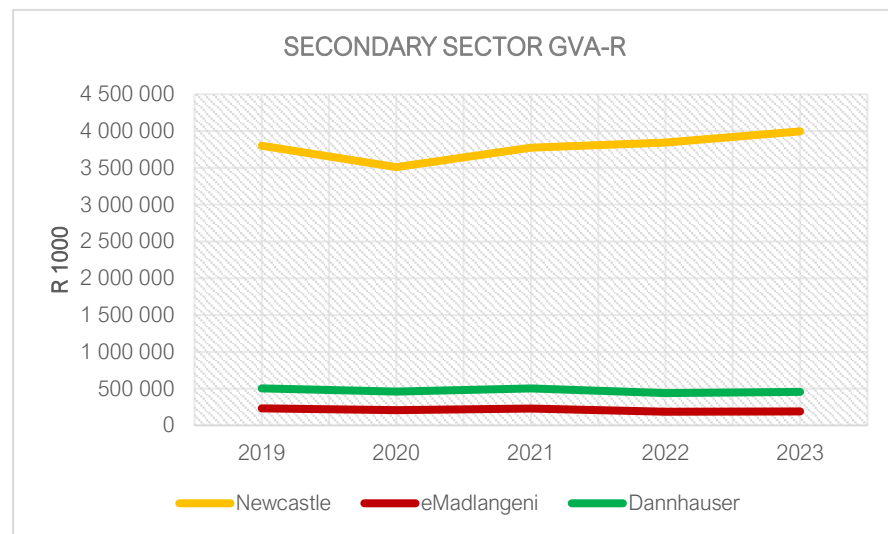
The positive economic growth in the primary sector, as evidenced by the increasing Gross Value Added (GVA) in Newcastle, eMadlangeni, and Dannhauser, has several implications for tourism development in the Amajuba District Municipality. Firstly, the overall economic stability and growth in these regions create a favourable environment for investment in tourism infrastructure and services. With the primary sector performing well, there may be more resources and funding available to develop tourist attractions, accommodations, and other facilities.

Secondly, as local economies strengthen, the quality of life for residents improves, which in turn enhances the appeal of the region to potential tourists. An economically vibrant community is more likely to provide a welcoming and attractive environment for visitors. Additionally, the growth in the primary sector can lead to the development of complementary tourism activities, such as agritourism, where tourists can visit farms, engage in agricultural activities, and learn about local produce.

Moreover, the increased economic activity and development in the primary sector can stimulate the creation of new job opportunities in tourism-related industries. This can lead to a more skilled and diversified workforce, capable

of providing high-quality services to tourists. Lastly, the robust performance of the primary sector can bolster marketing efforts, as the region can promote itself as a thriving and dynamic destination with a strong economic foundation.

### 3.1.1.2. SECONDARY SECTOR GVA BY REGION



GRAPH 2: SECONDARY SECTOR GVA-R

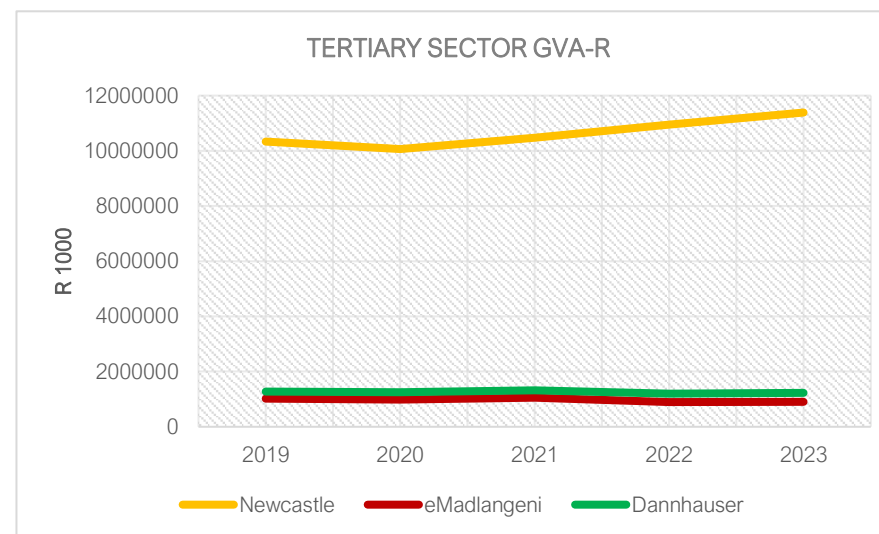
Source: S&P Global Intelligence, 2023

Graph 2 shows the Gross Value Added (GVA) (in R 1000) for the secondary sector in Newcastle, eMadlangeni, and Dannhauser from 2019 to 2023. The data reveals that Newcastle consistently holds the highest GVA, with values rising from R3,799,761,000 in 2019 to R3,995,162,000 in 2023. Conversely, eMadlangeni and Dannhauser display lower and more fluctuating GVA figures, with eMadlangeni's GVA decreasing from R231,506.44 in 2019 to R191,658,000 in 2023, and Dannhauser's GVA fluctuating but generally decreasing from R501,232,000 in 2019 to R455,433,000 in 2023. This economic disparity suggests that Newcastle is the most economically robust

area within the Amajuba District, which can support tourism infrastructure and services more effectively.

The implications for tourism development are significant. Newcastle's strong economic base makes it an attractive destination for tourists, offering better infrastructure, facilities, and services. In contrast, the lower GVA in eMadlangeni and Dannhauser highlights the need for targeted investments to enhance tourism infrastructure and services in these areas. By addressing these disparities, the district can create a more balanced and inclusive tourism strategy that leverages Newcastle's strengths while also boosting the appeal of eMadlangeni and Dannhauser. This approach can help distribute economic benefits more evenly across the district, fostering sustainable tourism development and improving the overall economic stability of the Amajuba District Municipality.

### 3.1.1.3. TERTIARY SECTOR GVA BY REGION



GRAPH 3: TERTIARY SECTOR GVA-R

Source: S&P Global Intelligence, 2023

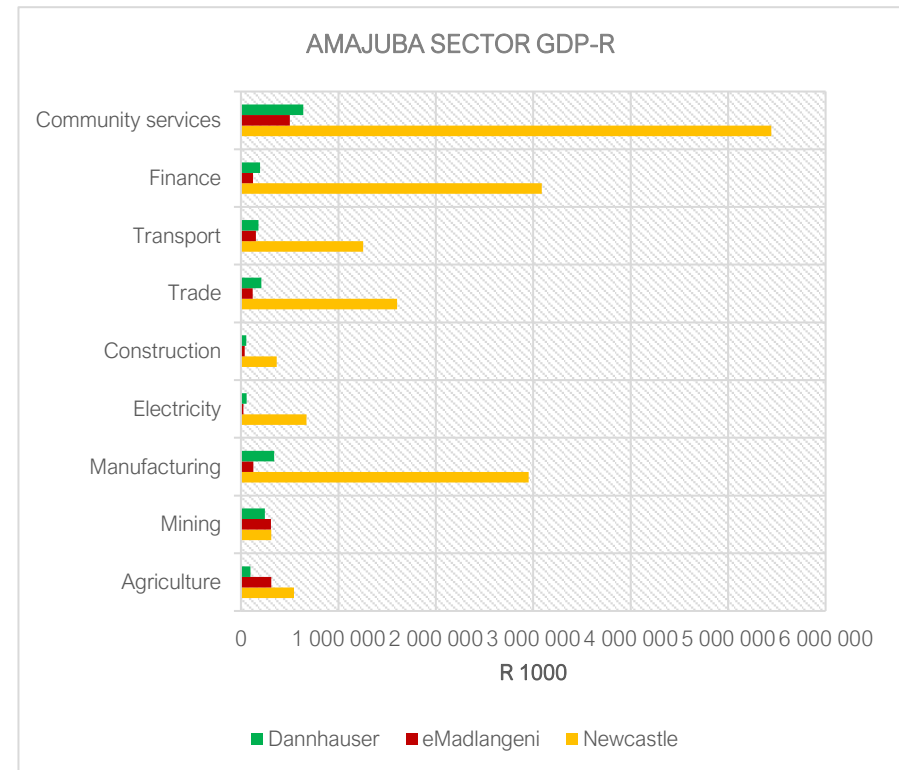
Graph 3 presents the Gross Value Added (GVA) in Rand (R) for the tertiary sector in Newcastle, eMadlangeni, and Dannhauser from 2019 to 2023. The data reveals that Newcastle consistently has the highest GVA, increasing from R10,332,296,000 in 2019 to R11,385,473,000 in 2023, indicating strong and steady economic growth. Conversely, eMadlangeni's GVA fluctuates, peaking at R1,053,246,000 in 2021 before declining to R903,022,000 in 2023, while Dannhauser's GVA shows a slight decline from R1,275,991,000 in 2019 to R1,224,812,000 in 2023. These economic disparities suggest that Newcastle is the primary economic hub within the Amajuba District, which can support and attract tourism infrastructure and services more effectively.

The implications for tourism development are significant. Newcastle's robust economic base and growth trends make it an attractive destination for tourists, offering better infrastructure, facilities, and services. In contrast, the fluctuating and declining GVA in eMadlangeni and Dannhauser highlight the need for targeted investments to enhance tourism infrastructure and services in these areas. Addressing these disparities through strategic planning and investment can create a more balanced and inclusive tourism strategy, leveraging Newcastle's strengths while also boosting the appeal and economic benefits of eMadlangeni and Dannhauser. This approach can help distribute economic benefits more evenly across the district, fostering sustainable tourism development and improving the overall economic stability of the Amajuba District Municipality.

### 3.2. BROAD ECONOMIC SECTORS

The analysis of the district's sectoral GDP is crucial when developing the Amajuba tourism strategy, as it provides insights into the economic strengths and weaknesses of different sectors. Understanding the GDP contributions of primary, secondary, and tertiary sectors helps identify areas with growth

potential and investment needs. For instance, a strong tertiary sector supports tourism by offering better services and infrastructure, while a robust primary sector can promote agritourism. Conversely, weak sectors highlight areas needing targeted investments to enhance tourism appeal. By aligning tourism development with sectoral GDP insights, the strategy can foster balanced economic growth and sustainable tourism in the Amajuba District.



GRAPH 4: AMAJUBA DISTRICT SECTORAL GDP-R

Source: S&P Global Intelligence, 2023



Graph 4 presents the sectoral Gross Domestic Product by Region for the primary sector in Newcastle, eMadlangeni, and Dannhauser from 2019 to 2023. The data indicates a consistent upward trend in GDP-R across all three areas over the five-year period, with Newcastle leading in GDP-R values, increasing from R763,510,000 in 2019 to R858,641,000 in 2023. eMadlangeni and Dannhauser also show growth, with eMadlangeni's GDP-R rising from R533,156,000 to R618,859,000, and Dannhauser's GDP-R growing from R213,153,000 to R342,542,000 during the same period. These figures suggest robust economic growth in the primary sector within the Amajuba District Municipality.

The implications for tourism development are significant, as a strong primary sector indicates a stable economic base that can support tourism infrastructure and services. Newcastle's higher GDP-R suggests it has more resources to invest in tourism development, while eMadlangeni and Dannhauser, with their steady growth, present opportunities for targeted investments to enhance their tourism appeal. By leveraging the economic strengths and addressing the weaknesses highlighted by the GDP-R data, the Amajuba District can develop a balanced and sustainable tourism strategy that benefits all regions.

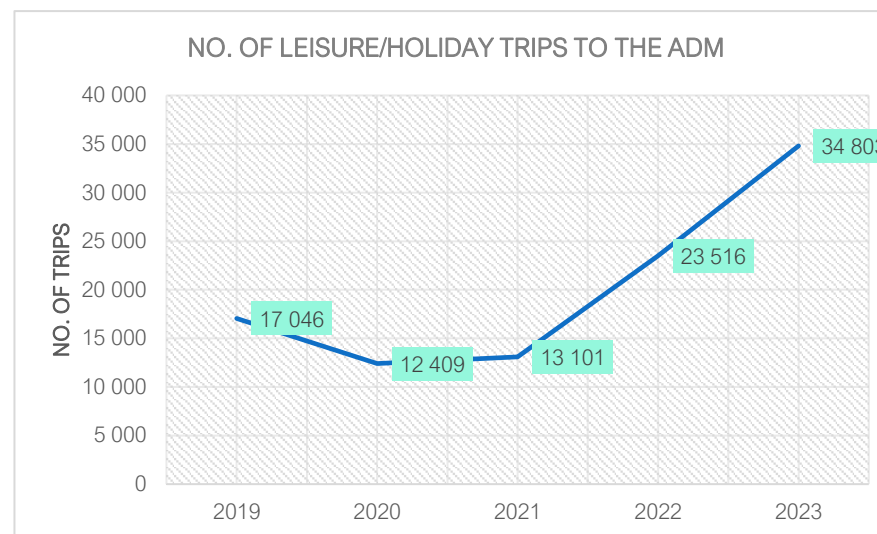
### 3.3. DISTRICT TOURISM ANALYSIS

This section discusses the performance of the tourism sector over 22 years, identifying the following:

- Number of bed nights from domestic and international tourists
- Tourist spending
- Growth in tourism

#### 3.3.1. NUMBER OF TRIPS BY PURPOSE OF TRIP

##### 3.3.1.1. LIESURE/ HOLIDAY TRIPS

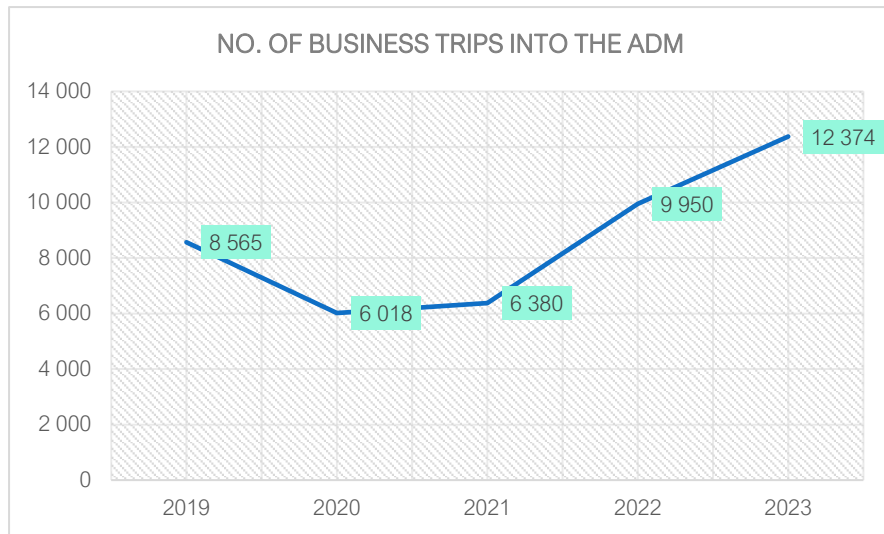


GRAPH 5: NO. OF LEISURE/HOLIDAY TRIPS

Source: S&P Global Intelligence, 2023

Graph 5 demonstrates a significant upward trend in leisure or holiday trips in the Amajuba district from 2019 to 2023. After an initial decline from 17,046 trips in 2019 to 12,409 in 2020, likely due to the impact of the COVID-19 pandemic, there is a recovery and continuous growth in subsequent years. The number of trips increases slightly to 13,101 in 2021, followed by a substantial rise to 23,516 in 2022, and finally reaching a peak of 34,803 in 2023. This positive trend indicates a strong rebound in the tourism sector, suggesting that the Amajuba district has successfully attracted more tourists and leisure travellers in recent years. The recovery and growth in tourism are promising for the local economy, highlighting the district's potential as an appealing destination for leisure activities.

### 3.3.1.2. BUSINESS TRIPS

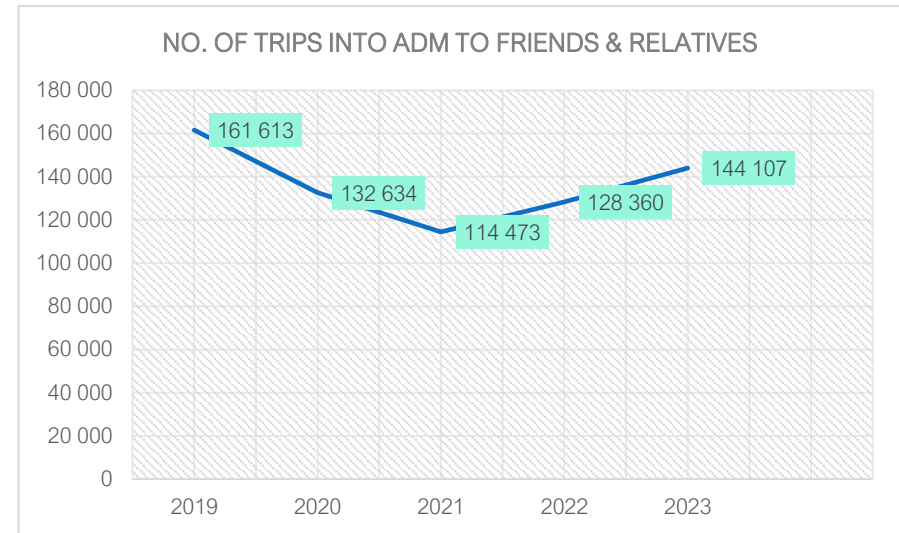


GRAPH 6: NO. OF BUSINESS TRIPS INTO THE ADM

Source: S&P Global Intelligence, 2023

The above graph tracks business trips into the Amajuba District Municipality from 2019 to 2023. Initially, there's a significant dip from 8,565 trips in 2019 to 6,018 in 2020, likely attributed to the COVID-19 pandemic. However, from 2021 onwards, there's a steady and substantial recovery, reaching 12,374 trips by 2023. This upward trend suggests a resurgence in business activities and travel in the region. For tourism in the Amajuba district, this is a positive indicator. Increased business trips often correlate with higher demand for local services and amenities, benefiting hotels, restaurants, and other tourism-related businesses. It also reflects growing confidence in the district's economic environment, which can attract further investment and development, ultimately enhancing its appeal as a tourism destination.

### 3.3.1.3. VISITST TO FRIENDS & RELATIVES

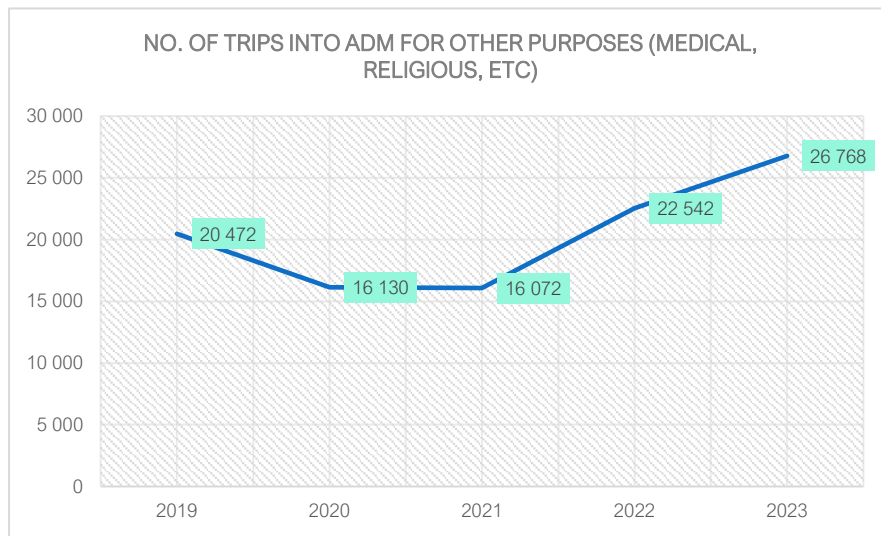


GRAPH 7: NO. OF TRIPS TO FRIENDS & RELATIVES

Source: S&P Global Intelligence, 2023

The graph above shows the number of trips made to visit friends and relatives in the Amajuba District Municipality (ADM) from 2019 to 2023. There was a decline from 161,613 trips in 2019 to 114,473 in 2021, which could be attributed to the COVID-19 pandemic. However, the graph indicates a steady recovery, with trips increasing to 128,360 in 2022 and 144,107 in 2023. This recovery trend suggests that tourism in the Amajuba district is bouncing back, as more people are resuming travel to visit friends and relatives. This is a positive sign for the local tourism industry, indicating improved economic activities and potential growth for businesses reliant on tourism in the region. The district's ability to attract visitors again highlights its appeal and resilience as a destination.

#### 3.3.1.4. OTHER (MEDICAL, RELIGIOUS, ETC)

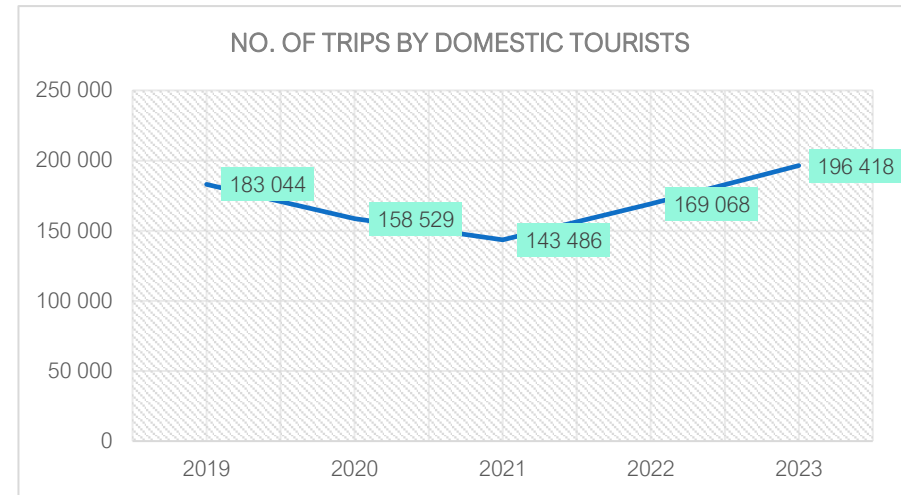


GRAPH 8: NO. OF TRIPS FOR OTHER PURPOSES

Source: S&P Global Intelligence, 2023

The above graph illustrates the number of trips made to the Amajuba District Municipality (ADM) for various purposes, such as medical and religious visits, from 2019 to 2023. The graph shows a decline from 20,472 trips in 2019 to 16,072 trips in 2021, likely influenced by the COVID-19 pandemic. However, from 2021 onward, there is a notable recovery, with trips increasing to 22,542 in 2022 and further to 26,768 in 2023. This upward trend suggests a resurgence in the district's attractiveness or necessity for non-tourism-related visits, such as medical and religious activities. For tourism in the Amajuba district, this recovery is a positive sign, as increased visits for various purposes can indirectly boost local businesses and services, enhancing the overall appeal and economic stability of the region. This growth reflects the district's resilience and potential to attract visitors for diverse reasons, contributing to its tourism development.

#### 3.3.1.5. NUMBER OF DOMESTIC TRPS BY ORIGIN OF TOURIST



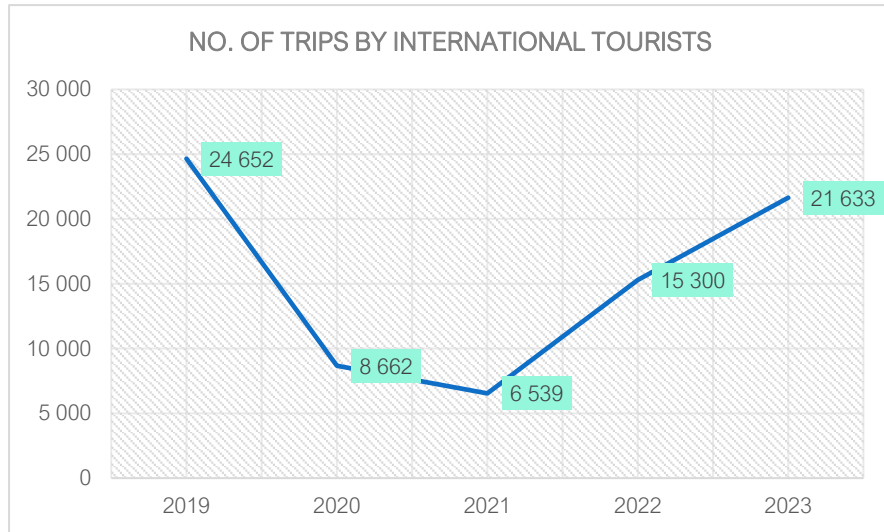
GRAPH 9: NO. OF TRIPS BY DOMESTIC TOURISTS

Source: S&P Global Intelligence, 2023

The above graph displays the number of trips taken by domestic tourists to the Amajuba District from 2019 to 2023. Initially, the graph shows a decline from 183,044 trips in 2019 to 143,486 trips in 2021, likely influenced by the COVID-19 pandemic. However, there is a recovery starting in 2022 with 169,068 trips, and a further increase to 196,418 trips in 2023. This positive trend suggests a resilient rebound in domestic tourism within the district. The recovery and growth in the number of domestic tourist trips signify the district's ability to attract visitors once again, which is promising for the local tourism industry. This resurgence can boost the economy by increasing revenue for local businesses, creating job opportunities, and enhancing the district's reputation as a desirable travel destination.



### 3.3.1.6. NUMBER OF INTERNATIONAL TRPS BY ORIGIN OF TOURIST



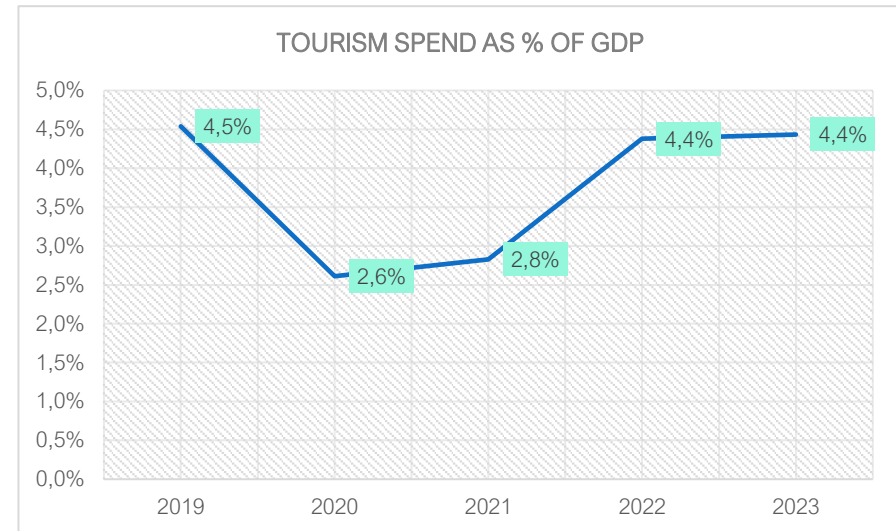
GRAPH 10: NO. OF TRIPS BY INTERNATIONAL TOURISTS

Source: S&P Global Intelligence, 2023

The above graph illustrates the number of trips made by international tourists to the Amajuba District from 2019 to 2023. The graph shows a significant decline in trips from 24,652 in 2019 to 8,662 in 2020, and further down to 6,539 in 2021. However, there's a noticeable recovery in the subsequent years, with trips increasing to 15,300 in 2022 and 21,633 in 2023. This trend suggests that the tourism industry in the Amajuba district faced a sharp decline, likely due to the COVID-19 pandemic, but has been gradually recovering since 2021. The recovery in the number of international tourist trips indicates a positive trend for the tourism sector in the Amajuba district, suggesting that it is bouncing back from the impacts of the pandemic and may continue to grow in the coming years. This resurgence is a promising sign for the local economy, as increased international tourism can bring in revenue,

create jobs, and improve the overall appeal of the district as a travel destination.

### 3.3.2. TOURISM CONTRIBUTION TO DISTRICT GDP



GRAPH 11: TOURISM SPEND AS % OF GDP

Source: S&P Global Intelligence, 2023

The above graph shows the percentage of GDP spent on tourism in the Amajuba District from 2019 to 2023. Starting at 4.5% in 2019, there is a sharp decline to 2.6% in 2020, likely due to the impact of the COVID-19 pandemic. In 2021, the percentage rises slightly to 2.8%, followed by a significant increase to 4.4% in 2022, which remains steady in 2023. This recovery indicates a resilient rebound in the tourism sector, demonstrating the district's ability to attract visitors and sustain tourism activities post-pandemic. The stabilization of tourism spending at 4.4% of GDP in 2023 suggests a return to pre-pandemic levels, highlighting the district's potential for growth and development in tourism, which is crucial for the local economy's vitality.

3.3.2.1. NUMBER OF BED NIGHTS BY DOMESTIC AND INTERNATIONAL TOURIST

**Tourism - Bednights (Number)**  
DC25 Amajuba



GRAPH 12: TOURISM BED NIGHTS

The above graph shows the number of bed nights for domestic, international, and total tourists in the Amajuba district from 2001 to 2023.

**Domestic Tourism:** The graph highlights that domestic tourists have consistently contributed the majority of bed nights over the years. There is a notable peak around 2010, which could indicate a period of heightened domestic travel, possibly due to events, promotions, or favourable economic conditions. However, there is a significant decline around 2020, most likely due to the COVID-19 pandemic and the resulting travel restrictions. The strong rebound in 2023 suggests a recovery in domestic tourism, indicating that the local population is once again actively traveling within the country. This resurgence can be attributed to the easing of restrictions, increased confidence in travel safety, and potential domestic tourism campaigns aimed at revitalizing the sector.

**International Tourism:** International tourists, on the other hand, show a relatively flat trend with minor fluctuations. The numbers remain lower compared to domestic tourists, reflecting the district's current reliance on the domestic market. The flat trend could be due to various factors, including global economic conditions, competition from other destinations, and possibly limited international marketing efforts. However, any incremental growth in this segment is still valuable, as it contributes to the overall tourism ecosystem and brings in foreign exchange.

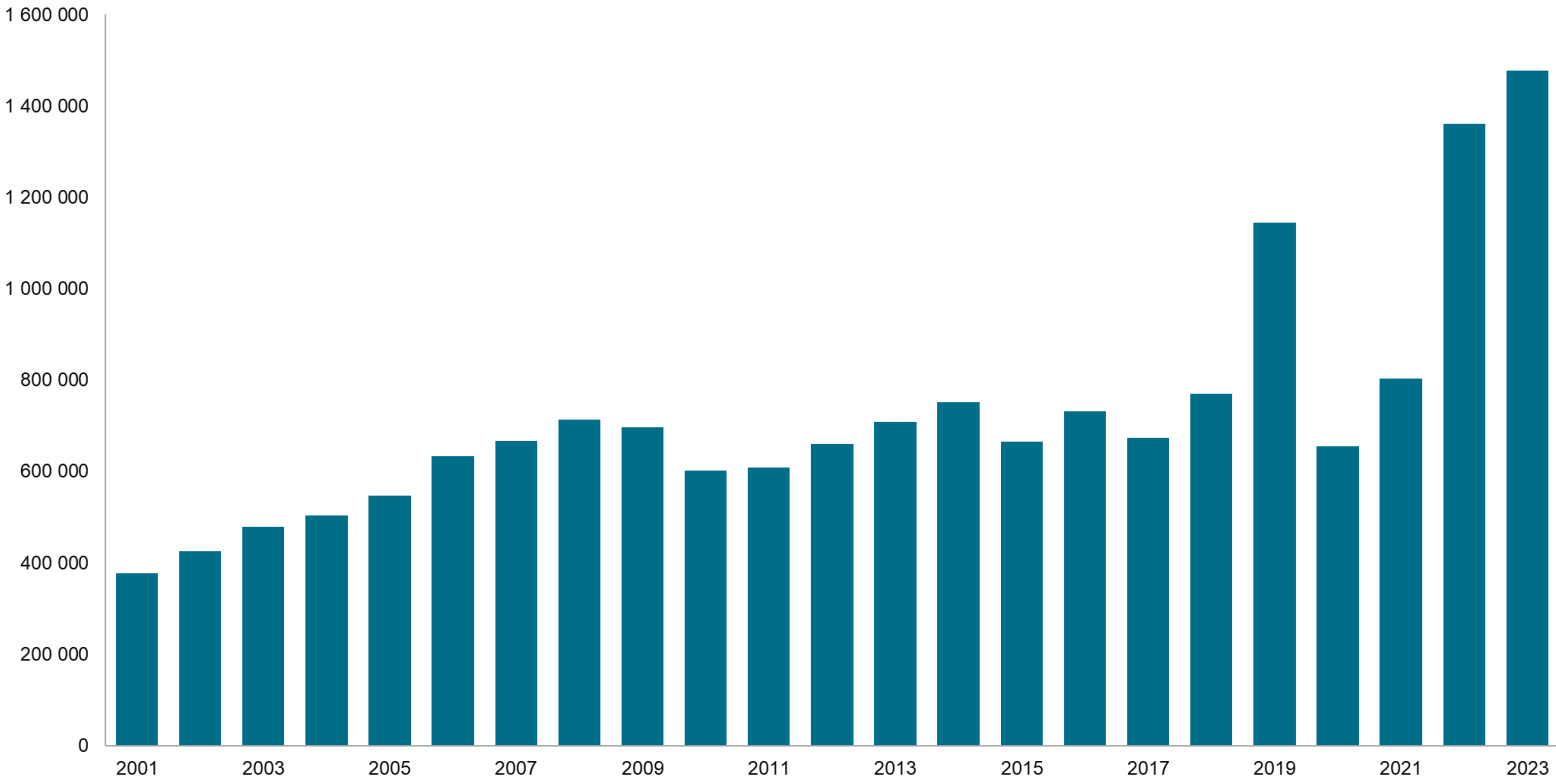
**Total Tourism:** The total bed nights line closely mirrors the domestic trend, underscoring the dominance of domestic tourism in the region. The sharp increase in bed nights for 2023 suggests a strong recovery in tourism, possibly indicating effective tourism initiatives or a post-pandemic rebound. This recovery is promising for the local economy, as it can lead to increased revenue for local businesses, job creation, and an overall enhancement of the district's reputation as a tourist destination.

Implications for Tourism in Amajuba District:

- **Economic Boost:** The recovery in bed nights indicates increased spending in the region, benefiting local businesses such as hotels, restaurants, and tourist attractions. This, in turn, can lead to job creation and economic growth.
- **Investment Opportunities:** A positive trend in tourism can attract further investment in infrastructure, facilities, and services, enhancing the district's overall appeal.
- **Marketing and Promotion:** Continued growth in tourism numbers can encourage authorities to invest more in marketing and promotional activities, both domestically and internationally, to sustain and accelerate this trend.
- **Diversification:** While domestic tourism is currently the backbone, efforts to attract more international tourists can diversify the tourism base and reduce dependency on the domestic market.
- **Community Development:** Increased tourism can lead to community development initiatives, improving the quality of life for residents and making the district more attractive to visitors.

3.3.2.2. TOURISM SPENDING IN THE AMAJUBA DISTRICT MUNICIPALITY (2001-2023) (R 1000 AT CURRENT PRICES)

**Total Tourist Spending (R 1000, Current prices)**  
DC25 Amajuba



**S&P Global**  
Market Intelligence

Source: South Africa Regional eXplorer v2540.  
Data compiled 4 October 2024.  
© 2024 S&P Global.

GRAPH 13: TOTAL TOURISM SPENDING

The above graph showcases the total tourist spending in the Amajuba district from 2001 to 2023, measured in thousands of South African Rand (R).

#### Analysis of the Data:

- **Growth Over Time:** The chart shows a general upward trend in tourist spending over the years, reflecting the district's growing appeal as a tourist destination. This upward trajectory suggests an expanding tourism sector, which is vital for the local economy.
- **Significant Peaks:** There is a notable peak in 2019, indicating a period of high tourist spending. This could be due to various factors such as successful marketing campaigns, improved tourist infrastructure, or favourable economic conditions.
- **Impact of COVID-19:** The data shows a decline in tourist spending in 2020 and 2021, which aligns with the global impact of the COVID-19 pandemic. Travel restrictions, health concerns, and economic challenges during this period likely contributed to the decrease in tourism activities and spending.
- **Recovery Post-Pandemic:** The chart depicts a sharp rise in tourist spending in 2022 and 2023, indicating a strong recovery in the tourism sector. This recovery suggests that the district has been effective in attracting tourists again, possibly through targeted marketing, enhanced safety measures, and the resumption of travel and economic activities.

#### Implications for Tourism in the Amajuba District:

- **Economic Impact:** The increase in tourist spending translates to higher revenue for local businesses, including hotels, restaurants, and tourist attractions. This boosts the local economy and can lead to job creation and improved living standards.
- **Investment Opportunities:** The positive trend in tourist spending can attract further investment in tourism infrastructure, such as new

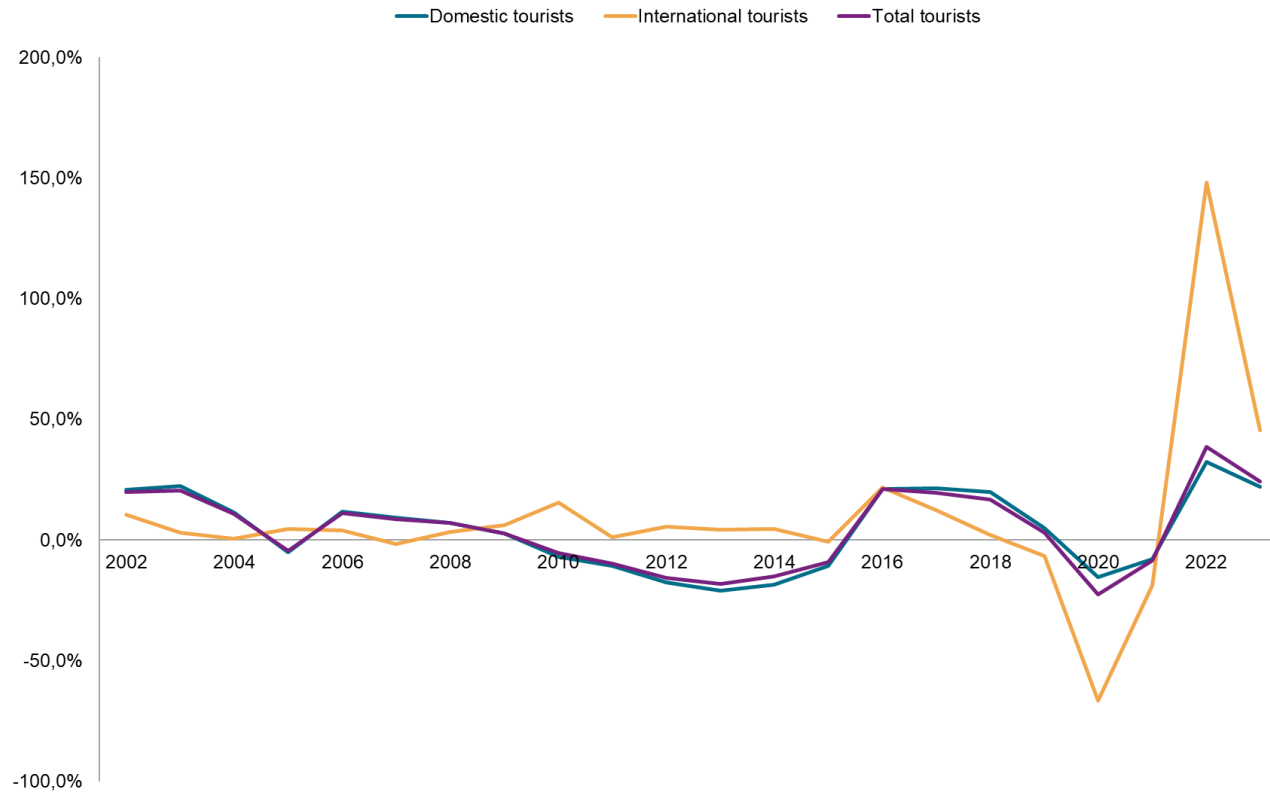
hotels, recreational facilities, and transportation services. This can enhance the overall tourist experience and further boost the district's appeal.

- **Marketing and Promotion:** Sustained growth in tourist spending highlights the importance of continued marketing and promotional efforts. The district can leverage this data to tailor its marketing strategies, targeting both domestic and international tourists.
- **Resilience and Adaptability:** The district's ability to recover from the downturn caused by the pandemic demonstrates its resilience and adaptability. This resilience can be a selling point in marketing campaigns, reassuring potential tourists of the district's readiness to welcome visitors safely.
- **Diversification of Tourism Products:** To sustain and further increase tourist spending, the district can focus on diversifying its tourism offerings. This could include developing niche markets such as eco-tourism, cultural tourism, and adventure tourism, catering to a wider range of interests and preferences.
- **Sustainable Tourism Practices:** With increasing tourist numbers, there is a need to implement sustainable tourism practices to preserve the natural and cultural assets of the district. This can ensure that tourism growth is balanced with environmental conservation and community well-being.



### 3.3.2.3. GROWTH IN TOURISM IN THE AMAJUBA DISTRICT MUNICIPALITY

**Growth in Tourism**  
DC25 Amajuba (%)



**S&P Global**  
Market Intelligence

Source: South Africa Regional eXplorer v2540.  
Data compiled 4 October 2024.  
© 2024 S&P Global.

GRAPH 14: GROWTH IN TOURISM

The above shows the percentage growth in tourism for the Amajuba district from 2002 to 2022, with separate lines for domestic tourists, international tourists, and total tourists.

**Domestic Tourism:** The domestic tourism line displays a more stable trend with minor fluctuations over the years. This indicates a relatively consistent interest from local tourists, which forms a reliable foundation for the district's tourism industry. A stable domestic market provides a dependable source of revenue and helps buffer against global economic uncertainties that might affect international tourism.

**International Tourism:** The international tourism line exhibits significant fluctuations. There is a sharp increase in international tourists around 2021, followed by a decline in 2022. This spike could be attributed to various factors, such as effective international marketing campaigns, special events, or the easing of travel restrictions post-COVID-19 pandemic. The subsequent decline might reflect renewed challenges such as travel restrictions, economic downturns in source markets, or increased competition from other destinations.

**Total Tourism:** The total tourism line closely follows the domestic trend, underscoring the importance of domestic tourists to the overall tourism growth. The fluctuations in the total tourism line suggest that while international tourism plays a role, domestic tourism remains the backbone of the district's tourism industry.

Implications for Tourism in the Amajuba District:

- **Economic Stability:** The consistent growth in domestic tourism provides economic stability, ensuring a steady flow of revenue for local businesses such as hotels, restaurants, and attractions. This is crucial for maintaining and developing tourism infrastructure and services.

- **Targeted Marketing:** The significant fluctuations in international tourism highlight the need for targeted marketing strategies to attract and retain international visitors. Understanding the factors that led to the spike in 2021 can help replicate that success in future campaigns.
- **Resilience and Adaptability:** The district's ability to achieve a sharp increase in international tourism, even briefly, demonstrates its potential to attract global travellers. This resilience and adaptability can be leveraged to further diversify the tourist base and reduce dependence on any single market.
- **Event-Driven Growth:** The sharp increase in international tourists around 2021 suggests that events or specific campaigns can have a substantial impact on tourism growth. This underscores the importance of hosting events and developing unique attractions that can draw international attention.
- **Balancing Domestic and International Tourism:** While international tourism brings in foreign exchange and has a higher per capita expenditure, the importance of domestic tourism cannot be understated. Efforts should be made to balance and grow both segments to ensure sustainable tourism development.

### 3.4. SOCIOECONOMIC ANALYSIS

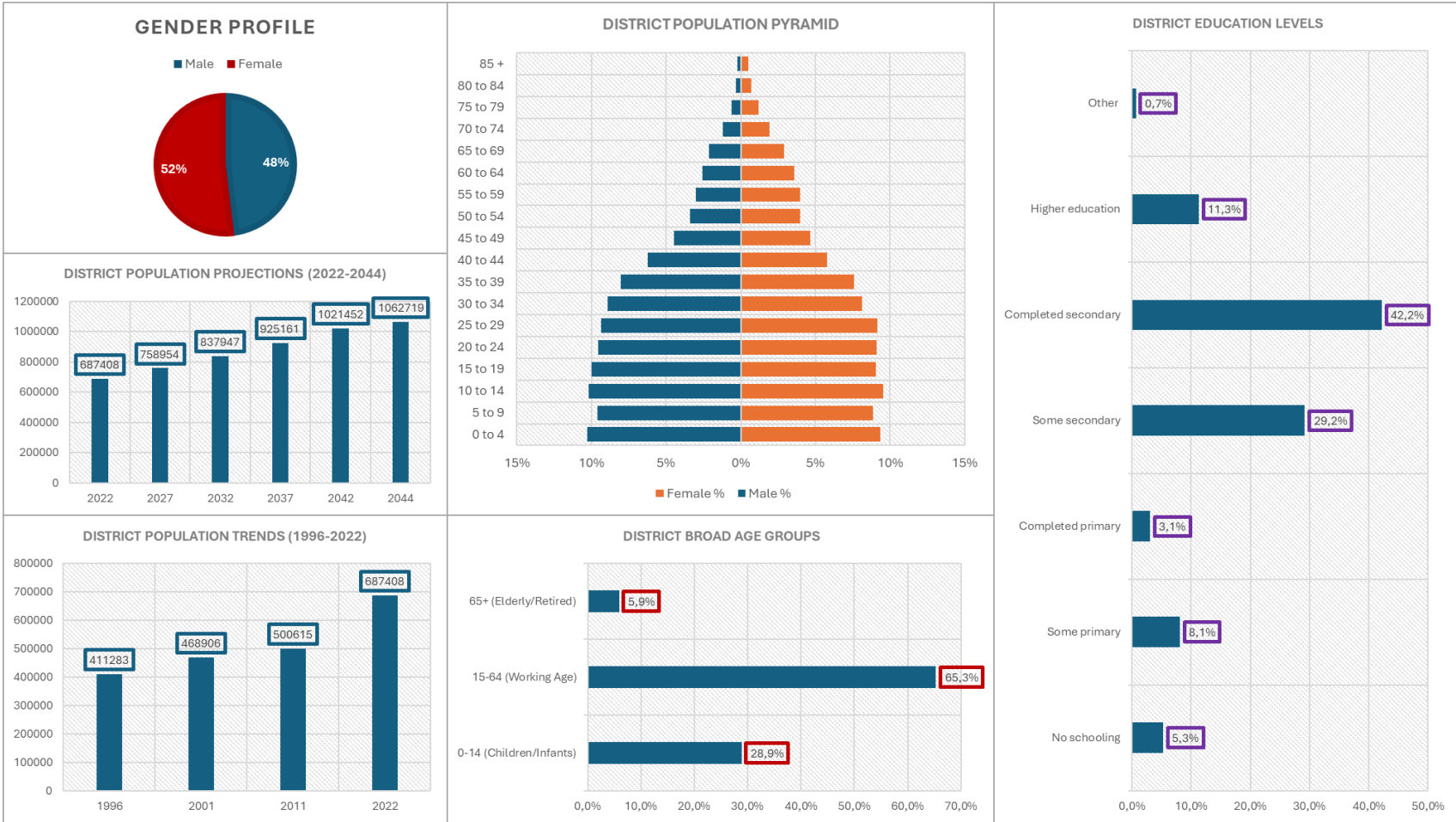


FIGURE 3: AMAJUBA DISTRICT SOCIOECONOMIC ANALYSIS

Source: S&P Global Intelligence, 2023

The above figure illustrates a comprehensive demographic and educational profile of a district, offering critical insights into its tourism development potential and the challenges it faces. Analysing each graph can help understand the implications for tourism and how it can be used to mitigate challenges.

**Gender Profile:** The gender profile reveals a balanced gender distribution, with 52% female and 48% male. This gender balance suggests a diverse workforce and market for tourism. A balanced workforce can enhance service delivery and offer varied experiences to tourists, catering to different preferences. Additionally, a diverse market ensures that tourism services and products can be tailored to meet the needs of both genders, potentially increasing tourism revenue.

**District Population Projections (2022-2044):** The bar graph forecasts a steady population increase from 687,408 in 2022 to 1,062,719 in 2044. This significant growth indicates a growing market and workforce for tourism. As the population increases, the demand for tourism-related services is likely to rise. This growth can stimulate the development of new tourism infrastructures, such as hotels, restaurants, and recreational facilities. Additionally, a larger workforce can support the expansion of the tourism industry, leading to job creation and economic growth.

**District Population Pyramid:** The pyramid shows a broad base, indicating a young population. A young demographic is advantageous for tourism as younger individuals are more mobile, adventurous, and open to travel. This age group is likely to engage in various tourism activities, from cultural experiences to adventure tourism. The presence of a young population also means a potential workforce that can be trained to work in the tourism sector, enhancing the quality of services provided.

**District Population Trends (1996-2022):** The bar graph depicts significant growth in the population from 411,283 in 1996 to 687,408 in 2022. This

expanding population reflects an increasing market for tourism. Historical population growth can indicate a trend of urbanization and development, which can be leveraged to attract more tourists. As the district grows, it can develop more attractions, events, and activities to draw in tourists, contributing to the local economy.

**District Broad Age Groups:** The bar graph highlights that 65.3% of the population is of working age (15-64). This is beneficial for the tourism industry as it ensures a substantial workforce that can be employed in various tourism-related roles, from hospitality to tour guiding. A large working-age population can drive the growth of the tourism sector by ensuring that there are enough skilled and semi-skilled workers to meet the demands of tourists.

**District Education Levels:** The bar graph indicates that 42.2% of the population has completed secondary education. An educated workforce is crucial for the tourism industry as it can enhance service quality. Educated individuals are more likely to have better communication skills, cultural awareness, and problem-solving abilities, all of which are essential in the tourism sector. Investing in education and training programs can further improve the skills of the workforce, making the district more attractive to tourists.

Tourism development can leverage the district's demographic and educational profile to create jobs, stimulate economic growth, and address challenges such as unemployment and economic diversification. By tapping into the young and educated population, the district can develop innovative tourism products and services that cater to diverse tourist preferences. Additionally, tourism can promote cultural exchange, environmental conservation, and community development, contributing to the district's overall well-being. As tourism flourishes, it can mitigate challenges by providing alternative sources of income, reducing poverty, and enhancing the quality of life for residents.

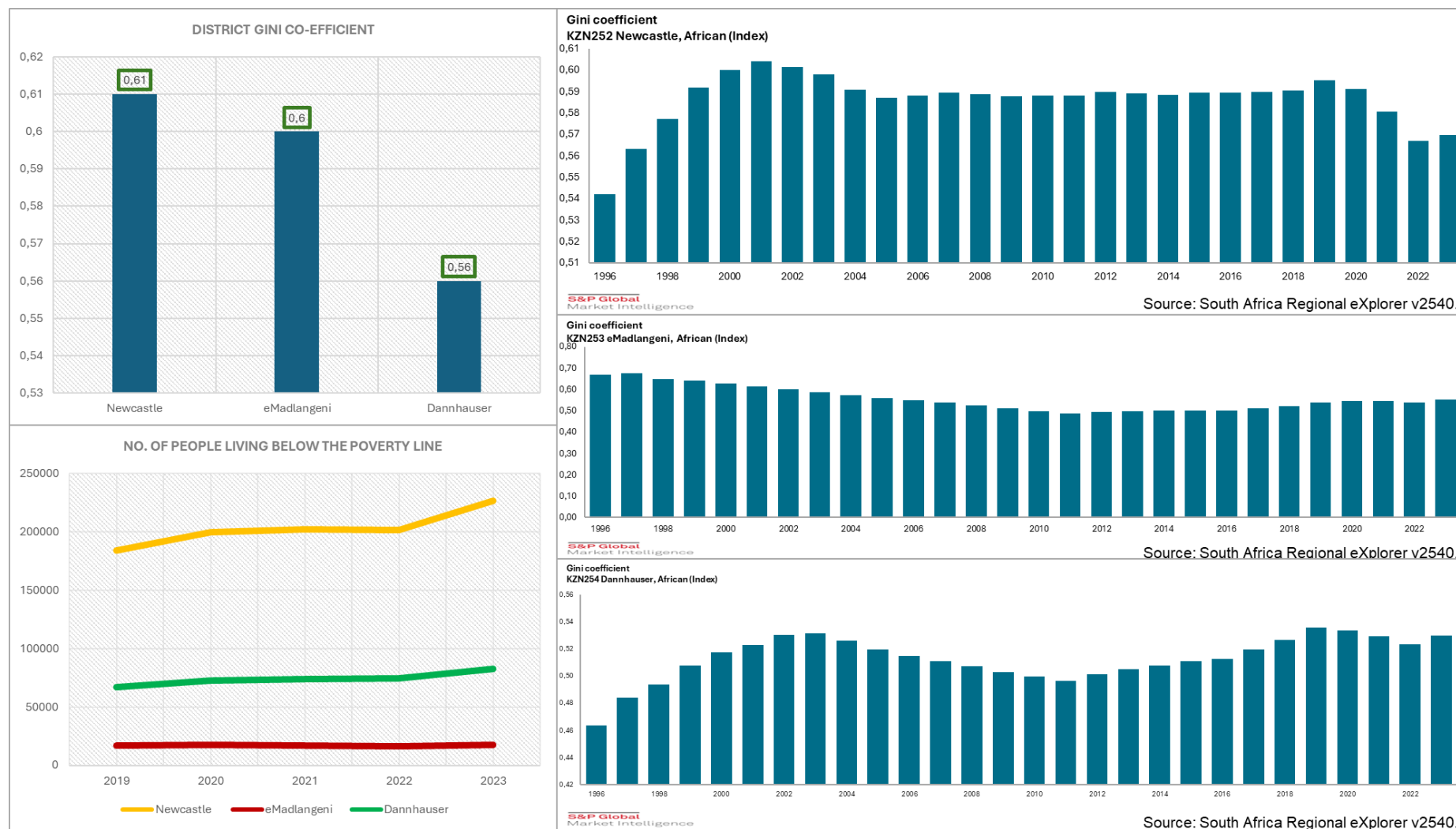


FIGURE 4: DISTRICT SOCIOECONOMIC ANALYSIS

Source: S&amp;P Global Intelligence, 2023



The above figure presents several graphs that provide data on the Gini coefficient and the number of people living below the poverty line in three districts: Newcastle, eMadlangeni, and Dannhauser. These data points are crucial in understanding the socioeconomic landscape of these areas and their implications on tourism development. Additionally, they highlight the potential of tourism in addressing some of these socioeconomic challenges.

The **"District Gini Co-efficient"** graph indicates the level of income inequality within each district, with Newcastle having the highest Gini coefficient at 0.61, followed by eMadlangeni at 0.60, and Dannhauser at 0.56. High income inequality can be a deterrent to tourism as it often correlates with social instability, higher crime rates, and limited local purchasing power. Addressing these issues through tourism can help redistribute income more equitably. By creating employment opportunities and supporting local businesses, tourism can reduce income inequality, thus contributing to a more stable and attractive environment for visitors.

The **"No. of People Living Below the Poverty Line"** graph shows a significant number of people living in poverty, particularly in Newcastle, where the number increased from around 200,000 in 2019 to over 250,000 in 2023. eMadlangeni and Dannhauser have lower numbers of people living below the poverty line, but still present notable figures. Poverty can impact tourism development negatively by limiting the capacity of local communities to participate in and benefit from tourism activities. However, tourism can play a pivotal role in alleviating poverty by generating income for local communities. Investments in community-based tourism can empower residents by providing jobs and improving infrastructure, ultimately enhancing their quality of life and making the area more appealing to tourists.

The **Gini coefficient trends** from 1996 to 2022 show different trajectories for each district. Newcastle's Gini coefficient increased until 2004 and then fluctuated slightly before decreasing to around 0.55 in 2022. eMadlangeni's Gini coefficient decreased steadily from around 0.57 in 1996 to around 0.52 in

2022, indicating a reduction in income inequality over time. Dannhauser's Gini coefficient increased until 2004 before fluctuating and then slightly decreasing to 0.56 in 2022. These trends suggest varying levels of success in addressing income inequality within each district. Sustainable tourism development can further these efforts by ensuring that tourism benefits are equitably distributed. This can be achieved through policies that prioritize local employment, fair wages, and the support of local enterprises.

Addressing the challenges posed by high income inequality and poverty levels, tourism can be a powerful tool for economic development. By attracting tourists, districts can generate revenue that can be reinvested into the community. This includes improving infrastructure, such as roads, healthcare facilities, and education, which in turn enhances the overall living conditions of residents and makes the destination more attractive to tourists. Additionally, cultural and heritage tourism can promote local traditions and crafts, providing an alternative source of income for residents and preserving cultural identity.

As such, the data on income inequality and poverty in Newcastle, eMadlangeni, and Dannhauser highlight significant challenges but also present opportunities for tourism development. By leveraging tourism as a tool for socioeconomic improvement, these districts can create a more equitable distribution of income, reduce poverty, and enhance the overall attractiveness of the destination. Sustainable tourism practices that prioritize local community benefits can lead to long-term positive impacts, fostering economic growth, social stability, and improved quality of life for residents.





Dr Pixley Ka Isaka Seme



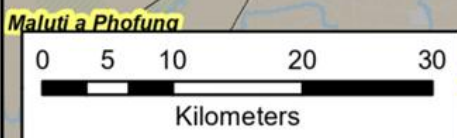
## AMAJUBA DISTRICT MUNICIPALITY TOURISM STRATEGY

Poverty Index

### Legend

- NFEPA River
- Railway
- National Road
- Provincial Road
- Dam
- Protected Area
- Cadastral
- Settlement
- 0 - 16 %
- 17 - 34 %
- 35 - 46 %
- 47 - 57 %
- 58 - 70 %
- 71 - 81 %
- > 81 %

DATA SOURCES:  
Roads: SANRAL, DOT  
Places: COGTA  
Admin Boundaries: MDB  
Enviro Data: DFFE, SANBI  
Railway: PRASA  
Social Facilities: DOE, DOH, DPW, DWS



MAP 6: POVERTY INDEX





Dr Pixley Ka Isaka Seme

Mkhondo

Braunschweig

Lüneburg

eDumbe



## AMAJUBA DISTRICT MUNICIPALITY TOURISM STRATEGY

Unemployment Index

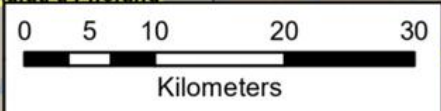
### Legend

- NFEPA River
- Railway
- National Road
- Provincial Road
- Dam
- Protected Area
- Cadastral
- Settlement
- 0 - 20 %
- 21 - 30 %
- 31 - 40 %
- 41 - 50 %
- 51 - 60 %
- > 60 %

DATA SOURCES:  
Roads: SANRAL, DOT  
Places: COGTA  
Admin Boundaries: MDB  
Enviro Data: DFFE, SANBI  
Railway: PRASA  
Social Facilities: DOE, DOH, DPW, DWS



MAP 7: UNEMPLOYMENT INDEX







# **COMPARATIVE & COMPETITIVE ANALYSIS**

## 4. COMPARATIVE & COMPETITIVE ADVANTAGES IN TOURISM

### 4.1. COMPARATIVE ADVANTAGES

The Amajuba District Municipality boasts several comparative advantages, primarily driven by its robust secondary and tertiary sectors. The district's economy is predominantly private sector-driven, with manufacturing leading the secondary sector and wholesale and retail trade dominating the service sector. Additionally, industries such as finance, mining, transport, and government services significantly contribute to the district's Gross Value Added (GVA). Tourism-related comparative advantages include the Amajuba Tourism Route, which highlights the district's scenic beauty and cultural heritage. The route offers visitors a chance to explore historical sites, natural landscapes, and local traditions, making it an attractive destination for both domestic and international tourists.

#### 4.1.1. GENERAL COMPARATIVE ADVANTAGES

The following are some of the district's general comparative advantages:

- **Economic Structure:** The district's economy is predominantly driven by the private sector, with manufacturing leading the secondary sector and wholesale and retail trade dominating the service sector. The presence of these industries provides a solid foundation for economic stability and growth.
- **Industry Diversity:** Apart from manufacturing and trade, other significant industries such as finance, mining, transport, and government services contribute substantially to the district's Gross Value Added (GVA). This diversity ensures economic resilience and opportunities for investment in various sectors.

- **Infrastructure and Connectivity:** The Amajuba District boasts well-developed infrastructure, including road networks, railways, and communication systems. This connectivity facilitates smooth transportation of goods and services, enhancing the district's attractiveness to businesses and investors.

#### 4.1.2. TOURISM-RELATED COMPARATIVE ADVANTAGES

The following are some of the district's tourism-related comparative advantages:

- **Amajuba Tourism Route:** This route is a significant highlight, offering a blend of natural beauty and cultural heritage. It includes historical sites, nature reserves, and cultural attractions, providing a comprehensive experience for tourists.
- **Historical Significance:** The district is rich in history, with landmarks from key events such as the Anglo-Zulu War and the South African War. These sites attract history enthusiasts and educational tours, contributing to the local tourism economy.
- **Natural Attractions:** Amajuba is home to stunning landscapes, including mountains, rivers, and game reserves. These natural attractions offer various outdoor activities such as hiking, bird watching, and game drives, appealing to adventure and nature lovers.
- **Cultural Heritage:** The district's cultural diversity is showcased through local festivals, crafts, and traditional cuisine. Tourists can immerse themselves in the vibrant local culture, fostering cultural exchange and appreciation.
- **Hospitality and Accommodation:** Amajuba provides a range of accommodation options, from luxury lodges to budget-friendly



guesthouses. The district's hospitality industry ensures that tourists have a comfortable and memorable stay.

#### 4.1.3. NATURAL ASSETS

The Amajuba District Municipality is characterised by a wealth of tourism assets that make it a compelling destination for both domestic and international visitors. The district is renowned for its rich historical heritage, highlighted by significant sites such as the Battle of Majuba Hill, which played a pivotal role in the First Boer War. Additionally, the area's natural beauty is showcased through its stunning landscapes, including the lush rolling hills and the impressive Drakensberg Mountains, which offer numerous outdoor recreational activities like hiking, bird watching, and adventure sports. The Amajuba district also features vibrant cultural experiences, with local communities offering unique insights into traditional Zulu culture and customs. The district's accessibility, coupled with well-developed infrastructure and a variety of accommodation options, further enhances its attractiveness as a tourist destination. These diverse tourism assets collectively position the Amajuba District Municipality as a dynamic and multifaceted destination, promising enriching experiences for all types of travellers.

##### 4.1.3.1. PROTECTED AREAS

The district municipality has several areas that are identified as “protected” in terms of the National Environmental Management: Protected Areas Act, 2003 (Act 57 of 2003). Protected areas, including public and private nature reserves, play a significant role in tourism development by preserving biodiversity and offering unique natural attractions that draw tourists. These areas provide a refuge for flora and fauna, maintaining ecological balance and enabling wildlife viewing opportunities that are central to ecotourism. The conservation of natural landscapes and ecosystems enhances the aesthetic and recreational value of regions, promoting outdoor activities such as hiking, bird watching, and photography. Additionally, protected areas contribute to the

local economy through tourism-related revenue, creating jobs and supporting businesses in hospitality and services.

The sustainable management of these areas ensures that tourism development is balanced with environmental conservation, minimizing the impact on natural resources. Educational programs and guided tours in protected areas raise environmental awareness among visitors, fostering a greater appreciation for conservation efforts. The presence of well-managed protected areas can also enhance the reputation of a destination, attracting eco-conscious travellers and increasing international visibility. The following protected areas are located within the ADM:

- Emlwane Game Park Private Nature Reserve
- Kiepersol Protected Environment
- Elandsberg Protected Environment
- Normandien Protected Environment
- Ora Nature Reserve
- Ncandu Private Forest & Grassland Reserve
- Ncandu Nature Reserve
- Utrecht Town Park Private Nature Reserve
- Mkhothane Protected Environment
- uMsonti Private Nature Reserve
- Chelmsford Nature Reserve

##### 4.1.3.2. DAMS & LAKES

**NTSHINGWAYO DAM:** The Ntshingwayo Dam, formerly known as Chelmsford Dam, is a significant water infrastructure located on the Ingagane River. Constructed in 1961, this combined gravity, and arch dam serves primarily for municipal and industrial water supply. With a height of 23 meters and a length of 1,677 meters, the dam creates a reservoir with a total capacity of 211,258,000 cubic meters. The surrounding Chelmsford Nature Reserve enhances the dam's ecological and recreational value, offering activities such

as fishing, bird watching, and various water sports. The dam's strategic importance is underscored by its high hazard potential ranking, necessitating rigorous management and maintenance to ensure safety and sustainability.

**VAN DER WESTHUIZEN DAM:** The Van Der Westhuizen Dam is a reservoir located in the Newcastle Local Municipality. Situated near the suburb of Signal Hill and close to Ncandu Park, this dam plays a vital role in the local water management system. It supports various municipal and agricultural water needs, contributing to the region's overall water security.

**SHEPSTONE LAKE:** Shepstone Lake is a lagoon located in Dannhauser Local Municipality, at an elevation of 1,221 meters. It is situated near the suburbs of Uitkyk Noord and Uitkyk Suid, providing a serene and picturesque environment. The lake is a popular spot for fishing and other recreational activities, attracting both locals and visitors.

**TOM WORTHINGTON DAM:** Tom Worthington Dam is a reservoir located in Dannhauser LM, near the village of Hattingspruit. Situated at an elevation of 1,300 meters, this dam plays a crucial role in the local water management system. The surrounding area, including the Lloydsbaai Resort, offers various recreational activities such as fishing, canoeing, and rowing. The resort is popular among visitors for its bass and carp fishing opportunities, as well as its scenic hiking trails and historical sites.

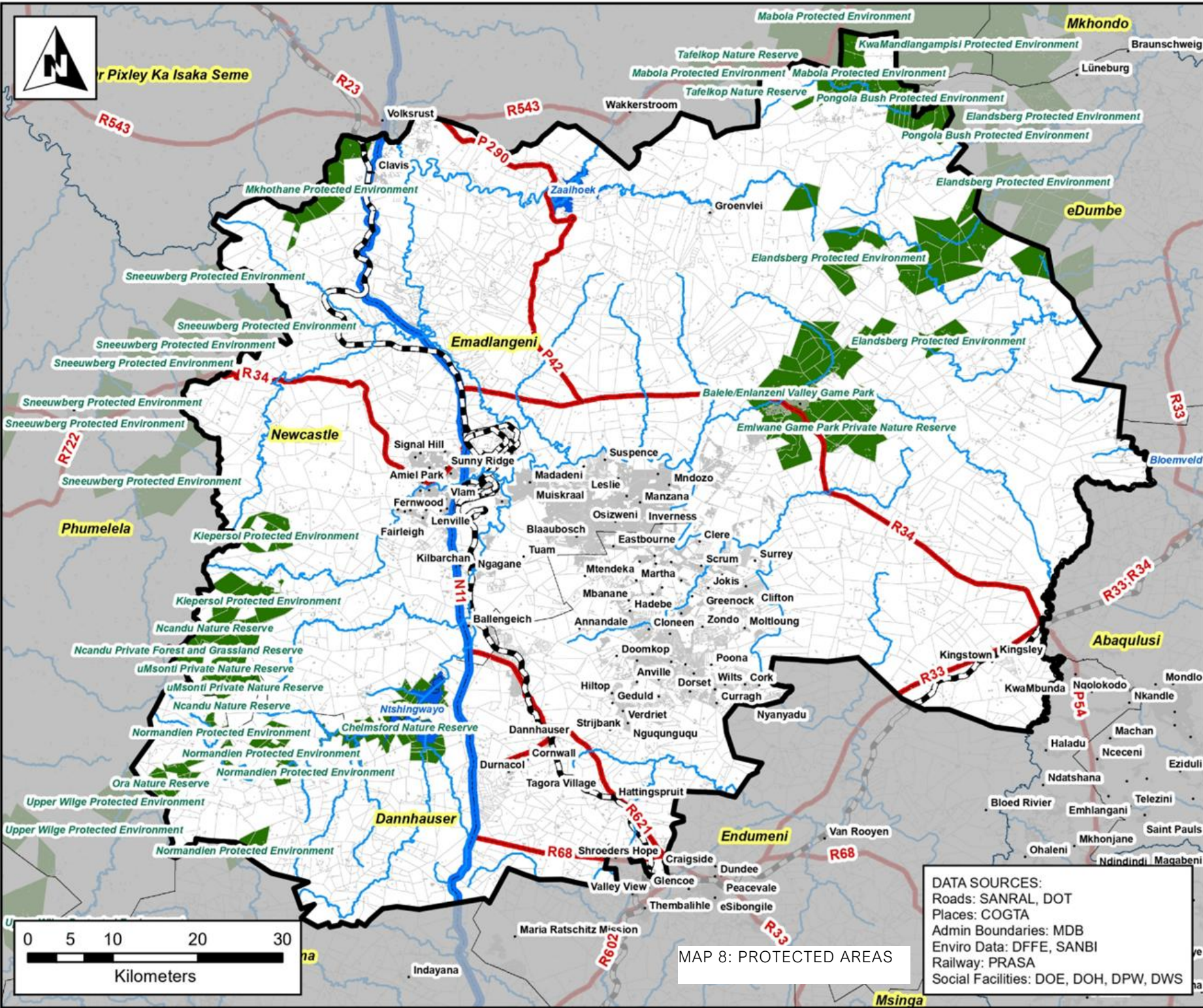
**YEIZEN DAM:** Yeizen Dam is a reservoir located in the Dannhauser Local Municipality. This dam plays a crucial role in the local water management system, supporting both municipal and agricultural water needs. The surrounding area offers scenic views and opportunities for various recreational activities, making it a valuable resource for the community.

**DURBAN NAVIGATION COLLIERIES DAM:** The Durban Navigation Collieries Dam is associated with the historical Durban Navigation Collieries, located in the town of Durnacol, Dannhauser LM. This area was once a bustling mining

hub, primarily reducing coking coal for the shipping industry and later for iron smelting. The dam itself played a crucial role in supporting the mining operations by providing a reliable water source. Although the mine ceased production in 2000, the dam remains a significant landmark in the region. Today, the area is undergoing rehabilitation and is managed by the local municipality.

**ZAAIHOEK DAM:** Zaaihoek Dam is a gravity-type dam located on the Slang River Emadlangeni Local Municipality. Constructed in 1988, the dam has a total capacity of 185,000,000 cubic meters and serves primarily for industrial and municipal water supply. The dam is 43.5 meters high and 527 meters long, with a catchment area of 620 square kilometres. Its high hazard potential ranking necessitates careful management to ensure safety and sustainability. The surrounding area is known for its scenic beauty and offers various recreational activities, including fishing and hiking. The route to the dam, particularly from Wakkerstroom, is popular among cyclists and off-road enthusiasts due to its challenging terrain and picturesque views.







#### 4.1.4. HISTORICAL/HERITAGE ASSETS

##### 4.1.4.1. FORT AMIEL

Fort Amiel, located in Newcastle Municipality is a significant historical site with deep roots in South Africa's colonial and military history. Constructed in 1876 by Major Charles Frederick Amiel and the 80th Staffordshire Volunteers, the fort served as a strategic British military base during the Anglo-Zulu War of 1879 and the Anglo-Boer Wars of 1881 and 1899-1902. Positioned on a knoll overlooking the Ncandu River, it provided a crucial lookout and defensive position. Over the years, Fort Amiel functioned as a commissariat depot, transit camp, and hospital, playing a vital role in the recovery of wounded soldiers. Today, the restored fort houses the Fort Amiel Museum, which opened in 1990 and features military displays, a reconstructed cookhouse, and a Zulu umuzi (hut) with detailed interiors. The museum also offers educational programs and workshops, making it a valuable cultural and historical resource for the community.

##### 4.1.4.2. LAING'S NEK BATTLEFIELD

Laing's Nek Battlefield is a historically significant site from the First Anglo-Boer War. On January 28, 1881, British forces under Major-General Sir George Pomeroy Colley faced a decisive defeat by Boer forces led by Commandant-General Piet Joubert.

This battle was part of the British efforts to regain control over the Transvaal region following the Boer declaration of independence in 1880. The British, numbering around 1,216 men, attempted to force their way through the pass but were repelled by the well-entrenched Boers, who had fortified the heights around Laing's Nek.

The battle resulted in significant British casualties and marked a turning point in the war, highlighting the Boers' effective defensive strategies. Today, the battlefield is marked by an obelisk monument to the British 58th Regiment and

offers visitors a glimpse into the past with its preserved historical sites and scenic views of the Majuba mountainside.

##### 4.1.4.3. SCHUINSHOOGTE BATTLEFIELD

Schuinshoogte Battlefield, also known as the Battle of Ingogo, is a significant historical site located north of Newcastle. The battle took place on February 8, 1881, during the First Anglo-Boer War, following the British defeat at Laing's Nek. British forces under Major-General Sir George Pomeroy Colley attempted to secure their supply lines between Newcastle and Mount Prospect but were ambushed by Boer forces led by Commandant Nicolaas Smit and Commander J.D. Weilbach. The Boers, utilizing their superior knowledge of the terrain and effective fieldcraft, inflicted heavy casualties on the British, who were forced to retreat under the cover of a thunderstorm. The battlefield is marked by monuments and memorials, offering visitors a glimpse into the intense and pivotal conflicts of the Anglo-Boer War.

##### 4.1.4.4. MAJUBA BATTLEFIELD

The Majuba Battlefield, located near Volksrust, is the site of the decisive Battle of Majuba Hill, which took place on February 27, 1881, during the First Anglo-Boer War. This battle marked a significant victory for the Boer forces over the British, effectively ending the war. British forces, led by Major-General Sir George Pomeroy Colley, occupied the summit of Majuba Hill in an attempt to outflank the Boer positions at Laing's Nek.

However, the Boers, under the command of General Nicolaas Smit, launched a surprise attack at dawn, scaling the hill and overwhelming the British troops. The British suffered heavy casualties, including the death of General Colley, while the Boers secured a strategic and morale-boosting victory. Today, the Majuba Battlefield is a historical site with monuments and memorials commemorating the battle, offering visitors a chance to explore the terrain and reflect on this pivotal moment in South African history.



FIGURE 5: MAJUBA BATTLEFIELD

#### 4.1.4.5. O'NEIL'S COTTAGE

O'Neil's Cottage, located at the foot of the Amajuba Mountain in KwaZulu-Natal, South Africa, is a historically significant site from the First Anglo-Boer War. Built in 1870, this simple stone cottage became a makeshift hospital for British soldiers after their defeat at the Battle of Majuba Hill in 1881. The cottage also played a crucial role in the peace negotiations that ended the war. On March 6, 1881, an armistice was signed here by Sir Evelyn Wood and General Piet Joubert. Subsequent discussions, involving key figures such as Paul Kruger and President J.H. Brand, took place in the cottage's parlour and on its stoep. Today, O'Neil's Cottage is preserved as a museum, offering

visitors a glimpse into this pivotal moment in South African history with its restored interiors and historical displays.



FIGURE 6: O'NEILS COTTAGE

#### 4.1.4.6. BOTHA'S PASS BATTLEFIELD

Botha's Pass Battlefield, located in KwaZulu-Natal, South Africa, is a significant site from the Second Anglo-Boer War. On June 8, 1900, British forces under General Sir Redvers Buller launched a major offensive against Boer forces led by General Chris Botha. The battle saw Buller advancing with approximately 22,000 men and 26 artillery guns against Botha's 2,500 men.

The British forces managed to capture key positions, including van Wyk's kop and Spitzkop, through a combination of frontal assaults and artillery support. This victory allowed the British to advance out of Natal into the Orange Free



State and the Transvaal, marking a turning point in the war. Today, the battlefield is marked by remnants of Boer trenches and a monument, offering visitors a glimpse into the intense military engagements of the era.



FIGURE 7: BOTHA'S PASS BATTLEFIELD

#### 4.1.4.7. BLOOD RIVER POORT BATTLEFIELD

The Blood River Poort Battlefield, also known as Scheeper's Nek, is a significant historical site from the Second Anglo-Boer War, located near Vryheid in KwaZulu-Natal, South Africa. On September 17, 1901, a Boer commando led by General Louis Botha decisively defeated a British force commanded by Major Hubert Gough. The battle occurred during Botha's second invasion of Natal, where his forces aimed to disrupt British control and

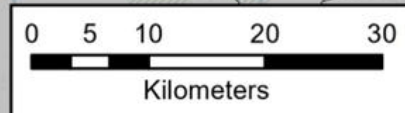
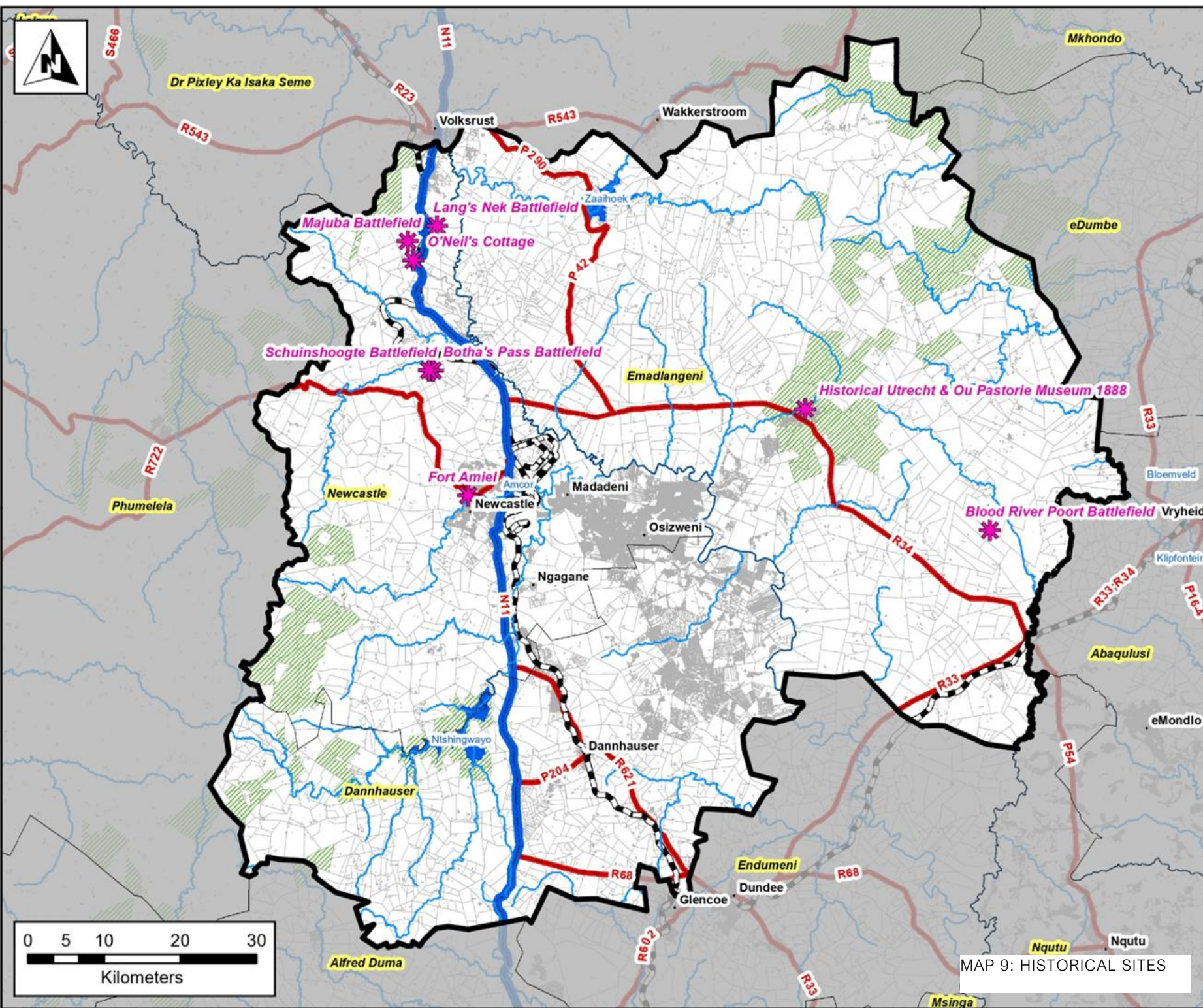
gain support from local populations. The British, underestimating the Boer strength, were caught off guard and suffered heavy casualties, with 23 killed, 21 wounded, and 241 captured, along with the loss of two field guns. Despite the victory, Botha's forces were unable to capitalize on their success due to British reinforcements blocking key river crossings. Today, the battlefield is marked by memorials and offers a poignant reminder of the intense conflicts that shaped South African history.

#### 4.1.4.8. HISTORICAL UTRECHT & OLD PARSONAGE MUSEUM 1888

The Historical Utrecht & Old Parsonage Museum, located in the scenic town of Utrecht, KwaZulu-Natal, is a national monument that offers a fascinating glimpse into South Africa's colonial past. Housed in the beautifully restored parsonage built for Reverend and Mrs. H.L. Neethling, the museum was officially opened on October 12, 1888. It served as the second parsonage for the Dutch Reformed Church congregation of Utrecht.

Today, the museum showcases a diverse collection of artifacts ranging from the Stone Age to the Victorian era, reflecting the rich history of the Utrecht area and its early Voortrekker settlers. Visitors can explore exhibits that include period clothing, furniture, and other historical items, providing a comprehensive view of the region's cultural heritage. The museum also highlights significant events such as the Anglo-Boer War and the incorporation of Utrecht into the Zuid-Afrikaansche Republiek. Overall, the Historical Utrecht & Old Parsonage Museum is a must-visit for anyone interested in South Africa's diverse and storied past.





# AMAJUBA DISTRICT MUNICIPALITY TOURISM STRATEGY Historical Sites & Battlefields

## Legend

- Site
- NFEPA River
- National Road
- Railway
- Provincial Road
- Dam
- Settlement
- Protected Area
- Cadastral

MAP 9: HISTORICAL SITES





#### 4.1.5. ARTS & CULTURE ASSETS

##### 4.1.5.1. TOWNSHIP TOURISM

Township Tourism involves groups visiting townships to learn about and experience their unique life and history. These tours are typically led by knowledgeable guides. Township tours may be booked directly from accredited Tourist Guides. Contact details available from Tourism Newcastle and on Explore Amajuba Routes Guide.

##### 4.1.5.2. EVENTS

Amajuba is already a hub for numerous sporting events, largely due to its central location. This is particularly evident with junior and school events. Additionally, several club, arts, and heritage events are organized annually with positive outcomes, as previously discussed. Data indicates that visitor numbers spike during these events, and research shows that the positive publicity generated by these events leads to enhanced information dissemination and improved town image. However, many events are either lost or do not attract as many visitors as they could due to a lack of funding and coordination by the municipality. There is a need for dedicated staff to source and support events in Amajuba. A proper procurement strategy that outlines how funds can be made available for these events needs to be developed, and relationships with external public funders should be established. Currently, Champ Marketing hosts several of the more successful events. The following events occur in the municipality:

##### Ntshingwayo Challenge (January)

- Ntshingwayo Dam
  - 100 km swim
  - Swim South Africa-sanctioned event
  - Takes place annually in January at Chelmsford Dam, near Newcastle
- Indumezulu Maskandi Festival (March)

- Newcastle Show Grounds (Farmers Hall)
- Celebration of traditional Zulu music and dance

##### Battlefields 5-in-1 (February/March)

- Newcastle
  - Marathon, 42km, 21.1km, and 10km run/walk races
  - Popular pre-schooler's race
  - Official Comrades Marathon Qualifier
- Ramlaan (March)
  - BMW Car Spinning Spin City

##### Newcastle Winter Festival (April/May)

- Newcastle Show Grounds (Farmers Hall)
  - Annual festival over 3 days in April/May Attracts approximately 27,000 visitors
  - Annual festival over four days in April/May

##### Balele Rally (March/April)

- Family Park with activities such as stunts & drags, live music, beer garden, food stalls, and more

##### Easter Lifestyle Market (April)

- KwaNtu Village (Utrecht)
  - Market & lifestyle event during Easter holidays
  - Beer garden, popular food stalls, live entertainment for adults and children
  - Arts & crafts stalls showcasing local talent

##### Newcastle Air Show (June)

- Newcastle Airport
  - Annual air show in June
  - Hosted by Champ Group of Companies
  - Features various aircraft displays, including jets from the South African Air Force (SAAF) and aerobatic pilots

Amajuba RnB & Soulful Groove Gathering – Annual RnB & Soulful Music groove gathering held twice a year

Memel-Newcastle Walk (August)

- Memel-Newcastle Walk
  - The event started in 1993 by 3 teachers and 10 high school boys from Amajuba High School.
  - The event is now hosted by Champ Group of Companies and attracts 2000 athletes from all over South Africa.
  - Show Off Your Ride (August)

- Newcastle Show Grounds (Farmers Hall)
- Car enthusiasts showcase their vehicles
- Car sound competition "Show it" Shine

#### Blaaubosch Heritage Walk – Inkosi Albert Luthuli (September)

- Blaaubosch Primary School
- Guided walk-through historical sites: Blaaubosch School, Methodist Church, Xaba House, Greyedickar

#### Amajuba Film Festival (September/October)

- Newcastle Mall
- Film festival featuring various genres from around the world

#### Imbizo (November/December)

- IMBIZO is an annual musical event that is held on the last Saturday of every November or the first Saturday of December. The event started in 2003 with a group of 10 friends as a house music party over school holidays and has grown from a small social party to a huge event.

#### Ghost Hunting at Fort Amiel Museum (December)

- Fort Amiel Museum
- Night event investigating ghostly stories of the fort

#### Amcor Dam Music Festival (27 December)

- Amcor Dam Resort
- Music festival with genres including Gospel, Kwaito, House Music DJs, and kids' entertainment
- Best SA DJs in attendance

#### Osizweni Soccer Tournament (December)

- Osizweni Stadium
- Knockout soccer tournament catering for 32 teams 24 - 30 December

- Mfundweni art centre: Heritage competition (September)
  - It's an annual heritage event held to celebrate Heritage Day. It features traditional dance competition. Participants showcase cultural dances such as Zulu Warrior dance (Indlamu) and maiden's dance.

#### Folk & Griot Festival (December)

- Four-day festival celebrating African culture through storytelling, music, dance, and theatre

#### Newcastle Gospel Celebration Concert (December)

- Evening of gospel music featuring local gospel artists
- Opportunity for families to enjoy uplifting music

#### Newcastle Comedy Shows (November/December)

- Variety of comedy shows hosted within the district
- Platform for comedians to showcase their talent.

Vreugdevuur Adventure Experience at Balele Game Park [Horse riding, quad biking, boat rides, game drive, hiking, camping, fishing, mud puddle, aerobics, paint balling, 4x4 challenge and potjie competition]

## 4.1.5.3. TOURISM ATTRACTIONS

TABLE 2: AMAJUBA DISTRICT TOURISM ATTRACTIONS

ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
Fort Amiel Museum	Newcastle	Government	Yes	Municipal museum. Consists of a British military fort built in 1876 with various buildings including a guard house, cook house, blacksmiths workshop, etc. Also, a replica railway station and steam train and a Zulu Umuzi/village. Ablution facilities, braai and picnic area and historical research library and archives.	Good access road and parking. Water and power are available.
The Carnegie Art Gallery	Newcastle	Government	Yes	Only regional Art gallery in Northern KZN. Good collection of South African Art and crafts. Situated in historic Carnegie library building from 1915. Situated in centre of town behind Standard bank. This was also the site of the Old Jail. The last African who was hung here was Mfelafuti who was executed here on 22 April 1904. The last execution that took place here was however on 27 September 1905. Ramnath of Indian descent killed James Hickenbotham of Dundee who was his supervisor at the St Georges Coal Mine in Hattingspruit.	Water and power are available
The Battlefield at Schuinshoogte	Newcastle	Private	Yes	Very well-kept Monument, cemeteries and old fort (Fort Colosseum) with signs and parking. Steps provided over fences.	Good access on dirt road. Battlefield on both sides of road. No water and power are available
Inkosi Albert Luthuli Monument	Newcastle	Government/Private	Yes	Luthuli Legacy consists of the Blaauwbosch School, Methodist Church and Xaba house. Luthuli was a schoolteacher here from 1917-1918, a lay preacher and stayed with the Xaba family. There is a museum room in one classroom. The church and house can be visited on appointment	Water and power are available at the school. Dirt roads in fair condition.
Newcastle Mall	Newcastle	Private	Yes	Is the largest shopping mall in Northern KwaZulu-Natal and by far the preferred shopping destination. Spoiling the shopper with variety and a great vibe.	The road is in good condition Water and power are available
Hindu Temple	Newcastle	Private	Yes	Hindu Temple, Kirkland Street. Built in 1903. Mahatma Gandhi did his prayers here in 1913 during the mine strikes.	Water and power are available. In CBD. Good access.



ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
Mosque and Madrassa	Newcastle	Private	Yes	The oldest Muslim Mosque and madrassa of school in Newcastle. Foundation stone was laid by Mawlana Molvi Mohammed Mia on 9 February 1929. The stone was sponsored by the Newcastle Muslim Community under the chairmanship of Mr. I.S. Vawda. Located in CBD in Allen Street Newcastle.	Good access. Water and electricity.
Newcastle Town Hall	Newcastle	Government/Municipal	Yes	This stately hall's foundation stone was laid in 1897 for the Diamond jubilee of Queen Victoria. It was completed in 1899. Declared national monument. Was used for the hearings of the Native Land act in 1914 and the Truth and Reconciliation Commission (TRC) in 1996. Located in CBD. Scott Street.	Good Access. Ablution, water and lights.
Duck Pond Bird Hide	Newcastle	Private	Yes	The Duck Pond Hide provides a garden like setting and its home to pairs of Cape shoveller, Egyptian goose, dabchick, coot and Cape teal	The road is in good condition Water and power are available
O'Neill's Cottage	Newcastle	Private	Yes	Historical house of sandstone built by the De Berry family in the 1870's. Was used after the Battle of Majuba as hospital and to conclude the armistice to end the 1st Anglo Boer War on 21 March 1881. Participants included Paul Kruger, MW Pretorius, Piet Joubert, Pres Brand, Sir Evelyn Wood and Gen Sir Redvers Buller.	No water and power are available
Northern Drakensberg (Vulintaba)	Newcastle	Private	Yes	Nestled in a dramatic and picturesque amphitheatre of mountains, ANEW Resort Vulintaba Country Estate Hotel and Spa is situated in Newcastle, Northern KwaZulu-Natal.	The road is not in a good condition, water and power are available.
Laings Nek Battlefield	Newcastle	Private	Yes	Monument and graves of Battle of 1st Anglo Boer War on 28 January 1881. The monument fell over recently but not damaged	No water and power are available
Black Rock Casino & Hotel	Newcastle	Private	Yes	Located midway between Durban and Johannesburg, the Garden Court Blackrock Newcastle hotel offers great comfort, excellent amenities, and affordable rates. With the famous Blackrock Casino.	The road is in good condition Water and power are available
The Armoury	Newcastle	Private	Yes	Military building erected in about 1879 during Anglo Zulu War. Used by local MOTHS veteran organization. A new Museum display reflects the 1st and 2nd World Wars and Bush War of the 1970's and 80's. Catering facility, licenced bar	Ablutions on terrain. Water and power are available.

ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
The old Newcastle and Military Cemetery	Newcastle	Government/Municipal	Yes	Oldest cemetery in Newcastle contains the graves of European founding families and many former mayors. The military section contains graves and various monuments of soldiers from the Anglo Zulu and Boer Wars. (1879-1902). A Victoria Cross (VC) recipient, one of only 16 in South Africa are also buried in the Cemetery. The lytch gate is a 1st World War monument erected in 1922.	In CBD. Easily accessible. No water and power available.
Old Non-European Cemetery	Newcastle	Government/Municipal	Yes	The oldest cemetery for African, Coloured and Indian people in Newcastle. Separate section for Muslim persons. Contain graves of the oldest families of Newcastle. In light industrial area.	Good access and roads.
Moorfield Mountain Farm	Newcastle	Private	Yes	Recreation farm in Muller's Pass. It is the source of Ncandu river, and the river is flowing strongly with various waterfalls. The grassland and indigenous forests are wet. The farm is a declared nature reserve, and a true piece of paradise nestled away in the mountains surrounding Newcastle. It offers overnight bungalows.	Dirt road in various condition of upkeep. Limited telecommunication network.
Amur Falcon Roost	Newcastle	Private	Yes	As the sky darkens the flocks draw closer to the line of pine trees, then one by one the birds drop on to the branches where they will roost for the night	The road is in good condition Water and power are available
Chelmsford Nature Reserve	Newcastle	Government	Yes	Situated on the Ngagane River, lies just 70 kilometres from Ladysmith and 26 kilometres from Newcastle, is the site of the third largest dam in KwaZulu Natal, a wonderful venue for swimming, soaking up the sun and enjoying various water sports.	The road is not in a good condition, water and power are available
The Weir Dam	Newcastle	Government	Yes	The Weir Dam in Newcastle, KwaZulu-Natal, is a small but significant water structure located within the town. It plays a crucial role in the local water management system, supporting both municipal and agricultural needs. The dam is situated near the Ncandu River, contributing to the area's water supply and irrigation efforts. The surrounding environment offers scenic views and opportunities for recreational activities, making it a valued resource for the community.	The road is not in a good condition.
Fun Farm Entertainment	Newcastle	Private	Yes	It is a fun-filled stimulating environment for children of all ages. Enjoy an exciting variety of soft play areas, explore	The road is not in a good condition, water and power are available

ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
				the 4-storey maze, deck climbs, tunnels, and slides plus discover opportunities for action-packed games such as Laser Tag, bowling, and ride on a quad bike.	
Osizweni Handcraft Centre	Newcastle	Government	Yes	Centre located in the middle of a township specialises in training disabled people in Artwork, leather and bead work	The road is in good condition Water and power are available
The British Military cemetery and British camps site at Mount Prospect	Newcastle	Private	Yes	The campsite of the British during the First Anglo Boer War 1881. The cemetery contains the remains of various soldiers including Gen George Pomeroy-Colley (High Commissioner, Governor, and Commander-in-Chief of the British Army) who was killed on Majuba.	Private dirt road going over 2 farms. Condition unknown.
Newcastle Swimming Pool	Newcastle	Government	Yes	Newcastle Swimming Pool is located in Sunnyridge. It has a length of 0.69 kilometres. It participates as one of the leisure sports centres in Newcastle.	The road is in good condition Water and power are available
Mac Maharaj House	Newcastle	Private	No but can be views from the road	Birth house of Freedom fighter Mac Maharaj. Operation Vula against Apartheid Regime. Was minister without portfolio in first cabinet in 1994 with Nelson Mandela. Later the spokesperson of Pres Zuma.	Road in good order. No electricity or water.
Old Newcastle Prison building	Newcastle	Government	No, but can be seen from road.	Old Newcastle prison building (1905), Hospital Street (Correctional Services). King Dinuzulu of the AmaZulu was imprisoned here during 1910. The wife of Mahatma Gandhi Karstuba in 1913 and also various anti-apartheid activists at various stages. Located in Hospital Street in Newcastle CBD.	Good road.
Old Newcastle African School, Fairleigh	Newcastle	Government	No but can be viewed from the road	Old Newcastle Native or Bantu School, for Africans in Fairleigh as part of the old African Location. District Offices is process of conversion to for UNISA. Erected in 1936. The architect of the school was Gerald Joseph Conrad Bernhard (1897-1950). The first principal of this school was the Reverent Mbanga James George Benjamin Molefe. Located in Hospital Street next to the Newcastle Private hospital.	Good road and access. Water and electricity.
Asiphephe Monument	Newcastle	Government	Yes	Monument built after a bus accident that took place at Albert Wessels Drive who was then named Asiphephe Drive where 33 students were killed on 15 April 1998.	Good road. No water or electricity.

ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
				Unveiled on 7 October 1999 by Nelson Mandela. This monument was sponsored by Balele leisure	
Schuinshoogte (Ingogo)	Newcastle	Private	Yes	Battle site of the 1st Anglo Boer War 8 February 1881. Very well-kept Monument, cemeteries and old fort (Fort Colosseum)	Good access on dirt road. Battlefield on both sides of road with signs and parking. Steps provided over fences. No water and power are available
Majuba Commemorative Farm	Newcastle	Private	Yes	Site of last Battle of the 1st Anglo Boer War 27 February 1881. Includes the mountain of Majuba with various graves and monuments	Good dirt road and access gate. Camping site and ablutions.
Hilldrop House	Newcastle	Private	Yes	Historical house of Sir Ryder Haggard who was the Author of King Solomon's mine, house was used for negotiations after the First Anglo Boer war in 1881. It was declared a national monument and it forms part of a B&B.	The road is in good condition Water and power are available
Old Cemetery	EMadlangeni	Government	yes	Contains the oldest founding families of Utrecht and a Military section dating from the Anglo Zulu War 1879 and contains various Monuments.	The road is not in a good condition.
Anglican Church	EMadlangeni	Private	Yes	This building was erected in 1899 but is not an historical monument. The interior of this church is still a gem	The road is in good condition Water and power are available.
Old Residency	EMadlangeni	Government	Yes	Building used as the official residence of the Magistrate since 1892. National monument	The road is in good condition, water and power are available
Dutch Reformed Church	EMadlangeni	Private	Yes	This magnificent old building was erected during the ministry of Rev. H. L. Neethling the first moderator of the "Nederdutsche Hervormede of Gereformeerde Kerk" of the Zuid-Afrikaansche Republiek (Transvaal). The foundation stone was laid by Gen. Piet Joubert, Commandant General of the Zuid Afrikaansche Republiek on October 23, 1891, and was consecrated on April 21, 1893. The monument of Kaptain Leo Pokrowsky a Polish Russian who died during the Boer War is in front of the church	The road is in good condition, water and power are available
Landdros, Pos en Telegraafkantoor	EMadlangeni	Government	Yes	A National declared monument was built in 1892 of sandstone. Used as the magistrate offices.	The road is in good condition, water and power are available.
Bivane Waterfall	EMadlangeni	Private	Yes	It offers magnificent mountain scenery.	The road has gravel and good condition.

ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
Balele Game Park	EMadlangeni	Government	Yes	It has over 15 Species that may be found roaming the Park including giraffe, kudu, wildebeest and Zebra. It offers tourists accommodation which is available for bookings. It is also used to host tourism base events e.g. cultural events.	The road is not in a good condition.
Utrecht Country Club	EMadlangeni	Government	Yes	This facility offers a game ride entertainment, book for different events, e.g. wedding, baby showers and also have a food restaurant	Water and power in good condition.
Mangosuthu Cultural Centre	EMadlangeni	Government	Yes	Known as the Mangosuthu Art and Craft Centre for selling art & craft products, including pottery, sewing, and leather goods It is also accommodation for tourists	The road is in good condition.
Zaaihoek Dam	EMadlangeni	Government	Yes	It is used for fishing and also picnic and leisure.	The road is not in a good condition.
The Uys House	EMadlangeni	Private	Yes	One of the oldest surviving houses in Northern KZN. Built in 1856 for Swart Dirk Uys who was the first Commandant of Utrecht. National Monument.	The road is in a good condition
Petrus Lafras Uys Monument	EMadlangeni	Private	Yes	Monument to the first magistrate in 1859. Was killed at Hlobane during the Anglo Zulu War in 1879 Opposite the Dutch Reformed church.	Good condition.
Buskruit & Laventel Museum/ Cordate & Lavender Museum	EMadlangeni	Private	Yes	The private museum of well-known author Nico Moolman containing many items of historical interest. Highly recommended. Museum is located on the farm Ceseria on left.	Dirt road towards Wakkerstroom.
Waterloo Farm	EMadlangeni	Private	Yes	Offers self-catering accommodation and trout fishing in a beautiful and unspoiled setting, with many opportunities for game viewing and bird spotting, with many days' walks or short hikes available on the farm. Game living on the farm includes eland,	The road is not in a good condition.
Utrecht Museum/ The Parsonage	EMadlangeni	Government	Yes	This charming sandstone building on the corner of Kerk and Loop Streets, in Utrecht, is now a national monument and houses the Utrecht Museum. The museum portrays the border dispute between the Transvaal and Zululand and also some period rooms. Behind the museum is the monument to all the foreign Volunteers who fought for the	The road is in good condition.



ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
				Boers during the Anglo Boer War containing all their names	
Bivane Wetland Reserve	EMadlangeni	Private	Yes	The marriage of the water and the hills has produced an idyllic natural space within which, with sensitive handling, it has proved possible to accommodate both active recreation and the serene experience of nature. The dam has become a sought-after destination for boating and bass fishing. The turbulent waters below the dam wall are ideal for canoeing and river rafting. Hiking, mountain biking and bird watching are increasingly popular. Quad bike and 4x4 trails are also available on the reserve.	The road is not in a good condition.
St Margaret's Presbyterian church	Dannhauser	Private	Yes	St Margaret's Presbyterian is located in Dannhauser church street; it is an old structure but in good condition. This church was built during 1933, the cornerstone being led by Dr. S.R Campbel and was opened on the 9 December by Mrs Sneddon, wife of the then mine manager. The church has served the community of Dannhauser, Durnacol, and the surrounding farms for over a century.	Access road is in good condition.
Chelmsford Nature reserve	Dannhauser	Government	Yes	Chelmsford Nature Reserve surrounds the Ntshingwayo Dam, which lies on the iNgagane River and is the third largest dam in KwaZulu-Natal. The surrounding grasslands and acacia veld are the playground of several large game, including wildebeest, hartebeest, springbok, and blesbok. Ntshingwayo Dam is a renowned fishing destination, with popular carp, barbel and scaly fishes.	Access road needs to be revamped.
Tom Worthington Dam	Dannhauser	Private	Yes	Located in Hattingspruit. It is well known for fishing, camping and recreation. Tom Worthington Dam hosts fishing competition.	The roads are in good condition.
Tweediedale Dam	Dannhauser	Government / Municipal	No, can be viewed from the main road	Located in the northwest of Dannhauser. The dam is in good condition and does not dry out. Fishing activity taking placed even though no official permit to do so.	The roads are in a good condition
Dannhauser Hindu Temple Society	Dannhauser	Private	Yes	It is a Hindu church located in Dannhauser on Mosque Street. The church is a historical attraction.	Accessible.

ATTRACTION	LOCALITY	OWNERSHIP PRIVATE/GOVT	OPERATIONAL Y/N	ATTRACTION CONDITION (BRIEF DESCRIPTION)	CONDITION OF SUPPORTING/ACCESS INFRASTRUCTURE (E.G., ROADS, WATER, POWER, ETC.)
Mine Accident Monument	Dannhauser/ Durnacol	Private	Yes	Durban Navigation Collieries Monument to 111 African and 10 Indian mine workers who were killed on 8 October 1926 during one of the worst mine accidents in SA. There is also a monument in the old European cemetery in Newcastle for the 5 white mine workers.	Road is in good order. No water or Electricity
Lwenokuhle Creativity	Dannhauser Local Municipality	Private	Yes	Recognised for selling art and craft work, training centre for youth in beadwork, and specializing in theatre and music.	Road is in good condition, water, and power available.
Ntendeka Hiking Trail	Dannhauser Local Municipality	Government	Yes	Trail takes hikers through diverse landscapes and passes through rivers and areas rich in flora and fauna. It carries rich history and is known for its spiritual significance as a site for worship.	Road is in good conditions. No water and power.
Angling Competitions at Ntshingwayo Dam	Dannhauser Local Municipality	Private	Yes	An organized fishing tournament event where anglers compete against each other to catch fish, often for prizes or recognition	Road condition is good.
Mbongeni Enviro Arts		Private	Yes	Local environmental artist where he collects recyclable materials such as cans, plastics, and bottles and turn them into art.	The road is not in a good condition, water and power are available.
Oppi Berg Animal Farm	Newcastle Local Municipality	Private	Yes	The attraction includes a shop, kid's activities, horse riding lesson, horse trail rides.	The road condition is good, water and power available.

## 4.2. COMPETITIVE ADVANTAGES

The Amajuba District Municipality enjoys several competitive advantages that position it favourably within South Africa. These advantages stem from its strategic location, diverse economic base, and well-developed infrastructure. The district is strategically situated along major transportation routes, making it a hub for trade and commerce. Additionally, its diverse economy, which includes manufacturing, mining, agriculture, and services, ensures economic resilience and growth opportunities. The district also benefits from a skilled labour force and access to educational institutions that provide continuous talent development.

### 4.2.1. TOURISM-RELATED COMPETITIVE ADVANTAGES

Amajuba District boasts unique tourism-related competitive advantages that enhance its appeal as a destination. The Amajuba Tourism Route highlights the district's scenic beauty and cultural heritage, offering visitors a chance to explore historical sites, natural landscapes, and local traditions. The district is rich in historical landmarks from events like the Anglo-Zulu War and the South African War, drawing history enthusiasts. Its natural attractions, such as mountains, rivers, and game reserves, provide various outdoor activities for adventure seekers.

Moreover, the vibrant local culture, showcased through festivals, crafts, and cuisine, offers tourists an immersive experience. The district's hospitality industry, with a range of accommodation options, ensures a comfortable stay for visitors. By leveraging these competitive advantages, Amajuba District Municipality can continue to attract tourists, stimulate local businesses, and promote sustainable economic growth.



## 5. TOURISM RELATED INFRASTRUCTURE ASSESSMENT

Assessing tourism infrastructure, such as roads and telecommunications, is crucial when developing a tourism strategy for several reasons. First and foremost, accessibility and connectivity are key factors in attracting tourists. Good road infrastructure ensures that tourists can easily reach their destinations and facilitates the smooth movement of goods and services essential for the tourism industry.

Reliable telecommunications allow tourists to stay connected, access information, and communicate with service providers, enhancing their overall experience. Safety and security are also paramount, as adequate infrastructure, including well-maintained roads, lighting, and security systems, ensures the safety of both tourists and residents.

High-quality infrastructure, such as clean public restrooms and accessible transportation services, significantly enhances the visitor experience, encouraging tourists to stay longer and spend more, thereby boosting the local economy. Additionally, improved infrastructure attracts investments from both public and private sectors, supporting tourism-related businesses and fostering economic growth.

Sustainable tourism development is another critical aspect, as proper infrastructure planning minimizes the environmental impact of tourism and promotes eco-friendly practices. Market competitiveness is also enhanced by high-quality infrastructure, making a destination more attractive to tourists and giving it an edge over other locations. Improved infrastructure benefits local communities by providing better access to services and employment opportunities, ensuring that the benefits of tourism are distributed equitably.

Moreover, robust infrastructure helps a destination better prepare for and respond to natural disasters and emergencies, ensuring the safety and well-

being of tourists and residents alike. Lastly, good infrastructure includes clear signage and well-equipped information centres that help tourists navigate the destination and find important sites and services, ensuring a seamless and enjoyable experience. In conclusion, assessing and improving tourism infrastructure is fundamental to developing a successful tourism strategy, as it enhances the overall visitor experience, supports economic growth, promotes sustainability, and benefits the local community.

### 5.1. ROAD INFRASTRUCTURE

The Amajuba DM IDP maintains that transportation and access to key points and employment hubs are critical considerations in Land Use Planning. A well-developed transport system is essential for integrating urban and rural areas, addressing travel concerns related to time and distance. Walking distance is commonly used as a metric in urban planning to ensure accessibility within settlements. When distances exceed reasonable walking limits, residents become reliant on other transportation modes like road or rail. The road network in the Amajuba District Municipality is pivotal in connecting the area both internally and externally.

The N11 serves as a vital alternative route between Johannesburg and Durban, while the main rail line from Durban harbour to Gauteng traverses the district. The R34 runs east-west, linking the district to Richards Bay's port city. Additionally, the P483 provincial road provides primary access from Newcastle to Madadeni, Osizweni, and Utrecht, located to the east of Newcastle.



### 5.1.1. ROAD INFRASTRUCTURE ASSESSMENTS

Tabulated below is a road conditions assessment conducted by the KZN Provincial Department of Transport. A multidisciplinary team of experts conducted a roads assessment in May 2025, at the specified locations below. The report highlights the current conditions, identifies potential issues, and provides recommendations for improvements and prioritization.

TABLE 3: ROAD INFRASTRUCTURE ASSESSMENT

NAME OF THE ROAD & LOCAL MUNICIPALITY	DESCRIPTION OF THE ROAD CONDITIONS	INTERVENTIONS REQUIRED	MOTIVATION FOR PRIORITISATION	INTERVENTION BY DOT
P209 and P210 Newcastle LM	Major potholes Unsafe for road users	Resurfacing	The road provides access to Chelmsford Nature Reserve.	P210 Blacktop Patching from km 0+000 to km 8+1000 is planned to be done through internal team for 2025-26 financial year. Betterment and Re-graveling from km 8+100 to 15+100 is planned for 2024/25FY to be done by IDT and currently IDT is in the final stage of the procurement stage and the award of this contract is anticipated to be done in July 2025. P209 Blacktop Patching contract is planned for on 2026/27 F/Y and the office will use the forces of the internal team in the interim while continuing with the procurement processes. Resurfacing: P209 km 0.0 to km 6.0 Planned for 2026/27, currently in the process of procuring the professional service provider to execute the designs.
D96 Newcastle LM	17.5 km of gravel road and 12 km of black top with Major Potholes	Rehabilitation and Resurfacing	The road provides access to Anew Resort Vulintaba	Contractor completed with the Betterment and re-gravelling of 11,8 km on site on 28th of February 2024. Internal team has is currently busy with Pothole patching from km 5+000 to km 12+000.
Marconi Drive Newcastle LM	Major Potholes	Resurfacing	The road provides access to Scrapyard Lounge and Amcor Caravan Park	Municipality road

NAME OF THE ROAD & LOCAL MUNICIPALITY	DESCRIPTION OF THE ROAD CONDITIONS	INTERVENTIONS REQUIRED	MOTIVATION FOR PRIORITISATION	INTERVENTION BY DOT
P34/1 Dannhauser LM	26.38 km of black top road	rehabilitation	The road provides access between Newcastle and Dundee, its also used by the farming community in the area.	Internal team is continuously doing patching on this road once potholes are developing and the office has planned for blacktop patching from km 0+000 to km 16+000 for 2025/26 F/Y and currently the office is busy with compilation of specification.
P34/2 Emadlangeni LM	The road is 47.37 km of black top.	rehabilitation	The road provides access to Vryheid and Dundee via the blood river intersection	Black Top Patching contract was done and completed at the end of October 2024 which was planned for 2024/25 F/Y. eMadlangeni section is 15.39km, the other section is under Dundee Cost Centre. Internal Team will commence with Blacktop Patching on the 23 June 2025 on new developed potholes and is on-going. Also, the office has planned for this in 2025/26 financial year and is currently busy with compilation of specification.
P35/1 Dannhauser LM	7.11 km of black top	Light rehabilitation	The rehabilitation will provide easy access from Dannhauser to Dundee and the farming community.	The line marking contract is planned for 2024/25 F/Y and the contract is 100% Complete on site. Rehabilitation: P35-1 km 0.0 to km 19.64 planned for 23/24, currently in the process of procuring the professional service provider to execute the designs.
P35-2 Dannhauser and Newcastle LM	The road is 14.33 km of black top surface	rehabilitation	The road allows for easy access to Dundee from Dannhauser	Black Top Patching contract is planned for on 2026/27 F/Y from km 5+000 to km 12+000 and the office will use the internal team should pothole developed.

NAME OF THE ROAD & LOCAL MUNICIPALITY	DESCRIPTION OF THE ROAD CONDITIONS	INTERVENTIONS REQUIRED	MOTIVATION FOR PRIORITISATION	INTERVENTION BY DOT
P37 Emadlangeni LM	The road is 35.2 km of black top	rehabilitation	The road allows for easy access to Utrecht from Newcastle.	Contractor is on site and achieved currently has achieved 1806.58m2 and is sitting on 55% Complete, Mthukase Trading. Another blacktop Patching is planned for 2025/26 F/Y and the office is currently busy with specifications. Rehabilitation: P37 km 0.0 to km 35.0 planned for 2025/26, currently in the process of procuring the professional service provider to execute the designs.
P39-1 Newcastle LM	The road is 40.22 kilometres of blacktop surface	The road needs heavy rehabilitation of pavement layers and upgrade of structures.	The rehabilitation of the road assist people from the surrounding communities' easy access from Newcastle to Cundycloigh	Blacktop Patching is planned for 2025/26 F/Y and the office is currently busy with specifications.
P40 Emadlangeni LM	The road is 36.22 kilometres of gravel surface	The road needs betterment and regravelling	The road assist people from the area access from Utrecht to Paulpietersburg	Contractor has completed 16 km which was planned for 2023/24 FY(Inabiz PTY LTD). The road is planned for 2025/26 F/Y and the office is currently busy with specifications. Internal Team will do blading on other sections of the road.
P41 Emadlangeni LM	The road is 40.18 kilometres of blacktop surface	rehabilitation	The road assist people from the surrounding communities to easy access from Utrecht to Blood River	Contractor is on site and achieved currently has achieved 962.53m2 and is sitting on 45% Complete. Another blacktop Patching is planned for 2025/26 F/Y and the office is currently busy with specifications.
P42 Emadlangeni LM	The road is 42.25 kilometres of gravel surface	The road needs betterment and regravelling	The road allows access from Newcastle to Wakkerstroom via Utrecht and Zaaihoek Dam	Contractor has completed 4.6 km which was planned for 2024/25 FY (2 Good Farming and Agriculture). Internal team will continue with Blading on other sections of the road.

NAME OF THE ROAD & LOCAL MUNICIPALITY	DESCRIPTION OF THE ROAD CONDITIONS	INTERVENTIONS REQUIRED	MOTIVATION FOR PRIORITISATION	INTERVENTION BY DOT
P43 Emadlangeni LM	The road is 76.78 kilometres of gravel surface	Betterment and regravelling	The road provides easy access from Vryheid to Wakkerstroom via Groenvlei	13 km have been done and completed by different contractors. Betterment and re-gravelling was planned for 2024/25 F/Y and it was done and completed in February 2025 and 3.0 km was achieved and the office will continue doing blading on a 8-week cycle.
P205-1 Newcastle LM	The road is 22.28 kilometres of gravel surface	The road needs betterment and regravelling.	The road provides easy access from Klipspruit to Elands Klip	Betterment and re-gravelling contract is planned for on 2024/25 F/Y and it was done and completed in November 2024 and 8.0 km was completed and the office will continue doing blading on a 8-week cycle.
P205-2 Newcastle LM	The road is 22.35 kilometres of gravel surface	The Road needs betterment and regravelling. This financial year 23/24 the district will be regravelling the first 11 kilometres of the road.	The road provides access from Elands Klip to kalbaskop	Contractor was handed over to do betterment and regravelling from km 10+35 to km 22+350 and the contractor is 100% complete on site
P207 Newcastle LM	The road is 15.21 kilometres of gravel surface	The road needs betterment and regravelling	The road provides easy access from Newcastle to Free State Province via Mullers pass.	The regravelling contract is planned for on 2026/27 F/Y from km 8+000 to km 15+210 however the office will maintain this road with blading on an 8 weeks cycle.
P211 Newcastle LM	The road is 30.39 kilometres of blacktop surface	The Road needs rehabilitation	The road provides easy access from Newcastle to Bothas Pass and nearby town of Memel.	Internal team has done grass cutting and cleaning of drains. The blacktop patching contract is planned for on 2025/26 F/Y from km 0+000 to 15+000 and the office is busy with compilation of specification and the office will use the forces of internal team in the interim while waiting for procurement processes.



NAME OF THE ROAD & LOCAL MUNICIPALITY	DESCRIPTION OF THE ROAD CONDITIONS	INTERVENTIONS REQUIRED	MOTIVATION FOR PRIORITISATION	INTERVENTION BY DOT
				Rehabilitation: P211 from km 10.0 to km 30.0 planned for 24/25, currently in the process of procuring the professional service provider to execute the designs
P213 Newcastle LM	The road is 17.59 kilometres of gravel surface	The road needs betterment and regravelling	The road provides easy access from Laings Nek to Free State Province via Quaggas Nek	Contract was awarded to do 11.0 kms and the contractor completed on site on the 24 May 2023 and achieved the intended output and the office will maintain this road with blading on an 8 week cycle
P215 Emadlangeni LM	The road is 22.58 kilometres of gravel surface	The road needs betterment and regravelling. This financial year, the district is regravelling the first 12 kilometres.	The road provides easy access from Utrecht to Volksrust	Project is 100% complete on site and achieved 12 km. Internal Team is currently continuing with Blading on the other sections of the road
P251 Emadlangeni LM	The road is 26.34 kilometres of gravel surface	The road needs betterment and regravelling and the district is regravelling the first 19 kilometres that was affected by 2022 April floods.	The road provides access from Utrecht to Schurweberg via Bloodriver Poort monument	Project on site at 100% for 18.3km and the office will continue doing blading on a 8-week cycle
P 270 Dannhauser LM	The road is 9.10 kilometres of gravel surface and 0.55 kilometres of concrete surface	The road needs rehabilitation, betterment and regravelling	The road provides access from Normandein to free State Province	Contractor was handed over for 8km of Betterment and regravelling and the contractor is 100% Complete on site and the office will continue doing blading on a 8-week cycle.

NAME OF THE ROAD & LOCAL MUNICIPALITY	DESCRIPTION OF THE ROAD CONDITIONS	INTERVENTIONS REQUIRED	MOTIVATION FOR PRIORITISATION	INTERVENTION BY DOT
P272 Dannhauser LM	The road is 50.72 kilometres of blacktop surface	The road needs rehabilitation	The road provides access from Newcastle and Osizweni to Dundee	Internal team is busy with grass cutting and attending to potholes. Blacktop Patching was planned for 2024/25 F/Y from km 23+000 to km 35+000 and km 47+000 to 50+000 and the project is 100% complete on site.
P204 Dannhauser LM	The road is 9.82 kilometres of blacktop surface	The road needs rehabilitation	The road provides easy access from Dannhauser to Kalbaskop	Blacktop Patching is planned for 2025/26 F/Y. The drain cleaning and verge maintenance was awarded, and the contractor is 100% complete which completed 30 October 2023
P 332 Emadlangeni LM	The road is 51.15 kilometres of gravel surface	The road needs betterment and regravelling.	The road provides easy access from Luneburg to Wakkerstroom	Betterment and Re-gravelling contract is planned for 2025/26F/Y.
P483 Newcastle LM and Emadlangeni LM	The road is 42.11 kilometres of blacktop surface	The road needs rehabilitation	The road provides easy access from Newcastle to Utrecht via Madadeni and Osizweni townships	Black Top Patching contract was planned for on 2024/25 F/Y from km 0+000 to 16+000 and it was advertised and closed on the 24th of October 2023 and currently the contractor has achieved 90% on and 3689.53m2 has been achieved to date. Rehabilitation: P483 km 16.0 to km 23 the project is at 100% complete for the rehabilitation. Other section from km 23 to km 42.0 has been completed in the 2021/2022 financial year.

#### 5.1.1.1. P205-2 PROVINCIAL ROAD

The P205-2 is a provincial gravel road that begins at the N11 and connects to Horseshoe Farm and other attractions in the northern Drakensberg. Horseshoe Farm is a popular venue for weddings, events, and school excursions. The road also serves the farming community of Normandien.

Spanning 22.5 km, the road is primarily surrounded by farmlands. It features three bridges and two culverts that need handrails and danger plates. At kilometre 4.7, a new culvert is required. Drainage improvements are necessary due to standing water during floods. An assessment revealed that the road needs blacktop, blading, and vegetation control. The road was last bladed in July 2023 by the departmental team. The Department of Transport has appointed a service provider to re-gravel the first 11 kilometres of the road by the end of November 2023.



#### 5.1.1.2. P205-1 PROVINCIAL ROAD

The P205-1 is a provincial gravel road that begins at the main road P39-1 and connects to Horseshoe Farm and other attractions in the northern Drakensberg. The road spans 22.28 kilometres and is surrounded by farmlands. The team identified corrugation on some sections of the road. Structurally, it has a one-way bridge that needs handrails and a culvert in fair condition.

Drainage improvements are necessary due to standing water during floods. An assessment revealed that the road requires immediate re-gravelling, blading, and vegetation control. The team suggested these tasks could be handled internally using the 'Yellow Fleet'. In the long term, the Department of Transport (DoT) has prioritized re-gravelling for 2024/25, with the desired intervention being blacktop surfacing.

The P205-1 road provides easy access from Klipspruit to Elandsklip, while the P205-2 road provides access from Elandsklip to Kalbaskop. The priority level of this road is high.



#### 5.1.1.3. P210 PROVINCIAL ROAD

The P210 is a provincial road that starts from the N11 and leads to Chelmsford Dam/Nature Reserve, continuing to P207 via P209. The road spans 8.1 kilometres with a blacktop surface, surrounded by nature reserve and mining land.

The road suffers from potholes, poor road markings, rutting, and alligator cracks. It has a one-way bridge in poor condition. The roadside drainage is good, featuring concrete V-drains. The team noted the potential negative impact of mining activity on wildlife. Maintenance is ongoing as needed. Recently, the Department of Transport (DoT) conducted blacktop patching using the departmental team. Roadside vegetation control is good.

Short-term repairs include blacktop patching, while long-term improvements require resealing. The overall road surface condition is assessed as poor, and the priority level of this road is high.



#### 5.1.1.4. P209 PROVINCIAL ROAD

The P209 is a provincial blacktop road that runs from Chelmsford Nature Reserve to Newcastle, spanning 14 kilometres and surrounded by farming and mining lands. The road is in fair condition but has potholes, rutting, and cracking, which are quickly developing into larger potholes due to heavy vehicle traffic from the mine. There are no bridge or culvert structures on this road. The drainage is good, with the only identified threat being mining activity near the wildlife reserve.

Maintenance is ongoing as needed. Recently, the Department of Transport (DoT) conducted blacktop patching on the road. Roadside vegetation control is good. Short-term repairs include blacktop patching, while long-term improvements require resealing. The overall road condition is assessed as poor, and the priority level of this road is high.

#### 5.1.1.5. D96 DISTRICT ROAD

The road from Newcastle leads to the Northern Drakensberg Mountains and Anew Resort Vulintaba. The D96 is a district blacktop road surrounded by farmlands. The Department of Transport (DoT) section of the road is 12 kilometres long.

This section requires road markings and has potholes. It has no bridges but includes one culvert in good condition. The roadside drainage is good. Maintenance is ongoing as needed. Recently, the DoT conducted plugging repairs and grass cutting. The team noted that immediate blacktop patching/plugging is necessary, with long-term improvements requiring overlaying. The priority level of this section is high.

The Newcastle municipality section of the D96 is 5 kilometres long with a blacktop chip and spray pavement type. This section has a poor surface and road markings from kilometre 1 to kilometre 5. The pavement has alligator cracks and potholes. Structurally, there is a one-way bridge needing serious



attention, handrails, and approaches. The road has V-drains that require attention to address flooding or standing water during rainy seasons. Maintenance is ongoing as needed. Immediate repairs include patching, with long-term improvements requiring overlaying. The priority level of this municipal section is high.

#### 5.1.1.6. MARCONI DRIVE & UMFOLOZI ROAD-NCANDU RIVER BRIDGE

Marconi Drive and the Ncandu Bridge provide access to the renowned Amcor Dam, Amcor Caravan Park, Scrapyard Lounge, and other tourism and business amenities. These routes promote tourism investment and, if maintained, could enhance the development of the proposed tourism route within the Newcastle area.

The team first assessed uMfolozi Road, which leads to the Ncandu River Bridge and connects with Marconi Drive. This road requires pothole patching, and cracks were identified. The bridge needs significant attention from the municipality as it is a very low-lying bridge that frequently floods during rainy seasons, hindering access to and from Newcastle town. The condition of the bridge, along with the lack of culverts and drainage structures, was rated as poor and needs to be prioritized.

Marconi Drive is in very poor condition, with numerous large potholes, cracks, rutting, and standing water during rainy seasons. The road requires signage and road markings as it is frequently used by both visitors and locals. No drainage systems were observed on Marconi Drive, which needs to be addressed due to reported flooding during rainy days. There is standing water and large potholes in front of the laundromat at the entrance from Umfolozi, necessitating a joint inspection and intervention by business compliance.

Potential impacts on wildlife were identified, including water pollution at the bridge and invasive alien plant species. Maintenance is ongoing as needed. Immediate repair actions recommended by the team include pothole patching, stormwater system maintenance, and side furniture (e.g., kerbing and channelling). In the long term, the road requires rehabilitation, and the bridge needs to be elevated and upgraded. The overall condition of the road is very poor and should be prioritized. The priority level of this road is very high.





#### 5.1.1.7. P37-OFF N11

This road serves as a corridor route, providing easy access from the N11 to Utrecht. It is an artery route from Mpumalanga to KZN and facilitates access from Utrecht to Newcastle, impacting tourism facilities, sites, and visitor travel patterns.

The P37 road is a 35.4-kilometre tarred provincial road, mainly surrounded by farmlands. It experiences high traffic and is a single lane in both directions. The road has good markings, but road fatalities are frequently reported.

The surface condition is generally good with isolated failures, including cracks and potholes. Pavement distress in the form of cracking was identified. At kilometres 13 and 19, the road has bridges without handrails. At kilometre 13, there is a culvert in poor condition, but repairs are underway. The roadside V-drains are well maintained and in good condition. At kilometre 26 (Boschof Vlei), there is a wetland, a sensitive area near the road. Some areas of the road are being damaged by nearby mining activities.

Maintenance is ongoing and conducted by the Department of Transport (DoT) as needed. Recent maintenance included pothole patching and grass cutting. Roadside vegetation control is good. At kilometre 7, there is a gas pipe crossing, along with water and electricity conduits. Utility markings are visible and maintained promptly.

Immediate maintenance interventions recommended include pothole patching and culvert repair. A service provider is already on site for these repairs but is awaiting road closure approval. Materials for the job are on site, causing vehicles to share one lane in that area (e.g., sand, stone, and pipes). Long-term improvements suggest road rehabilitation. The overall condition of the road is fair, but it is deteriorating due to heavy traffic and heavy-duty vehicles. The priority level of this road is high.

#### 5.1.1.8. P41 / R34

The P41 is a provincial blacktop road, 40.2 kilometres long, primarily surrounded by farmlands. It serves as an artery route from Mpumalanga Province to northern KZN, providing easy access from Utrecht to Newcastle and impacting tourism facilities, sites, and visitor travel patterns. The road experiences high daily traffic and is a single lane in both directions. While the road has signage, some signs need attention due to fire damage and fading. The road markings are in good condition.

The road surface is generally good with isolated failures. However, the condition between kilometres 9 and 12 is poor, with potholes, cracks, and road depressions. There is one bridge at kilometre 12 that needs handrail repairs, and the V-drains and culverts are in good condition.

Maintenance is ongoing and conducted by the internal team as needed. Recent maintenance included guard rail repairs, vegetation cutting, removal of damaged top asphalt, and heavy rehabilitation from kilometre 32 to 40.2. At kilometre 23, there is a gas pipe crossing and an Eskom substation, with well-maintained utility markings.

Immediate interventions include pothole patching, and long-term plans prioritize heavy rehabilitation from kilometre 0 to 32 in the 2023/24 financial year. The overall condition of the road is rated as fair, deteriorating due to heavy traffic and trucks. The priority level of this road is high.

#### 5.1.1.9. R34 MEMEL ROAD WHICH IS P211 IN KZN

This road requires urgent and strong facilitation by DoT KZN in collaboration with the Free State (FS) Province and/or SANRAL due to its poor condition. It is a major artery road that channels tourism traffic primarily from the Free State and Gauteng Province into KwaZulu Natal. The road condition in the FS Province is poor, hindering road users from accessing KZN via the R34/Memel Road. This route offers significant tourism benefits to the Amajuba District, encompassing Newcastle, Dannhauser, and Utrecht. These towns serve as final destinations or stopover points for hospitality, petrochemical, and retail needs of travellers. The route has claimed many lives, making its priority level high.

#### 5.1.2. IMPLICATIONS AND IMPACTS ON TOURISM DEVELOPMENT IN THE AMAJUBA DISTRICT

Efficient transportation infrastructure is fundamental for tourism development in the Amajuba District. Well-maintained roads and reliable transport systems enhance accessibility to tourist attractions, making it easier for visitors to explore the district. The N11, R34, and P483 roads play a significant role in connecting major tourism sites, facilitating smooth travel for both local and international tourists. Enhanced accessibility directly influences the attractiveness of the region as a tourist destination. Tourists prefer destinations that offer convenient and hassle-free travel experiences. Reliable transportation routes reduce travel time, making it feasible for tourists to visit multiple attractions within a limited timeframe. This increased accessibility can lead to higher tourist footfall and longer stays, positively impacting the local economy. Moreover, good transport connectivity encourages private sector

investment in tourism-related infrastructure such as hotels, restaurants, and recreational facilities. Investors are more likely to establish businesses in areas with robust transportation networks, knowing that tourists can easily access their services. This investment not only boosts the local economy but also creates job opportunities for residents, further enhancing community well-being. However, inadequate transportation infrastructure can hinder tourism development. Poor road conditions and unreliable transport services can deter tourists, leading to reduced visitor numbers and negative perceptions of the destination. It is crucial for the Amajuba District Municipality to continue investing in and maintaining its transportation infrastructure to support sustainable tourism growth.

### 5.1.3. ROAD INFRASTRUCTURE PROJECTS

TABLE 4: KZN DOT ROAD INFRASTRUCTURE PROJECTS

ROAD NAME	IMMEDIATE REPAIR ACTIONS NEEDED	IMMEDIATE CURRENT BUDGET AVAILABLE	LONG TERM IMPROVEMENT SUGGESTIONS	LONG TERM BUDGET AVAILABLE
P205-2	<ul style="list-style-type: none"> <li>• Betterment &amp; Re-gravelling) of the first 11 kilometres of the road by the end of November 2023.</li> <li>• Vegetation control &amp; Blading</li> <li>• New culvert-kilometre 4.7</li> <li>• Road mitre drains</li> </ul>	S/P appointed: @R10,763m DoT internal	Gravel road requires blacktop, blading 2x culverts require handrails, danger plates and joints	Budget required
P205-1	Immediate Betterment & Re-gravelling	Local DoT internal yellow fleet	Mitre drains Gravel Road requires blacktop, blading	Priority 2024, Budget required
P210	Blacktop Patching	Budget Required	Resealing	Budget required
P209	Blacktop Patching	Budget Required	Resealing	Budget required
D96 (Newcastle LM section)	Blacktop patching	Budget Required	Resealing	Budget required
D96 (DOT section)	blacktop patching	Budget Required	Overlaying	Budget required
Marconi Drive Ncandu Bridge	Black top Patching, edge repair, Bridge cleaning and vegetation control	Budget Required	Road heavy rehabilitation Bridge elevation	Budget required
P37	patching and culvert repair	S/P appointed, awaiting road section closure approval	Road rehabilitation	Budget Required
P41	Patching		Road rehabilitation from kilometre 0 to kilometre 32	Budget required
R34 Memel-Free State/KZN D184	<ul style="list-style-type: none"> <li>• Strong DoT head office intervention required Road is budgeted for in</li> </ul>	Strong DoT head office intervention required Road is budgeted for in 23/24 financial year Budget required Budget required Budget required Budget required Budget	Strong DoT head office intervention required Heavy rehabilitation Road is budgeted for in 23/24 financial year Elevation of low- lying bridge Heavy rehabilitation of the road Resealing of the top surface of the road Rehabilitation of the road Reconstruction at section km	Strong DoT head office intervention required Budget required Budget required Budget required Budget required Road has a budget of



ROAD NAME	IMMEDIATE REPAIR ACTIONS NEEDED	IMMEDIATE CURRENT BUDGET AVAILABLE	LONG TERM IMPROVEMENT SUGGESTIONS	LONG TERM BUDGET AVAILABLE
D277 P181 P11 P304 P340	23/24 financial year Budget required <ul style="list-style-type: none"> <li>Patching Elevation of low-lying bridge</li> <li>Pothole patching</li> <li>Pothole patching</li> <li>Pothole patching</li> <li>Fixing of the bridge structure on the emazizini bridge</li> <li>Reconstruction of road section km 32 and 36 due to Armco pipe failure</li> </ul>	required Construction and surveying in progress	13, 15 and 17 of the roads due to sinking Armco pipe failure	+/-41 million in the 23/24 financial year.

Source: KWAZULU NATAL ROAD INFRASTRUCTURE AUDIT REPORT PRIORITY ROADS SUMMARY REPORT PER DISTRICT, 2023

## 5.2. BULK WATER INFRASTRUCTURE

The district IDP states that uThukela Water serves as the main bulk water supplier for the Amajuba District. The distribution of water is then managed by two water service authorities within the district. The Amajuba District Municipality Water Services Authority (WSA) handles water distribution for the Emadlangeni and Dannhauser Local Municipalities (LMs), while the Newcastle Local Municipality Water Services Authority (WSA) is responsible for the water supply within its own municipal boundaries.

### 5.2.1. IMPLICATIONS AND IMPACTS ON TOURISM DEVELOPMENT IN THE AMAJUBA DISTRICT

Reliable water and sanitation infrastructure is essential for the growth and development of the tourism sector in the Amajuba District. Ensuring a consistent and safe water supply is crucial for the hospitality industry, which includes hotels, guesthouses, restaurants, and other tourism-related businesses. Visitors expect access to clean drinking water and proper sanitation facilities during their stay, and any shortcomings in these areas can negatively impact their experience and deter them from returning.

The presence of a dependable water supply provided by uThukela Water and managed by the local water services authorities ensures that tourism establishments can operate efficiently. This reliability encourages investors and entrepreneurs to develop tourism-related infrastructure, knowing that the necessities of water and sanitation are adequately met. Inadequate water infrastructure, on the other hand, can lead to operational challenges, resulting in poor service delivery and diminished tourist satisfaction.

Furthermore, maintaining high standards of water quality and sanitation is important for protecting the health and well-being of both residents and tourists. The risk of waterborne diseases can be mitigated through effective

water management practices, enhancing the overall attractiveness of the Amajuba District as a safe and desirable tourist destination.

In addition, efficient water services are vital for supporting recreational activities that rely on water resources, such as water sports, fishing, and nature tourism. Ensuring that these activities have access to clean and well-managed water sources can significantly enhance the appeal of the district's natural attractions.

The role of uThukela Water and the local water services authorities in providing reliable water and sanitation infrastructure is critical for the sustainable development of tourism in the Amajuba District. By ensuring consistent and high-quality water services, the district can attract more tourists, promote investment in tourism infrastructure, and create a positive and memorable experience for visitors, ultimately contributing to the region's economic growth and development.

## 5.3. BULK ELECTRICITY INFRASTRUCTURE

According to the district IDP, Eskom acts as the primary bulk electricity provider for the Amajuba District Municipality. Newcastle and Emadlangeni Local Municipalities have licenses to supply electricity within specific areas of their jurisdictions. Generally, the central business districts (CBD) and suburban areas receive electricity from the local municipalities, while the more remote townships and rural regions are directly supplied by Eskom.

### 5.3.1. IMPLICATIONS AND IMPACTS ON TOURISM DEVELOPMENT IN THE AMAJUBA DISTRICT

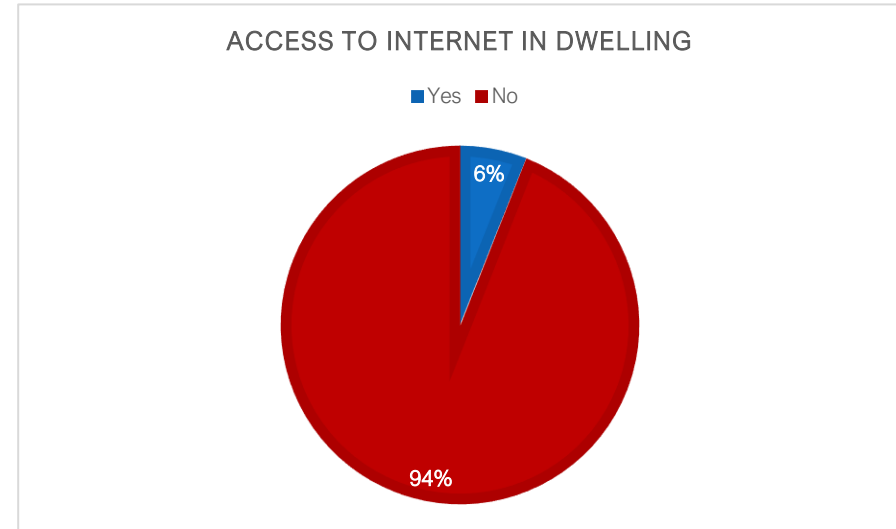
Reliable electricity supply is a critical component for the development and sustainability of tourism in the Amajuba District. Ensuring consistent and stable power availability is essential for the smooth operation of hospitality

establishments, such as hotels, guesthouses, restaurants, and recreational facilities. Tourists expect a certain standard of amenities, including reliable electricity for lighting, heating, air conditioning, and other essential services. Any disruptions in electricity supply can negatively impact their experience and deter them from returning to the area.

The division of electricity supply responsibilities between the local municipalities and Eskom highlights the importance of coordinated efforts to maintain a consistent power supply across the district. Local municipalities, serving the CBD and suburban areas, must ensure that these high-traffic zones have uninterrupted electricity to support tourism-related businesses and activities. Meanwhile, Eskom's role in supplying power to outlying townships and rural regions is crucial for the development of community-based tourism initiatives. These areas often offer unique cultural and historical experiences that can attract tourists, and reliable electricity is necessary to support local enterprises and enhance the visitor experience. Furthermore, the availability of stable electricity can encourage private sector investment in tourism infrastructure. Investors are more likely to develop new businesses and upgrade existing facilities when they can rely on a dependable power supply. This investment can lead to the growth of tourism-related services, creating job opportunities and boosting the local economy.

Inadequate electricity infrastructure or frequent power outages can have detrimental effects on tourism development. Such challenges can disrupt operations, leading to poor service delivery and negative reviews from tourists. It is vital for both the local municipalities and Eskom to collaborate and invest in upgrading and maintaining electricity infrastructure to prevent these issues. Moreover, the transition to sustainable and renewable energy sources is an emerging trend in tourism development. Implementing eco-friendly energy solutions can not only provide a reliable power supply but also enhance the attractiveness of the district as an environmentally conscious tourist destination. This approach can appeal to a growing segment of eco-tourists who prioritize sustainability in their travel choices.

#### 5.4. TELECOMMUNICATIONS



GRAPH 15: ACCESS TO INTERNET IN DWELLINGS

The above graph reveals that 94% of dwellings have internet access, while 6% do not. This high level of internet connectivity has significant implications for tourism development in the Amajuba District Municipality. Reliable internet access is crucial for tourists, as it allows them to plan activities, navigate unfamiliar areas, and stay connected with family and friends. High internet connectivity enhances the overall travel experience by enabling tourists to share their experiences in real-time on social media, access online reviews and recommendations, and use various travel apps and services. This connectivity can also attract digital nomads and remote workers, who require stable internet for their work. Additionally, tourism businesses can leverage this connectivity to market their services online, engage with potential customers, and streamline their operations. Overall, the high percentage of internet access in dwellings supports the growth and development of the tourism sector in the Amajuba District.

## 6. SWOT ANALYSIS

TABLE 5: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>➤ A 'Town within a Game Park'</li> <li>➤ Chelmsford Nature Reserve is the second most visited dam in KwaZulu-Natal (KZN).</li> <li>➤ Amajuba is home to Birdlife Northern Natal and hosts several significant bird species.</li> <li>➤ Various nature-based private lodges and activities are available, including hiking and fishing.</li> <li>➤ The region has an extensive road network and a central location, easily accessible from Durban, Gauteng, and Bloemfontein.</li> <li>➤ The mountainous areas surrounding Amajuba to the east and west offer scenic views.</li> <li>➤ Amajuba boasts several active sports clubs and sportspeople who regularly organize events at various venues.</li> <li>➤ The region features two museums and an art gallery, which is the third largest in KZN, all managed by dedicated curators.</li> <li>➤ Large events attract thousands of visitors to Newcastle annually.</li> <li>➤ Amajuba has an excellent system of well-signposted tourism routes offering spatial variety.</li> <li>➤ There are twin cities programs with Utrecht and Newcastle.</li> <li>➤ Numerous bed and breakfasts (B&amp;Bs) and lodges provide accommodation options. Additionally, there are several conference and function venues, with more being established frequently.</li> <li>➤ The region attracts thousands of business visitors each year.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The district is primarily known for its history as a mining and industrial area.</li> <li>➤ Tourism attractions, especially battlefields, arts and crafts sites, birding spots, and nature reserves, are in poor condition.</li> <li>➤ Many attractions lack adequate capacity, particularly accommodation facilities in Balele, Drakensberg Foothills, and Chelmsford.</li> <li>➤ There are no major attractions to serve as significant tourist draws.</li> <li>➤ There is insufficient signage along the N3 and N11 highways.</li> <li>➤ Many attractions are situated on private land, often farmland, complicating their development and maintenance.</li> <li>➤ Several regional roads do not meet quality standards.</li> <li>➤ The art gallery lacks sufficient space and is inconveniently located in the town center.</li> <li>➤ The township tourism route is underutilized due to low demand.</li> <li>➤ Accommodation facilities do not adequately cater to business visitors.</li> <li>➤ Newcastle lacks recreational areas and activities.</li> <li>➤ The tourism information center in town is substandard and poorly located, and there is no information center in Utrecht.</li> <li>➤ Local municipality tourism organizations and departments have low capacity.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>➤ Establish tourist attractions at Ncandu and the Drakensberg Foothills, including Vulintaba Resort.</li> <li>➤ Enhance and expand the N11 highway.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continuous deterioration of sports facilities, including the swimming pool.</li> <li>➤ Ongoing degradation of the R34 due to poor communication with the Free State.</li> </ul>



<ul style="list-style-type: none"> <li>➤ Develop the N11 as a tourism route connecting Ladysmith to Newcastle and beyond.</li> <li>➤ Attract national, provincial, and regional sporting events.</li> <li>➤ Create additional adventure tourism routes, such as 4x4 and biking trails.</li> <li>➤ Promote bird-watching spots in Amajuba through Birdlife Northern Natal.</li> <li>➤ Agency to manage Balele Game Park starting in July 2012.</li> <li>➤ Develop equestrian sports, including bush racing.</li> <li>➤ Highlight arts and culture, featuring unique crafts and artworks, including Lucky Dube's grave and his daughter.</li> <li>➤ Recognize Newcastle as the hometown of several famous individuals.</li> <li>➤ Develop agricultural tourism.</li> <li>➤ Host functions and conferences.</li> <li>➤ Open new camping facilities to expand tourism areas.</li> <li>➤ Establish links to Wakkerstroom via Zaaihoek Dam, as well as connections to Memel and Vrede through new road development.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Potential mining activities in the D96 valley and significant areas of Emadlangeni.</li> <li>➤ Decline in visitor numbers to Battlefields across the province.</li> <li>➤ The art gallery not receiving a new space and lack of promotion leading to a decline in local crafters and artists' production.</li> <li>➤ Further deterioration of the towns of Dannhauser and Utrecht.</li> <li>➤ Insufficient marketing resources resulting in low demand for attractions and the unchanged perception of Newcastle as a mining town.</li> <li>➤ Low demand for tourism attractions in Amajuba, with increased competition.</li> <li>➤ Businessmen spending less time in Newcastle due to airport upgrades.</li> <li>➤ Persistent inequality in demand between Newcastle town, Madadeni, and Osizweni, leading to the closure of many small and medium-sized enterprises (SMMEs) and lack of transformation in tourism.</li> </ul>
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# DEVELOPMENT VISION

## 7. DEVELOPMENT VISION & MISSION

The Amajuba District Municipality envisions a vibrant and sustainable tourism sector that capitalizes on its rich cultural heritage, historical significance, and natural beauty. This development vision aims to transform Amajuba into a premier tourist destination by fostering community-driven initiatives, enhancing infrastructure, and promoting eco-friendly practices. By leveraging its unique assets, including scenic landscapes, historical battlefields, and diverse cultural experiences, the district seeks to create an inclusive and thriving tourism industry that benefits both residents and visitors.

This chapter outlines the strategic goals and initiatives designed to achieve this vision, emphasizing the importance of collaboration, innovation, and sustainable development in shaping the future of tourism in Amajuba. Through targeted investments, capacity-building programs, and comprehensive marketing efforts, the district aims to attract a steady influx of tourists, stimulate economic growth, and improve the quality of life for its communities.

### 7.1. STRATEGIC GOALS AND OBJECTIVES

#### 7.1.1. STRATEGIC GOALS

The main goal of the district is to integrate the public and private sector in the tourism industry. The envisaged goal is for the tourism sector to be privatised, while the public sector provides an enabling environment to foster private sector development in tourism. To achieve this, the following strategic goals and objectives have been identified:

##### 7.1.1.1. STRATEGIC GOAL 1: FACILITATE PRIVATE SECTOR INVESTMENT IN TOURISM

Objectives:

- Develop a clear and transparent Public-Private Partnership (PPP) framework for tourism projects.
- Identify and package bankable tourism investment opportunities (e.g., heritage sites, eco-tourism, adventure tourism).
- Establish a Tourism Investment Promotion Office to attract and support investors.
- Provide incentives (e.g., tax breaks, land leases, fast-tracked permits) for private tourism developers.

##### 7.1.1.2. STRATEGIC GOAL 2: STRENGTHEN INSTITUTIONAL AND REGULATORY SUPPORT

Objectives:

- Review and streamline tourism-related regulations and licensing to reduce red tape.
- Develop a Tourism Development Master Plan aligned with spatial planning and infrastructure development.
- Establish a Tourism Advisory Council with private sector representation to guide policy.
- Ensure inter-departmental coordination (e.g., transport, environment, safety) to support tourism growth.

#### 7.1.1.3. STRATEGIC GOAL 3: BUILD INFRASTRUCTURE AND ENABLE ACCESS

##### Objectives:

- Improve transport infrastructure (roads, signage, public transport) to key tourism nodes.
- Ensure reliable basic services (water, electricity, sanitation) in tourism zones.
- Develop digital infrastructure (Wi-Fi hotspots, tourism apps, online booking platforms).
- Support the development of tourism precincts or hubs with shared services and amenities.

#### 7.1.1.4. STRATEGIC GOAL 4: PROMOTE DESTINATION MARKETING AND BRANDING

##### Objectives:

- Develop a unified tourism brand for Amajuba District highlighting its unique offerings (e.g., battlefields, culture, nature).
- Launch targeted marketing campaigns (domestic and international) in partnership with private operators.
- Support tourism events and festivals that attract visitors and promote local culture.
- Create a central tourism portal for information, bookings, and itineraries.

#### 7.1.1.5. STRATEGIC GOAL 5: EMPOWER LOCAL COMMUNITIES AND SMMEs

##### Objectives:

- Facilitate skills development and training in hospitality, guiding, and tourism management.

- Support community-based tourism enterprises through funding, mentorship, and market access.
- Promote inclusive tourism that benefits women, youth, and rural communities.
- Encourage local procurement by tourism operators to stimulate the local economy.

#### 7.1.1.6. STRATEGIC GOAL 6: ENSURE SUSTAINABILITY AND RESILIENCE

##### Objectives:

- Promote eco-tourism and heritage conservation through responsible tourism practices.
- Implement climate adaptation strategies for tourism infrastructure and natural attractions.
- Monitor and evaluate tourism impacts (economic, social, environmental) regularly.
- Develop crisis management plans for tourism (e.g., pandemics, natural disasters).

#### 7.1.1.7. ADDITIONAL GOALS

The Tourism Strategy goals are the following:

- Enhance Infrastructure and Accessibility
  - Improve road networks, signage, and public transportation to ensure easy access to key tourist attractions.
  - Develop and upgrade tourism facilities, including visitor centres, restrooms, parking areas, and accommodation.
- Promote Cultural and Historical Heritage
  - Preserve and promote the district's cultural and historical assets through heritage trails, museums, and cultural events.



- Support and showcase local artisans, craftspeople, and performers to provide authentic cultural experiences.
- Foster Community Participation and Empowerment
  - Engage local communities in tourism planning and decision-making processes to ensure that initiatives are community driven.
  - Provide training and capacity-building programs to empower residents with skills in tourism and hospitality.
- Ensure Sustainability and Environmental Responsibility
  - Implement eco-friendly practices and promote sustainable tourism initiatives to minimize the environmental impact.
  - Encourage the use of renewable energy sources and waste reduction measures among tourism businesses.
- Strengthen Marketing and Promotion
  - Develop comprehensive marketing campaigns to raise awareness of Amajuba's unique attractions and experiences.
  - Collaborate with tour operators, travel agencies, and online platforms to reach a wider audience.
- Attract Investment and Foster Economic Growth
  - Encourage private sector investment in tourism infrastructure and services to stimulate economic development.
  - Create job opportunities and support local businesses through tourism-related activities.

## 7.2. PROPOSED VISION STATEMENT

The proposed vision statement for Amajuba District Municipality Tourism Strategy:

**"To position Amajuba District as a premier, privately driven tourism destination by fostering inclusive growth, sustainable development,**

**and a supportive public sector that enables innovation, investment, and community empowerment."**





# **STRATEGIC THRUSTS**

## 8. STRATEGIC THRUSTS

### 8.1. STRATEGIC THRUST # 1: TAPPING TO THE CONTENT CREATOR ECONOMY



Social media and the content creator economy have revolutionized the tourism industry in myriad ways. Platforms like Instagram, YouTube, and TikTok have become powerful tools for destinations to showcase their attractions to a global audience. Influencers and content creators share captivating images, videos, and stories that inspire their followers to visit new places. This organic, peer-driven marketing approach can often be more compelling than traditional advertising, as it builds trust and authenticity. User-generated content allows travellers to share their experiences in real time, creating a ripple effect that drives interest and bookings.

Moreover, social media campaigns and viral content can rapidly boost a destination's visibility, leading to increased tourist footfall. Destinations now actively engage with content creators, offering incentives and collaborations to promote their locations. This symbiotic relationship between social media and tourism has democratized travel, making it more accessible and personalized, while also driving significant economic benefits for local communities.

#### 8.1.1. COLLABORATE WITH LOCAL AND NICHE INFLUENCERS

**Localized Influence:** Partnering with local influencers who have a deep understanding of the district can bring authenticity to the promotional content. These influencers can create tailored content that resonates with both locals and potential tourists, highlighting hidden gems and lesser-known attractions.

**Niche Markets:** Collaborate with influencers in niche markets such as adventure travel, cultural tourism, or eco-tourism. By targeting specific audiences, the district can attract tourists with particular interests, such as hiking enthusiasts, history buffs, or wildlife lovers.

### 8.1.2. HOST INFLUENCER FAMILIARIZATION TRIPS

**Curated Experiences:** Organize familiarization trips where influencers experience curated itineraries that showcase the best the district has to offer. This can include visits to historical sites, cultural festivals, nature reserves, and local culinary experiences.

**Content Creation Workshops:** Provide influencers with opportunities to participate in content creation workshops where they can learn new techniques and share their insights. This collaboration can result in high-quality content that effectively promotes the district.

### 8.1.3. LEVERAGE USER-GENERATED CONTENT

**Engage the Community:** Encourage local residents and tourists to share their experiences on social media using specific hashtags. Feature their posts on the district's official social media pages to create a sense of community and authenticity.

**Contests and Challenges:** Launch social media contests and challenges that encourage users to share their best photos or videos of the district. Offer prizes such as free stays, guided tours, or local products to incentivize participation.

### 8.1.4. CREATE ENGAGING CAMPAIGNS

**Thematic Campaigns:** Develop campaigns around specific themes such as adventure, heritage, or gastronomy. Use captivating visuals, compelling storytelling, and interactive content to engage audiences. **Influencer Takeovers:** Allow influencers to take over the district's social media accounts for a day. They can share live updates, behind-the-scenes content, and personal experiences, providing a fresh perspective and attracting their followers to the district's pages.

### 8.1.5. OFFER INCENTIVES

**Exclusive Experiences:** Provide influencers with access to exclusive experiences that are not available to the general public. This could include private tours, VIP access to events, or unique activities.

**Sponsorship Opportunities:** Offer sponsorships to influencers who are willing to promote the district over an extended period. This can include financial compensation, free accommodation, or travel expenses.

### 8.1.6. UTILIZE VIDEO CONTENT

**Vlogs and Documentaries:** Encourage influencers to create vlogs or mini documentaries that showcase their experiences in the district. These videos can provide an in-depth look at the attractions and activities available, making it more appealing to potential tourists.

**Live Streams:** Host live-streamed events or tours where influencers interact with their audience in real time. This can create excitement and provide immediate engagement with potential visitors.

### 8.1.7. OPTIMIZE FOR SEARCH ENGINES

**Search Engine Optimisation Best Practices:** Ensure that all content created by influencers is optimized for search engines. Use relevant keywords, meta descriptions, and tags to improve visibility and attract organic traffic.

**Content Collaboration:** Work with influencers to create blog posts, articles, or guides that feature the district. These can be published on their platforms as well as the district's official website, further boosting SEO efforts.



### 8.1.8. MONITOR AND ANALYZE PERFORMANCE

**Analytics Tools:** Use analytics tools to monitor the performance of influencer campaigns. Track metrics such as engagement, reach, and conversions to understand what content resonates with the audience.

**Feedback Loop:** Maintain open communication with influencers to gather feedback on their experiences and the content they create. Use this feedback to refine future strategies and improve collaboration.

By implementing these comprehensive strategies, the Amajuba District Municipality can harness the power of the content creator and influencer economy to significantly boost tourism, attract a diverse range of visitors, and promote sustainable economic growth.

## 8.2. STRATEGIC THRUST # 2: FOCUSSED LAND USE MANAGEMENT

Land use management is pivotal in bolstering tourism as it directly influences the development and sustainability of tourism infrastructure. By designating specific areas for tourism, authorities can streamline the establishment of hotels, resorts, and other facilities, ensuring they are strategically located to maximize visitor convenience and enjoyment. Effective land use management also helps preserve natural and cultural attractions, maintaining their appeal and preventing overdevelopment. Additionally, well-planned tourism zones can mitigate environmental impacts, enhance community benefits, and support local economies. In essence, prudent land use management creates a balanced environment where tourism can thrive, benefiting both visitors and residents.

### 8.2.1. IDENTIFICATION OF TOURISM NODES AND HOTSPOTS IN SPATIAL PLANNING

Effective spatial planning strategies in municipal Spatial Development Frameworks (SDF) are essential for identifying and earmarking tourism hotspots, ensuring these areas can be developed sustainably and strategically to attract visitors while preserving local assets. One key approach is to conduct comprehensive tourism assessments that evaluate the unique attractions and resources within a region.

For instance, in the district, the Battlefields Route, renowned for its historical significance, could be highlighted as a key tourism hotspot. By mapping out significant battle sites and creating infrastructure to connect them, spatial planners can provide a cohesive and enriching experience for history enthusiasts.

Protected areas such as nature reserves and game reserves also play a crucial role in attracting tourists. Spatial planning should prioritize these areas, ensuring that they are accessible to tourists while maintaining their ecological integrity. For example, the establishment of buffer zones around reserves can prevent encroachment and preserve wildlife habitats. Additionally, the development of eco-friendly accommodations and guided tour services within and around these reserves can enhance the tourist experience while promoting conservation efforts.

Moreover, leveraging geographic information system (GIS) technology can greatly aid in identifying and earmarking tourism hotspots. GIS allows for the detailed analysis of geographic data, helping planners to visualize and assess the potential of various locations. By layering data on attractions, infrastructure, and visitor trends, planners can make informed decisions on where to focus development efforts.

Community involvement is another critical component. Engaging local communities in the planning process ensures that tourism development aligns with their needs and values. This can include soliciting feedback on proposed tourism zones, promoting local entrepreneurship, and providing training programs to empower residents to participate in and benefit from the tourism industry.

By implementing these strategies, spatial planning can create well-defined tourism hotspots that offer rich and diverse experiences for visitors while supporting sustainable development and community well-being.

### 8.2.2. LAND USE SCHEME AS TOOL FOR SUPPORTING TOURISM

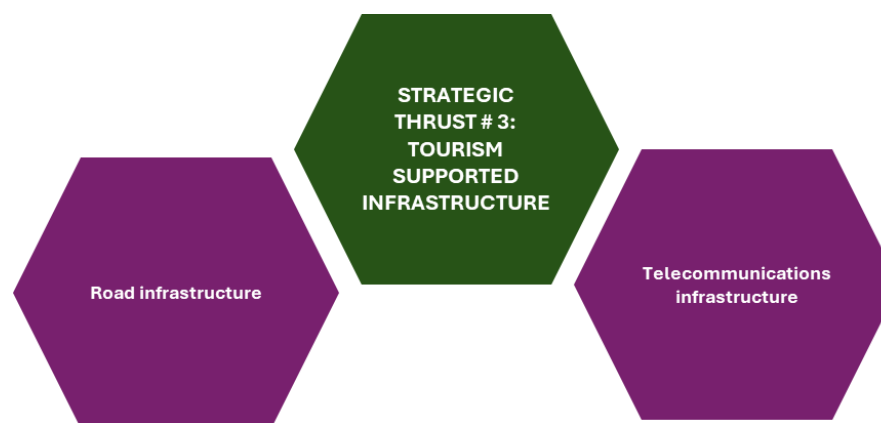
The district should take proactive steps to foster tourism by collaborating closely with local municipalities, such as eMadlangeni, Dannhauser, and Newcastle. A key strategy involves earmarking specific zones within these municipalities as dedicated tourism areas. Within these designated zones, establishing bed and breakfasts, hotels, guest houses, and similar accommodation facilities should be streamlined to become a freely permitted use within their respective land use schemes. This approach can significantly reduce bureaucratic hurdles, making it easier for businesses to offer temporary lodging to tourists, whether they're visiting for business or recreational purposes.

Moreover, this initiative can be complemented by implementing the following measures:

- **Zoning Regulations:** Clearly define the boundaries of the tourism zones in the land use schemes, ensuring transparency and ease of compliance for prospective business owners.
- **Incentives and Support:** Provide financial incentives, tax breaks, or grants to encourage investment in tourism-related infrastructure within these zones.

- **Infrastructure Development:** Invest in the necessary infrastructure, such as roads, signage, and utilities, to support the growth of tourism establishments.
- **Marketing and Promotion:** Launch targeted marketing campaigns to promote the designated tourism zones to both domestic and international visitors.
- **Community Engagement:** Involve local communities in the planning and development process to ensure that the growth of tourism benefits the entire region.

### 8.3. STRATEGIC THRUST # 3: TOURISM SUPPORTING INFRASTRUCTURE



Good and sound infrastructure plays a pivotal role in bolstering and supporting tourism, acting as the backbone of a thriving tourism industry. Reliable transportation networks, including well-maintained roads, efficient public transit systems, and accessible airports, facilitate smooth and convenient travel for tourists, enhancing their overall experience. High-quality infrastructure ensures that tourists can reach their destinations safely and

comfortably, promoting repeat visits and positive word-of-mouth recommendations.

Additionally, well-developed infrastructure, such as modern hotels, restaurants, and recreational facilities, provides tourists with essential amenities and services, contributing to their satisfaction and enjoyment. Moreover, investment in infrastructure projects, like scenic trails, cultural heritage sites, and entertainment venues, attracts tourists by offering diverse and appealing attractions. Well-planned infrastructure also aids in the preservation of natural and cultural resources, ensuring sustainable tourism practices.

Furthermore, robust infrastructure supports local economies by creating jobs, stimulating businesses, and encouraging investments in tourism-related sectors. In essence, good and sound infrastructure is the foundation upon which a successful tourism industry is built, offering tourists seamless experiences, promoting sustainable practices, and driving economic growth in the destination. Ensuring the development and maintenance of such infrastructure is crucial for destinations aspiring to become top tourist spots.

### 8.3.1. TELECOMMUNICATIONS INFRASTRUCTURE

Telecommunications infrastructure plays a crucial role in both leisure and business tourism, acting as the digital backbone that supports seamless connectivity and enhances the overall travel experience. For leisure travellers, robust telecommunications infrastructure allows for real-time sharing of experiences on social media platforms, keeping friends and family updated and engaged. Content creators, in particular, rely on fast and reliable internet access to upload high-quality photos, videos, and live streams, promoting tourism destinations and generating interest among their followers. This instant sharing not only boosts the destination's visibility but also helps in attracting a wider audience, contributing to the growth of the tourism industry.



For business tourists, having access to advanced telecommunications infrastructure is imperative. In today's globalized world, business travellers need to stay connected with their offices and clients, attend virtual meetings, and manage work-related tasks efficiently. Hotels and temporary accommodations must be equipped with high-speed internet, video conferencing facilities, and other ICT services to cater to the needs of business travellers. Reliable internet connectivity ensures that business tourists can maintain productivity, collaborate with colleagues, and meet deadlines, even while traveling.

Investment in fibre-optic networks and telecommunication masts is essential to provide uninterrupted and high-speed internet access across tourism destinations. This infrastructure not only supports the immediate needs of tourists but also enables the development of smart tourism solutions. These solutions include mobile apps for navigation, real-time updates on local attractions, digital payment systems, and personalized travel recommendations, all of which enhance the visitor experience and make travel more convenient and enjoyable.

Furthermore, a strong telecommunications infrastructure can support the local economy by attracting businesses and investments in the tourism sector. It can

also facilitate remote work, allowing digital nomads to work from various destinations, thereby boosting long-term tourism. In conclusion, a well-developed telecommunications infrastructure is fundamental to the success of both leisure and business tourism. It enhances connectivity, promotes destination visibility, supports business activities, and drives economic growth. Investing in advanced telecommunications infrastructure is a strategic move that benefits both tourists and the local community, ensuring a thriving tourism industry.

### 8.3.2. ROAD INFRASTRUCTURE

Road infrastructure plays a vital role in tourism development, acting as the literal and metaphorical pathway to economic growth and cultural exchange. The accessibility of tourism sites, such as nature reserves and game parks, is crucial for their enjoyment and success. Often located on the outskirts of urban areas, these attractions provide visitors with unique opportunities to experience the natural beauty and wildlife that cannot be found within city limits. However, the inadequate condition of roads leading to these destinations poses a significant barrier to tourism development.

Improving road conditions through grading gravel roads and tarring asphalt roads is essential to enhance accessibility to tourism sites. Well-maintained roads reduce travel time, ensure the safety and comfort of tourists, and provide a positive first impression of the destination. When tourists can access nature reserves and game parks easily, they are more likely to visit, stay longer, and recommend the experience to others, boosting the reputation of the destination.

In addition to benefiting tourists, improved road infrastructure supports local communities by providing better access to essential services, markets, and employment opportunities. Well-connected roads facilitate the transportation of goods and services, encouraging economic development and improving the quality of life for residents. For instance, local businesses, such as restaurants,

lodges, and souvenir shops, can thrive with increased tourist traffic, creating job opportunities and stimulating the local economy.



Moreover, better road infrastructure aids in the conservation and preservation of natural resources. By providing designated routes and clear signage, authorities can manage tourist flow more effectively, reducing the impact on fragile ecosystems and minimizing the risk of off-road driving, which can cause soil erosion and habitat destruction. Properly maintained roads also enable quicker response times for emergency services, ensuring the safety and well-being of both tourists and wildlife.

Investment in road infrastructure not only attracts more tourists but also fosters sustainable tourism practices. Improved access to nature reserves and game parks encourages responsible tourism by making it easier for visitors to adhere to designated paths and follow guidelines for wildlife viewing. This, in turn, helps



protect the environment and ensures that future generations can continue to enjoy these unique attractions.

Furthermore, enhanced road infrastructure supports the development of complementary tourism services, such as guided tours, transportation options, and recreational activities. Tour operators can offer more diverse and comprehensive packages, catering to different interests and preferences, thereby attracting a wider range of tourists. The availability of reliable and comfortable transportation options, such as buses and rental cars, further enhances the overall visitor experience.



Road infrastructure is thus, a fundamental component of tourism development, providing the necessary access to tourism sites and enhancing the overall visitor experience. By improving road conditions, particularly in remote areas where nature reserves and game parks are located, destinations can attract more tourists, support local communities, and promote sustainable tourism practices. Investment in road infrastructure is a strategic move that yields long-

term benefits, driving economic growth, protecting natural resources, and ensuring that tourism sites can be accessed and enjoyed by all. As such, prioritizing the development and maintenance of road infrastructure is essential for any destination seeking to thrive in the competitive tourism industry.

#### 8.4. STRATEGIC THRUST #4: BOLSTER ADVENTURE & SPORTING TOURISM

The Amajuba District Municipality, located in the KwaZulu-Natal province of South Africa, is endowed with a rich tapestry of natural landscapes that provide an excellent foundation for bolstering adventure tourism. With its diverse topography, encompassing rolling hills, majestic mountains, pristine rivers, and lush forests, the district can capitalize on these natural assets to attract adventure enthusiasts and elevate its tourism profile. By developing and promoting activities such as hiking, rock climbing, mountain biking, river rafting, and zip-lining, the municipality can cater to the growing demand for adventure tourism and create unique, memorable experiences for visitors.

To leverage its natural endowments, the Amajuba District Municipality can begin by mapping and promoting its key natural attractions. For instance, the Drakensberg Mountain range, which borders the district, offers a multitude of opportunities for hiking, rock climbing, and abseiling. Establishing well-maintained trails, providing safety measures, and offering guided tours can enhance the appeal of these activities. Additionally, organizing annual events, such as trail running or mountain biking competitions, can attract both local and international participants, raising the district's profile as an adventure tourism destination.

The district's rivers and water bodies, such as the Buffalo River and Ncandu River, present excellent opportunities for water-based adventure activities. Developing facilities for river rafting, kayaking, and fishing can draw thrill-seekers and nature lovers alike. Implementing measures to ensure the safety

and sustainability of these activities, such as providing certified guides and maintaining water quality, will be crucial in attracting repeat visitors and preserving the natural environment.

Furthermore, the district's varied terrain lends itself to the development of mountain biking and off-road trails. Creating well-marked routes that cater to different skill levels, from beginners to advanced riders, can attract a diverse range of adventure tourists. Collaborating with local communities and businesses to offer bike rentals, maintenance services, and guided tours can stimulate the local economy and create job opportunities. Encouraging eco-friendly practices, such as using biodegradable trail markers and promoting responsible tourism, will ensure the long-term sustainability of these activities.

In addition to land and water-based activities, the Amajuba District Municipality can explore the potential of aerial adventure tourism. Setting up zip-lining courses, canopy tours, and paragliding opportunities can provide visitors with a unique perspective of the district's natural beauty. Ensuring that these activities adhere to strict safety standards and are operated by trained professionals will enhance their appeal and instil confidence in visitors.

Promoting adventure tourism also requires effective marketing strategies. The municipality can leverage social media, travel blogs, and tourism websites to showcase the district's natural attractions and adventure activities. Collaborating with influencers and adventure travel companies can further amplify the district's visibility and attract a wider audience. Offering adventure tourism packages that include accommodations, meals, and guided tours can provide a seamless and convenient experience for visitors, encouraging longer stays and increased spending.

In conclusion, the Amajuba District Municipality can significantly bolster its adventure tourism sector by capitalizing on its natural endowments. Through the development and promotion of a variety of adventure activities, ensuring safety and sustainability, and implementing effective marketing strategies, the

district can attract adventure enthusiasts, stimulate the local economy, and establish itself as a premier adventure tourism destination.

#### 8.4.1. NTSHINGWAYO DAM MILE

The Amajuba District can capitalize on the potential of the Ntshingwayo Dam to host a sporting event akin to the renowned Midmar Mile held at the Midmar Dam in uMgungundlovu. The Midmar Mile is a highly celebrated open water swimming event, drawing thousands of participants and spectators annually. By organizing a similar event at the Ntshingwayo Dam, Amajuba District can attract both local and international swimmers, boosting tourism and generating economic benefits for the region. The event can be marketed as a premier open-water swimming competition, complete with various race categories catering to different age groups and skill levels, ensuring broad appeal.



To achieve this, the municipality should invest in necessary infrastructure, including well-marked swim courses, safety measures, and amenities for participants and spectators. Collaboration with local businesses, such as accommodation providers, restaurants, and transportation services, can create a comprehensive experience for visitors, encouraging longer stays and increased spending. Additionally, promoting the natural beauty of the Ntshingwayo Dam and surrounding areas can further enhance the event's attractiveness.

Hosting an annual open-water swimming event at the Ntshingwayo Dam would not only put Amajuba District on the map as a top destination for adventure and sports tourism but also foster community engagement and pride. With strategic planning and promotion, the Ntshingwayo Dam can become synonymous with a signature sporting event, mirroring the success of the Midmar Mile.

#### 8.4.1.1. MIDMAR MILE CASE STUDY

The Midmar Mile, held annually at the Midmar Dam in uMgungundlovu, KwaZulu-Natal, is one of the world's largest open-water swimming events. Attracting over 16,000 participants, the event has become a significant tourist attraction, contributing to the local economy and promoting the region as a premier destination for water sports. This case study explores the success factors of the Midmar Mile and how similar strategies can be tailored to implement a comparable event at the Ntshingwayo Dam in the Amajuba District.

Success Factors of the Midmar Mile:

The Midmar Mile's success can be attributed to several key factors:

- Comprehensive Planning and Organization: The event is meticulously planned, with clear swim courses, safety measures, and logistical support for participants and spectators.

- Community and Business Engagement: Local businesses, such as hotels, restaurants, and transport services, collaborate to provide a seamless experience for visitors, boosting the local economy.
- Marketing and Promotion: Effective marketing strategies, including social media campaigns and partnerships with influencers, have elevated the event's profile, attracting participants from around the world.
- Environmental Sustainability: Organizers implement measures to minimize environmental impacts, such as waste management and water quality monitoring, ensuring the event's sustainability.



FIGURE 8: MIDMAR MILE, 2020





FIGURE 9: MIDMAR MILE 2024

Tailoring the Midmar Mile Model for Ntshingwayo Dam:

To replicate the success of the Midmar Mile at Ntshingwayo Dam, the Amajuba District can adopt and adapt the following strategies:

- **Event Planning and Safety:** Establishing well-marked swim courses, providing safety measures such as lifeguards and medical support, and ensuring logistical efficiency are crucial. Collaborating with local authorities and water sports organizations can enhance the event's credibility and safety.
- **Community and Business Involvement:** Engaging local businesses to offer accommodations, dining, and transport services can create a comprehensive experience for participants and spectators. Encouraging local artisans and vendors to set up stalls can also promote local culture and products.
- **Marketing and Promotion:** Leveraging social media, travel blogs, and tourism websites to showcase the event and the natural beauty of

Ntshingwayo Dam can attract a wider audience. Collaborating with influencers and adventure travel companies can further amplify the event's visibility.

- **Environmental Sustainability:** Implementing eco-friendly practices, such as waste management, recycling, and water quality monitoring, can ensure the event's sustainability. Educating participants and spectators about environmental conservation can also raise awareness and promote responsible tourism.
- **Diverse Race Categories:** Offering various race categories catering to different age groups and skill levels can ensure broad appeal. Organizing corporate and charity swims, similar to the Midmar Mile, can attract a diverse range of participants and foster community engagement.

By adopting the successful strategies of the Midmar Mile, the Amajuba District can establish a premier open-water swimming event at Ntshingwayo Dam. This initiative can boost tourism, stimulate the local economy, and promote environmental sustainability. With strategic planning, community involvement, and effective marketing, the Ntshingwayo Dam can become synonymous with a signature sporting event, mirroring the success of the Midmar Mile.

#### 8.5. STRATEGIC THRUST # 5: COMMUNITY BASED TOURISM THROUGH THE LAND REFORM PROGRAMME

Community-based tourism (CBT) is a form of tourism that emphasizes the involvement and empowerment of local communities in the planning, development, and management of tourism activities. This approach ensures that the benefits of tourism are equitably distributed, fostering sustainable development and enhancing the well-being of the local population. By prioritizing the community's cultural, social, and environmental values, CBT creates authentic and enriching experiences for visitors while preserving the integrity of the destination.



One of the key aspects of CBT is the active participation of community members in decision-making processes. This involvement ensures that tourism initiatives align with the community's needs and aspirations, promoting a sense of ownership and pride. Community members often take on various roles, such as tour guides, artisans, hosts, and entrepreneurs, providing them with opportunities to generate income and develop new skills. Additionally, CBT encourages the preservation of cultural heritage by promoting traditional practices, crafts, and rituals, thereby safeguarding intangible cultural assets for future generations.

Environmental sustainability is another crucial component of CBT. By prioritizing the conservation of natural resources and promoting eco-friendly practices, community-based tourism minimizes the negative impact on the environment. This approach fosters a deeper connection between visitors and the natural surroundings, encouraging responsible behaviour and raising awareness about environmental conservation.

Moreover, CBT fosters social cohesion and strengthens community bonds. By working together towards a common goal, community members develop a sense of solidarity and mutual support. This collective effort enhances the community's resilience and ability to address challenges, such as economic fluctuations or environmental changes.







Dr Pixley Ka Isaka Seme



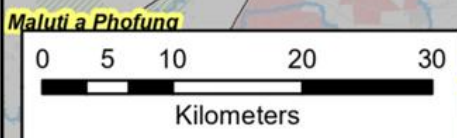
## AMAJUBA DISTRICT MUNICIPALITY TOURISM STRATEGY

Land Reform

### Legend

- NFEPA River
- Railway
- National Road
- Provincial Road
- Dam
- Protected Area
- Cadastral
- TR Projects
- Settled Claim
- Settlement

DATA SOURCES:  
Roads: SANRAL, DOT  
Places: COGTA  
Admin Boundaries: MDB  
Enviro Data: DFFE, SANBI  
Railway: PRASA  
Social Facilities: DOE, DOH, DPW, DWS



MAP 10: LAND REFORM IN  
AMAJUBA



### 8.5.1. LAND REFORM

The land reform program holds the potential to significantly contribute to poverty eradication, economic growth, and job creation within the province. However, its success hinges on the implementation of an effective support program both before and after land transfers. This support program should involve the coordinated efforts of the government, commodity organizations, financial institutions, and organized agriculture to provide a comprehensive range of services to new Black commercial farmers. Furthermore, it will be essential to apply sound business practices to maximize production and explore opportunities within the agricultural value chain.

#### 8.5.1.1. CASE STUDY: COMMUNITY-BASED TOURISM THROUGH LAND REFORM PROGRAMMES – AMADIBA TRAIL

Community-based tourism (CBT) through land reform programmes has emerged as a powerful tool for sustainable development in many developing countries. This case study examines the success of the AmaDiba Trail in South Africa's Wild Coast, a community-based eco-tourism initiative that has significantly benefited local communities. The study will also discuss how similar strategies can be implemented in the Amajuba District to promote tourism and economic growth.

The AmaDiba Trail, located on the Wild Coast of South Africa, is a community-based eco-tourism project that was initiated in the late 1990s. The project was developed through a partnership between the local AmaDiba community, the Department of Economic Development, Tourism and Environmental Affairs and various non-governmental organizations (NGOs). The primary goal was to create a sustainable tourism model that would provide economic benefits to the local community while preserving the natural environment.

The AmaDiba Trail offers guided hiking and horse-riding tours along the scenic coastline, allowing visitors to experience the region's natural beauty and cultural heritage. Local community members are employed as guides, hosts,

and service providers, ensuring that the economic benefits of tourism are distributed within the community. The project has been successful in generating income, creating jobs, and promoting cultural preservation.

Key success factors of the AmaDiba Trail include:

- **Community Involvement:** The active participation of the local community in decision-making processes has ensured that the project aligns with their needs and aspirations.
- **Partnerships:** Collaboration with government agencies, NGOs, and private sector partners has provided the necessary support and resources for the project's success.
- **Sustainability:** Emphasis on environmental conservation and sustainable tourism practices has helped preserve the natural and cultural assets of the region.

Implementation in Amajuba District:

The Amajuba District, located in KwaZulu-Natal, South Africa, can adopt similar strategies to promote community-based tourism through land reform programmes. The district is endowed with natural attractions such as the Ntshingwayo Dam, scenic landscapes, and cultural heritage sites, which can be leveraged to develop a sustainable tourism model.

- **Community Engagement:** Involving local communities in the planning and development of tourism projects is crucial. Establishing community tourism committees and providing training in tourism management can empower residents and ensure their active participation.
- **Partnerships and Support:** Forming partnerships with government agencies, NGOs, and private sector stakeholders can provide the necessary financial and technical support. These partnerships can also facilitate access to marketing and promotional platforms.

- **Sustainable Practices:** Emphasizing environmental conservation and sustainable tourism practices will help preserve the district's natural and cultural assets. Implementing eco-friendly infrastructure, waste management systems, and conservation programmes can enhance the sustainability of tourism initiatives.
- **Capacity Building:** Providing training and capacity-building programmes for community members in areas such as hospitality, tour guiding, and business management can enhance their skills and improve the quality of tourism services.
- **Marketing and Promotion:** Developing a comprehensive marketing strategy to promote the district's tourism offerings can attract visitors. Utilizing social media, travel blogs, and tourism websites can increase visibility and reach a wider audience.

By adopting the successful strategies of the AmaDiba Trail, the Amajuba District can develop a thriving community-based tourism sector through land reform programmes. This approach can generate economic benefits, create jobs, and promote cultural preservation while ensuring the sustainability of the district's natural and cultural resources. With strategic planning, community involvement, and effective partnerships, the Amajuba District can become a premier destination for community-based tourism.

## 8.6. STRATEGIC THRUST # 6: TOURISM-ORIENTED SKILLS DEVELOPMENT

The Amajuba District Municipality should take proactive measures to enhance skills development within the tourism sector. To achieve this, the following initiatives are recommended:

### 8.6.1. BURSARY PROGRAMMES FOR PROSPECTIVE LEARNERS

Establishing bursary programs targeted at prospective learners who are interested in tourism-related fields can significantly boost the number of skilled professionals in the sector. These bursaries should cover various disciplines such as:

- **Tourism Management:** Equipping learners with the necessary skills to manage and promote tourism destinations and attractions.
- **Hospitality:** Providing education and training in hospitality management to ensure high standards of service in hotels, restaurants, and other accommodation establishments.
- **Food Technology:** Training students in food production, safety, and technology to enhance the culinary offerings within the tourism industry.
- **Business Administration:** Offering courses in business administration to prepare students for managerial roles within tourism enterprises.
- **Marketing:** Educating learners on marketing strategies to effectively promote tourism destinations and services.

By investing in these bursary programs, the municipality can create a pipeline of qualified individuals ready to contribute to the growth and development of the tourism sector.

### 8.6.2. PROVISION OF INCENTIVES FOR TEMPORARY ACCOMMODATION ESTABLISHMENTS

To encourage temporary accommodation establishments to hire and train students, the municipality should offer various incentives, such as:

- **Rates Rebates:** Providing property tax reductions to hotels, bed and breakfasts, guest houses, and lodges that employ students in tourism-related fields. This incentive can help reduce the operational costs for



these establishments while fostering a supportive environment for student training.

- **Subsidies for Training Programs:** Offering financial subsidies to accommodation establishments that implement structured training programs for their student employees. These programs should focus on practical skills development and industry-specific knowledge.
- **Recognition and Awards:** Establishing a recognition and awards program for establishments that excel in providing quality training and employment opportunities to students. This initiative can motivate more businesses to participate in the program and raise industry standards.

#### 8.7. STRATEGIC THRUST # 7: PROMOTION OF TOWNSHIP TOURISM

Township Tourism involves groups of people visiting townships with the aim of learning about and experiencing the life and history of those areas. These tours are typically led by a tour guide who has extensive knowledge of the township. The gallery prides itself on offering tours that are both academic and informative.

Despite efforts by the gallery and the municipality, who have created a route with signage, township tourism does not attract a significant number of tourists. Consequently, there are not enough tourists to maintain the route consistently, necessitating advance bookings. This allows the gallery to arrange for crafters and traditional healers to be available. Crafters, facing an unpredictable flow of tourists, often leave the township to sell their products in town. Due to the low number of tourists, the gallery recently has dedicated tour guides services which further necessitates advance bookings. Unfortunately, most tourists prefer on-demand tours, which cannot be organized instantly, leading to potential visitors being lost, exacerbating the initial problem.



FIGURE 10: ISAKABULI BED & BREAKFAST



FIGURE 11: IKHASI LODGE

#### 8.7.1. CASE STUDY: TOWNSHIP TOURISM IN GUGULETHU AND LANGA, CAPE TOWN

Gugulethu and Langa are two of the oldest townships in Cape Town, South Africa. These townships have a rich history and cultural heritage, making them ideal locations for township tourism. The concept of township tourism in these areas aims to provide visitors with an authentic experience of township life, while also promoting economic development and cultural preservation.

##### 8.7.1.1. KEY ATTRactions

- **Historical Sites:** Both Gugulethu and Langa have significant historical sites that attract tourists. For example, the Gugulethu Seven Memorial commemorates the seven anti-apartheid activists who were ambushed and killed by the police in 1986. In Langa, the Langa Pass Office and Court is a reminder of the oppressive pass laws during apartheid.
- **Cultural Experiences:** Visitors can engage in various cultural experiences, such as traditional dance performances, music, and storytelling. Local residents often share their personal stories and experiences, providing a deeper understanding of the township's history and culture.
- **Local Cuisine:** Township tourism offers visitors the opportunity to taste traditional South African dishes. Local eateries, known as "shebeens," serve dishes such as braaivleis (barbecue meat), chakalaka (spicy vegetable relish), and pap (maize porridge).
- **Community Projects:** Tourists can visit and support community projects, such as local craft markets, art galleries, and social enterprises. These projects not only provide income for local residents but also showcase their talents and creativity.

##### 8.7.1.2. IMPLEMENTATION STRATEGIES

- **Community Involvement:** The success of township tourism in Gugulethu and Langa is largely due to the active involvement of the local community. Residents are encouraged to participate in tourism activities, either as tour guides, performers, or entrepreneurs. This ensures that the benefits of tourism are distributed within the community.
- **Partnerships with Tour Operators:** Local tour operators play a crucial role in promoting township tourism. They collaborate with community

leaders and businesses to create comprehensive tour packages that highlight the unique attractions of the townships. These partnerships help to market the townships to a wider audience and attract more visitors.

- **Training and Capacity Building:** To ensure high-quality service, local residents receive training in various aspects of tourism, such as hospitality, customer service, and tour guiding. This not only improves the visitor experience but also empowers residents with valuable skills that can be used in other areas of employment.
- **Marketing and Promotion:** Effective marketing strategies are essential for attracting tourists to the townships. This includes online marketing through social media and travel websites, as well as traditional marketing methods such as brochures and advertisements. Highlighting the unique cultural and historical aspects of the townships helps to differentiate them from other tourist destinations.

#### 8.7.1.3. CHALLENGES AND SOLUTIONS

- **Safety and Security:** One of the main challenges of township tourism is ensuring the safety and security of both tourists and residents. To address this, community patrols and increased police presence have been implemented. Additionally, tour operators work closely with local authorities to identify and mitigate potential risks.
- **Infrastructure Development:** Inadequate infrastructure can hinder the growth of township tourism. Investments in road improvements, signage, and public facilities are necessary to enhance the visitor experience. Collaboration with government agencies and private investors can help to secure the necessary funding for these projects.
- **Sustainable Tourism Practices:** Ensuring that tourism activities are sustainable and do not negatively impact the community or environment is crucial. This includes promoting responsible tourism practices, such as waste reduction, recycling, and supporting eco-friendly businesses.

Implementing township tourism in the Amajuba District Municipality requires a multi-faceted approach that involves the local community, infrastructure development, cultural preservation, marketing, and sustainability.

**Community Involvement and Empowerment:** Just as community engagement has been pivotal in Gugulethu and Langa, Amajuba should establish local tourism committees involving residents, business owners, and leaders. These committees can oversee tourism initiatives, ensuring that they are community-driven and beneficial to the locals. Workshops and training programs should be conducted to empower residents with skills in tour guiding, hospitality, and customer service. Encouraging local entrepreneurs to start tourism-related businesses will foster a sense of ownership and ensure the benefits of tourism are retained within the community.

**Infrastructure Development:** Upgrading infrastructure is essential to support tourism activities and enhance visitor experiences. This includes improving road access to townships, installing clear signage, and developing tourist facilities like visitor centres, public restrooms, and parking areas. Enhancing safety and security through increased police presence and community patrols will make tourists feel more secure and encourage more visits.

**Cultural and Historical Preservation:** To preserve and promote the cultural and historical heritage of the townships, Amajuba can develop guided heritage trails highlighting significant historical sites and local stories, similar to those in Gugulethu and Langa. Supporting and organizing cultural events, such as traditional dance performances and craft markets, will showcase local talent and traditions. Establishing museums or cultural centres can document and celebrate the townships' history, providing educational experiences for visitors.

**Marketing and Promotion:** A comprehensive marketing campaign is crucial to raise awareness and attract visitors. This can include online marketing through social media and travel websites, as well as traditional methods like brochures and advertisements. Partnering with local and international tour operators to

include township tours in their packages will expand the reach. Engaging travel influencers and media to visit and promote township tourism in Amajuba will generate interest and credibility.

**Sustainable Tourism Practices:** Implementing responsible tourism guidelines will ensure the sustainability of township tourism. These guidelines should promote eco-friendly practices such as waste reduction, recycling, and the use of renewable energy. Regularly assessing the impact of tourism activities on the community and environment will help make necessary adjustments and maintain sustainability.

**Challenges and Solutions:** Addressing challenges such as safety, infrastructure, and sustainability is vital. Implementing community patrols and increased police presence, collaborating with government agencies and private investors for infrastructure development, and promoting eco-friendly practices will mitigate these challenges. Ensuring that tourism benefits are distributed fairly and do not negatively impact the community will foster long-term success.

## 8.8. STRATEGIC THRUST #8 – PRIVATISATION OF THE TOURISM INDUSTRY

The Amajuba District is currently facing a significant challenge in the form of deteriorating public-sector owned tourism infrastructure. This includes state-owned nature reserves, municipal resorts and lodges, public swimming pools, and other facilities that were once central to the district's tourism appeal. Many of these assets suffer from neglect, outdated amenities, and poor maintenance, which not only diminishes the visitor experience but also discourages private sector investment and limits the district's competitiveness as a tourism destination.

To address this, the district will implement a comprehensive revitalisation strategy that aligns with its broader vision of fostering a privately driven tourism

sector supported by an enabling public environment. The first step involves conducting a detailed audit of all public tourism assets to assess their condition and potential. These assets will be categorised based on their viability for public-private partnerships (PPPs), community-based management, or repurposing. This will be followed by the development of tailored PPP models that allow private operators to manage and upgrade facilities under long-term lease or concession agreements, with clear performance and maintenance standards.

To support these efforts, the municipality will establish a Tourism Infrastructure Revitalisation Fund, drawing from municipal budgets, provincial and national grants, and private co-investment. This fund will be used to upgrade essential infrastructure such as roads, utilities, safety features, and accessibility measures in and around tourism sites. Simultaneously, municipal staff and local small businesses will receive training in facility management and maintenance to ensure long-term sustainability.

In parallel, the district will rebrand and reposition revitalised sites through targeted marketing campaigns, integrating them into regional tourism circuits and promoting them through digital platforms and partnerships with tour operators. This holistic approach is expected to increase tourist arrivals, attract private investment, create local jobs, and restore community pride in the district's tourism assets. Ultimately, it will lay the foundation for a vibrant, inclusive, and sustainable tourism economy in Amajuba.

### 8.8.1. ANNUAL AMAJUBA TOURISM INVESTMENT SUMMIT

- Conduct a tourism asset audit to identify investment-ready sites.
- Develop a Tourism Investment Prospectus.
- Launch a PPP framework with clear guidelines and risk-sharing models.
- Host an annual Amajuba Tourism Investment Summit.



**COMPREHENSIVE TOURISM ASSET AUDIT:** To lay the foundation for a thriving, investment-driven tourism sector in Amajuba District, a series of strategic actions will be undertaken to attract and facilitate private sector participation. The first step is to conduct a comprehensive tourism asset audit. This process will involve identifying, mapping, and evaluating all existing tourism-related infrastructure and natural or cultural attractions across the district. The audit will assess the condition, accessibility, ownership status, and development potential of each site. The goal is to create a clear inventory of investment-ready sites that can be packaged and promoted to potential investors.

**TOURISM INVESTMENT PROSPECTUS:** Following the audit, the municipality will develop a Tourism Investment Prospectus. This document will serve as a professional, investor-facing guide that showcases the district's tourism potential. It will include detailed profiles of high-potential sites, market insights, demographic data, tourism trends, and the strategic advantages of investing in Amajuba. The prospectus will also outline available incentives, support services, and the regulatory environment, making it easier for investors to make informed decisions.

**PUBLIC-PRIVATE PARTNERSHIP FRAMEWORK:** To operationalise private sector participation, the district will launch a Public-Private Partnership (PPP) framework tailored specifically for tourism development. This framework will provide clear guidelines on how partnerships will be structured, including roles and responsibilities, revenue-sharing models, risk mitigation strategies, and dispute resolution mechanisms. It will also ensure transparency and accountability, which are critical for building investor confidence and ensuring long-term sustainability.

**ANNUAL AMAJUBA TOURISM INVESTMENT SUMMIT:** To promote these opportunities and foster direct engagement with potential investors, the district will host an annual Amajuba Tourism Investment Summit. This high-profile event will bring together local and international investors, tourism operators,

government agencies, and development partners. The summit will serve as a platform to showcase investment-ready projects, facilitate networking, and announce new initiatives or partnerships. It will also position Amajuba as a proactive and investment-friendly destination, reinforcing its commitment to revitalising the tourism sector through strategic collaboration.

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#### 8.8.2. INSTITUTIONAL AND POLICY REFORM

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**REVIEW OF EXISTING BY-LAWS & POLICIES:** To create a more enabling environment for tourism development in Amajuba District, it is essential to address institutional and regulatory barriers that currently hinder growth. One of the first steps in this process is to review and revise existing by-laws and municipal policies that may be outdated, overly restrictive, or misaligned with the needs of a modern tourism economy. This includes regulations related to land use, business licensing, signage, trading hours, and environmental compliance. The review process should be consultative, involving legal experts, tourism stakeholders, and community representatives to ensure that the revised policies are both investor-friendly and socially inclusive. The goal is to streamline procedures, reduce red tape, and create a regulatory environment that encourages innovation, investment, and sustainable tourism practices.

**TOURISM DEVELOPMENT FACILITATION UNIT:** To support the implementation of these reforms and serve as a central point of coordination, the municipality will establish a Tourism Development Facilitation Unit. This dedicated unit will act as a one-stop shop for tourism investors and operators, providing guidance on regulatory compliance, facilitating permits and approvals, and offering technical support for project development. It will also monitor the implementation of tourism strategies, coordinate with other municipal departments, and ensure that tourism development aligns with broader spatial and economic planning frameworks. By institutionalising this

function, the municipality can improve service delivery, reduce delays, and build stronger relationships with the private sector.

**TOURISM ADVISORY COUNCIL:** In addition, the district will create a Tourism Advisory Council composed of representatives from the private sector, local communities, traditional leadership, and relevant government departments. This council will serve as a platform for dialogue, collaboration, and shared decision-making. It will provide strategic advice to the municipality; help identify emerging opportunities and challenges and ensure that tourism development is inclusive and responsive to local needs. The council will also play a key role in promoting transparency, accountability, and community ownership of tourism initiatives.

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### 8.8.3. INFRASTRUCTURE AND ACCESS DEVELOPMENT

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**CORE INFRASTRUCTURE UPGRADES:** To enhance the overall visitor experience and unlock the tourism potential of Amajuba District, it is critical to invest in core infrastructure upgrades, particularly in areas that directly impact accessibility, safety, and connectivity. These improvements will not only make tourism sites more attractive and accessible but also signal to investors and visitors that the district is serious about creating a world-class tourism environment.

**UPGRADING OF ROADS LEADING TO KEY ATTRACTIONS:** A top priority is the upgrade of roads leading to key tourism attractions, such as historic battlefields, nature reserves, cultural heritage sites, and scenic routes. Many of these roads are currently in poor condition, making travel difficult and deterring both domestic and international tourists. Upgrading these roads will involve resurfacing, widening where necessary, and ensuring proper drainage and maintenance. Improved road infrastructure will reduce travel time, enhance safety, and open up remote areas for tourism development, especially those with high potential for eco-tourism and heritage tourism.

**ENHANCEMENT OF SIGNAGE, LIGHTING AND SAFETY:** The district must focus on enhancing signage, lighting, and safety within tourism zones. Clear, multilingual signage is essential for guiding visitors to attractions, accommodations, and services, while also providing historical and cultural context. Proper lighting in public areas, parking lots, and along pathways will improve security and extend the usability of sites into the evening hours. Safety enhancements, such as surveillance systems, emergency response protocols, and visible security personnel, will help build visitor confidence and reduce the risk of crime or accidents.

**EXPANSION OF DIGITAL INFRASTRUCTURE:** Equally important is the expansion of digital infrastructure, particularly in and around tourism hotspots. In today's digital age, tourists expect reliable mobile network coverage and access to Wi-Fi for navigation, bookings, social media sharing, and emergency communication. The district should work with telecommunications providers to improve signal strength in rural and remote areas, and install public Wi-Fi hotspots at major attractions, transport hubs, and visitor centres. This will not only enhance the visitor experience but also support digital marketing efforts and enable local businesses to operate more efficiently.

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### 8.8.4. DESTINATION MARKETING AND BRANDING

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**BRANDING, MARKETING AND STRATEGIC PROMOTION:** To elevate Amajuba District's profile as a competitive and attractive tourism destination, a strong focus must be placed on branding, marketing, and strategic promotion. These efforts are essential not only for attracting visitors but also for building investor confidence and community pride.

**DESTINATION BRANDING AND VISUAL IDENTITY:** The first step is to develop a compelling destination brand and visual identity for Amajuba. This involves crafting a unique brand narrative that captures the essence of the district—its rich history, cultural diversity, natural beauty, and untapped

adventure potential. The visual identity should include a professionally designed logo, colour palette, typography, and brand guidelines that can be consistently applied across all platforms and materials. The brand should resonate with both domestic and international audiences, positioning Amajuba as a must-visit destination in KwaZulu-Natal. Community input should be incorporated to ensure authenticity and local ownership of the brand.

**MULTI-PLATFORM MARKETING:** Once the brand is established, the district should launch a multi-platform marketing campaign to raise awareness and drive visitation. This campaign should be rolled out across traditional media (TV, radio, print) and digital channels (social media, websites, email marketing, and online travel platforms). The messaging should highlight Amajuba's unique selling points—such as its historic battlefields, scenic landscapes, cultural experiences, and emerging eco-tourism offerings. High-quality visuals, storytelling, and testimonials can be used to emotionally connect with potential visitors. The campaign should also include seasonal promotions, event-based marketing, and targeted outreach to niche markets such as heritage tourists, adventure seekers, and educational travel groups.

**PARTNERSHIP WITH TRAVEL AGENCIES:** To amplify reach and credibility, the district should partner with tour operators, travel agencies, and digital influencers. Tour operators can help package and promote Amajuba as part of broader travel itineraries, while influencers and travel bloggers can generate authentic, engaging content that reaches younger and tech-savvy audiences. These partnerships should be formalised through familiarisation trips (FAM tours), co-branded campaigns, and affiliate marketing arrangements. Collaborating with regional tourism bodies and platforms like KwaZulu Natal Tourism & Film Authority (KZNTFA) and South African Tourism (SAT) will also help integrate Amajuba into national and international tourism circuits.

#### 8.8.5. COMMUNITY EMPOWERMENT AND SMME SUPPORT

**SMME SUPPORT:** To ensure that tourism development in Amajuba District is inclusive, sustainable, and locally empowering, it is essential to focus on supporting small, medium, and micro enterprises (SMMEs) and building the capacity of local communities to actively participate in the tourism value chain. This approach not only stimulates the local economy but also ensures that the benefits of tourism are widely shared.

**TOURISM ENTERPRISE SUPPORT:** A key initiative in this regard is the establishment of a Tourism Enterprise Support Fund specifically designed to assist local SMMEs. This fund will provide financial support in the form of grants, low-interest loans, or seed funding to help entrepreneurs start or expand tourism-related businesses such as guesthouses, tour operations, craft markets, food services, and transport services. In addition to financial assistance, the fund will offer business development services including mentorship, marketing support, and access to markets. Priority will be given to youth-, women-, and community-owned enterprises to promote inclusive growth and reduce barriers to entry.

**SKILLS DEVELOPMENT PROGRAMMES:** To complement financial support, the district will partner with Technical and Vocational Education and Training (TVET) colleges and other training institutions to deliver targeted skills development programmes in tourism and hospitality. These programmes will cover areas such as customer service, tour guiding, culinary arts, accommodation management, digital marketing, and entrepreneurship. By equipping local residents with relevant skills, the district can build a competent workforce that meets the needs of a growing tourism sector while also reducing unemployment and improving livelihoods.

#### 8.8.6. SUSTAINABILITY AND RESILIENCE

**CLIMATE CHANGE ADAPTION STRATEGY:** To ensure that tourism development in Amajuba District is environmentally sustainable and resilient to climate change, it is essential to integrate green practices and climate adaptation strategies into all aspects of tourism planning and operations. This approach not only protects the district's natural and cultural assets but also enhances its appeal to eco-conscious travellers and responsible investors.

**ECO-CERTIFICATIONS FOR TOURISM BUSINESSES:** A key initiative is the implementation of eco-certification programmes for tourism businesses. These certifications will set clear environmental standards for accommodations, tour operators, and attractions, covering areas such as energy efficiency, water conservation, waste management, biodiversity protection, and community engagement. The municipality, in partnership with environmental agencies and tourism authorities, can either adopt existing national or international eco-certification schemes or develop a localised version tailored to Amajuba's context. Certified businesses will benefit from increased visibility, marketing support, and access to green tourism markets, while also contributing to the district's sustainability goals.

**RESILIENT INFRASTRUCTURE:** In parallel, the district must prioritise the development of climate-resilient infrastructure in tourism zones. This includes designing and upgrading facilities to withstand extreme weather events such as floods, droughts, and heatwaves. Examples include elevated walkways in flood-prone areas, water-efficient landscaping, solar-powered lighting, and the use of sustainable building materials. Infrastructure planning should also incorporate nature-based solutions, such as wetland restoration and reforestation, which provide both ecological and protective functions. These investments will help safeguard tourism assets, reduce maintenance costs, and ensure business continuity in the face of climate risks.

**IMPACT ON SOCIAL & ENVIRONMENTAL ASPECTS:** To track progress and guide future interventions, the municipality will establish a system to monitor tourism's environmental and social impacts on an annual basis. This monitoring framework will assess indicators such as carbon emissions, water usage, waste generation, biodiversity health, and community well-being. Data will be collected through surveys, environmental audits, and stakeholder consultations, and the findings will be published in an annual "State of Tourism Sustainability" report. This transparency will not only inform policy and planning but also build trust with communities, visitors, and investors.

#### 8.9. STRATEGIC THRUST # 9: BOLSTERING OF BUSINESS & LEISURE TOURISM

The district holds significant potential to become a leading destination for both business and leisure tourism. To achieve this, the district must adopt a comprehensive and integrated tourism development strategy that leverages its unique historical, cultural, and natural assets while simultaneously enhancing its infrastructure to support business travel. The overarching vision should be to position Amajuba as a premier "bleisure" destination—where business and leisure seamlessly intersect—offering visitors a compelling reason to extend their stay and explore the region beyond their professional engagements.

##### 8.9.1. INVESTMENT IN BUSINESS TOURISM INFRASTRUCTURE

A critical first step involves investing in infrastructure that supports meetings, incentives, conferences, and exhibitions (MICE). Newcastle, as the economic hub of the district, should be prioritized for the development and upgrading of conference centres, hotels, and transport facilities. This includes improving road networks, digital connectivity, and safety measures to ensure a smooth and secure experience for visitors. Simultaneously, the district should develop tourism precincts around key heritage and battlefield sites such as Majuba Hill and the Battle of Laing's Nek, enhancing their accessibility and visitor appeal.



### 8.9.2. DEVELOPMENT OF BUSINESS TOURISM TRAVEL PACKAGES

To integrate business and leisure tourism effectively, the municipality should curate specialized travel packages that combine professional engagements with leisure experiences. These could include battlefield tours, cultural festivals, spa retreats, and nature excursions. The development of themed tourism routes—such as a Battlefields & Heritage Route, a Nature & Adventure Trail, and a Cultural & Craft Route—will help diversify the tourism offering and encourage longer stays. Township tourism and community-based experiences should also be promoted to provide authentic local interactions and spread economic benefits more equitably.

### 8.9.3. MARKETING AND BRANDING

Marketing and branding will play a pivotal role in repositioning Amajuba as a dual-purpose destination. A strong digital presence, including a dedicated tourism website and mobile app, should be established to provide information, itineraries, and booking options. Strategic partnerships with KwaZulu-Natal Tourism and South African Tourism will help amplify the district's visibility in both domestic and international markets. Hosting annual signature events such as a heritage festival or a business tourism expo can further enhance the district's profile and attract repeat visitors.

### 8.9.4. CAPACITY BUILDING

Capacity building is essential to ensure that the local workforce and entrepreneurs are equipped to support and benefit from tourism growth. This includes training programs for tour guides, hospitality staff, and event managers, as well as support for tourism-related small businesses through funding, mentorship, and market access. Establishing a tourism incubator hub in Newcastle could serve as a catalyst for innovation and enterprise development in the sector.

### 8.9.5. FOSTERING GOVERNANCE AND COLLABORATION

Effective governance and stakeholder collaboration will underpin the success of this strategy. The formation of an Amajuba Tourism Council, comprising representatives from local government, the private sector, and community organizations, will ensure coordinated planning and implementation. The strategy should align with the District Development Model and be integrated into the municipality's Integrated Development Plans (IDPs) and Local Economic Development (LED) strategies. Public-private partnerships (PPPs) should be leveraged to mobilize investment and expertise for infrastructure and destination management.

The implementation of this strategy should follow a phased approach. In the short term (2025–2026), the focus should be on auditing tourism assets, launching branding initiatives, upgrading key infrastructure, and initiating training programs. The medium term (2027–2028) should see the development of tourism routes, the hosting of inaugural events, and the expansion of MICE offerings. By the long term (2029–2030), the district should evaluate the impact of its initiatives, scale successful models, and aim to attract international conferences and new tourism markets.

Monitoring and evaluation will be crucial to track progress and inform decision-making. Key performance indicators such as tourist arrivals, event attendance, SMME growth, and job creation should be regularly assessed. Annual tourism impact assessments and feedback mechanisms will help refine the strategy and ensure it remains responsive to changing trends and stakeholder needs.

## 8.10. STRATEGIC THRUST #10: REVIVING & INSTITUTIONALISATION OF CTO AND LTF FOR PUBLIC-PRIVATE COORDINATION IN TOURISM

To address the gap in the current tourism strategy regarding the absence of mechanisms for public-private collaboration—specifically the lack of focus on resuscitating Community Tourism Organizations (CTOs) and Local Tourism Forums (LTFs)—a targeted and structured approach is essential. These coordinating structures are critical for ensuring that tourism development is inclusive, participatory, and responsive to both community and private sector needs. The strategy should begin with a comprehensive situational analysis to assess the current status of CTOs and LTFs across the Amajuba District. This includes identifying which structures are inactive, mapping key tourism stakeholders, and understanding the reasons behind the collapse or ineffectiveness of existing forums.

Following this, the municipality should develop a clear institutional framework that formally recognizes CTOs and LTFs as integral components of the tourism governance ecosystem. This framework should define their roles, responsibilities, and reporting lines, and be embedded within the district's Integrated Development Plans (IDPs) and Local Economic Development (LED) strategies. To ensure these structures are functional and sustainable, capacity-building initiatives must be rolled out. These should include training in governance, tourism planning, marketing, and stakeholder engagement, as well as mentorship programs and peer learning exchanges with successful CTOs in other regions.

To facilitate ongoing engagement, the municipality should establish regular communication platforms such as quarterly forums, digital newsletters, and online portals where CTOs, LTFs, and government officials can share updates, co-create initiatives, and address challenges collaboratively. These platforms will also serve as a space for the private sector to voice concerns, propose ideas, and participate in decision-making processes. Additionally, the

municipality should provide operational support to these structures, including seed funding, logistical assistance, and access to promotional tools.

Monitoring and evaluation mechanisms should be put in place to track the performance and impact of CTOs and LTFs. This includes setting clear indicators such as the number of meetings held, initiatives launched, and the level of private sector participation. Annual reviews and stakeholder feedback sessions will help refine the approach and ensure continuous improvement. To encourage active participation, the municipality could introduce recognition programs that reward innovation and effectiveness within these structures.

By reviving and institutionalizing CTOs and LTFs, the Amajuba District will not only create a platform for meaningful public-private collaboration but also foster a more inclusive, dynamic, and resilient tourism sector. This approach ensures that tourism development is not only top-down but also community-driven and market-responsive, ultimately leading to more sustainable and impactful outcomes.

## 8.11. STRATEGIC THRUST #11: PRIORITISATION OF TOURISM IN THE IDP PROCESSES

To institutionalize tourism as a central pillar of economic development in Amajuba by integrating it into the IDP, LED strategies, and municipal budgeting processes, thereby unlocking its potential to create jobs, stimulate investment, and promote inclusive growth.

### 8.11.1. POLICY INTEGRATION AND INSTITUTIONAL ALIGNMENT

The first step is to formally recognize tourism as a priority economic sector in the IDP. This involves revising the IDP's economic development chapter to include a dedicated section on tourism, outlining its potential, strategic goals, and planned interventions. The municipality should also align its tourism strategy with provincial and national frameworks, such as the KwaZulu-Natal

Tourism Master Plan and the National Tourism Sector Strategy (NTSS), to ensure coherence and access to funding and technical support.

#### 8.11.2. EVIDENCE-BASED PLANNING AND BASELINE ASSESSMENT

Amajuba must conduct a comprehensive tourism sector baseline study to assess current assets, visitor trends, infrastructure gaps, and economic impact. This data will inform realistic goal setting and help identify high-impact projects. The findings should be integrated into the IDP's situational analysis and used to justify tourism-related investments in the municipal budget.

#### 8.11.3. DEDICATED TOURISM DEVELOPMENT PROGRAMMES

The municipality should establish a Tourism Development Programme within its LED unit, with clear objectives, performance indicators, and budget allocations. This programme should include initiatives such as infrastructure upgrades, tourism route development, marketing campaigns, and support for tourism SMMEs. These initiatives must be reflected in the IDP's project list and Medium-Term Revenue and Expenditure Framework (MTREF).

#### 8.11.4. STAKEHOLDER ENGAGEMENT AND GOVERNANCE

To ensure inclusive planning, the municipality must institutionalize multi-stakeholder tourism forums that include representatives from the private sector, community-based organizations, traditional authorities, and government departments. These forums should feed into the IDP public participation process, ensuring that tourism priorities are community-driven and widely supported. The reactivation of Community Tourism Organizations (CTOs) and Local Tourism Forums (LTFs) is essential in this regard.

#### 8.11.5. CAPACITY BUILDING AND INSTITUTIONAL SUPPORT

Municipal officials and councillors must be capacitated on the economic value of tourism and how to integrate it into planning and budgeting processes. This can be achieved through workshops, study tours, and partnerships with institutions like the Tourism Grading Council of South Africa (TGCSA) and the South African Local Government Association (SALGA). A dedicated tourism officer or unit should be appointed within the municipality to coordinate implementation and stakeholder engagement.

#### 8.11.6. RESOURCE MOBILIZATION AND PARTNERSHIPS

The municipality should actively pursue funding and technical support from provincial and national tourism bodies, development finance institutions, and donor agencies. Public-private partnerships (PPPs) should be explored for infrastructure development, event hosting, and destination marketing. Tourism should also be included in applications for catalytic projects under the District Development Model (DDM).

#### 8.11.7. MONITORING, EVALUATION, AND REPORTING

Tourism-related projects and outcomes must be included in the IDP's Performance Management System (PMS). Key indicators could include tourist arrivals, tourism-related job creation, SMME growth, and revenue generated. Annual reviews and community feedback mechanisms should be used to assess progress and adjust strategies accordingly.

### 8.12. STRATEGIC THRUST #12: INVOLVING TOURISM ESTABLISHMENTS IN THE ECONOMIC VALUE CHAIN

To formally recognize and integrate the economic value chain of tourism establishments into municipal planning, investment promotion, and support

programs, thereby maximizing their contribution to job creation, local procurement, and inclusive economic growth.

#### 8.12.1. VALUE CHAIN MAPPING AND ECONOMIC IMPACT ASSESSMENT

The municipality should commission or conduct a tourism value chain analysis to map the direct, indirect, and induced economic impacts of accommodation establishments. This includes identifying linkages with local suppliers (e.g., food producers, laundry services, artisans), employment patterns, and visitor spending behaviour. The findings should be used to build an evidence base that demonstrates the sector's contribution to the local economy and justifies targeted support.

#### 8.12.2. INTEGRATION INTO LED AND IDP FRAMEWORKS

Tourism establishments must be explicitly recognized in the Local Economic Development (LED) strategy and Integrated Development Plan (IDP) as key economic actors. This includes listing them as priority sectors for investment, infrastructure support, and enterprise development. The municipality should also include tourism accommodation in its sectoral development plans, with tailored interventions to support their growth and sustainability.

#### 8.12.3. LOCAL PROCUREMENT AND SUPPLIER DEVELOPMENT

Encourage tourism establishments to source goods and services locally by facilitating linkages with local farmers, crafters, transport providers, and service businesses. The municipality can support this through supplier development programs, local procurement incentives, and the creation of a "Buy Local" tourism directory. This strengthens the backward linkages in the value chain and ensures that tourism revenue circulates within the local economy.



#### 8.12.4. SKILLS DEVELOPMENT AND WORKFORCE INTEGRATION

Recognize the role of tourism establishments as training grounds and job creators, especially for youth and women. Partner with SETAs, TVET colleges, and hospitality schools to offer accredited training programs in hospitality, culinary arts, customer service, and management. Encourage establishments to participate in internship and learnership programs, with municipal support where needed.

#### 8.12.5. INVESTMENT PROMOTION AND INCENTIVES

Promote the tourism accommodation sector as a viable investment opportunity through targeted marketing and investment promotion campaigns. Offer incentives such as rates rebates, infrastructure support, or fast-tracked approvals for establishments that demonstrate strong local economic linkages or sustainability practices. This will attract new entrants and encourage expansion of existing businesses.



#### 8.12.6. DATA COLLECTION AND MONITORING

Establish a tourism business registry to collect data on the number, type, and performance of accommodation establishments. This will support planning, monitoring, and reporting on the sector's contribution to the economy. Regular surveys and stakeholder engagement forums can be used to gather feedback and identify emerging challenges or opportunities.

#### 8.12.7. PUBLIC AWARENESS AND ADVOCACY

Launch a public awareness campaign to educate municipal officials, councillors, and the broader community about the economic value of tourism establishments. Use infographics, case studies, and success stories to illustrate how a single guesthouse can support dozens of livelihoods through its supply chain and service needs.

### 8.13. STRATEGIC THRUST #13: EMPOWERING CTOS TO PACKAGE TOURISM INVESTMENT PROPOSALS

To build the capacity of CTOs to act as local investment enablers by equipping them with the tools, knowledge, and institutional support needed to identify, develop, and promote tourism investment opportunities in their communities.

#### 8.13.1. CAPACITY BUILDING AND TECHNICAL TRAINING

CTOs must be trained in investment packaging fundamentals, including project identification, feasibility assessment, business planning, and proposal writing. This can be done through partnerships with institutions such as the Tourism Enterprise Development Agency, SEDA, and TVET colleges. Training should also cover market analysis, cost-benefit analysis, and funding models to ensure proposals are investor-ready.

#### 8.13.2. DEVELOPMENT OF A TOURISM INVESTMENT TOOLKIT

The municipality, in collaboration with provincial tourism bodies, should develop a standardized investment toolkit for CTOs. This toolkit should include:

- Templates for business plans and investment proposals
- Guidelines for conducting local tourism asset audits
- Checklists for regulatory compliance (e.g., zoning, environmental impact)
- Case studies of successful community-based tourism investments

#### 8.13.3. LOCAL TOURISM ASSET MAPPING AND OPPORTUNITY IDENTIFICATION

CTOs should lead community-based tourism asset audits to identify underutilized or high-potential attractions, land parcels, cultural experiences, and infrastructure gaps. These audits will form the basis for identifying bankable tourism projects such as eco-lodges, cultural villages, hiking trails, or agri-tourism ventures.

#### 8.13.4. ESTABLISHMENT OF A DISTRICT TOURISM INVESTMENT DESK

A Tourism Investment Desk should be established within the district municipality to coordinate with CTOs, provide technical support, and serve as a liaison with potential investors. This desk will help refine proposals, conduct due diligence, and facilitate access to funding sources such as the Tourism Transformation Fund, Industrial Development Corporation (IDC), and Development Bank of South Africa.

#### 8.13.5. PUBLIC-PRIVATE PARTNERSHIPS AND CO-INVESTMENT MODELS

CTOs can be instrumental in identifying opportunities for community-private partnerships (CPPs), where local communities contribute land, labour, or cultural assets, while private investors bring capital and expertise. The municipality should support the development of co-investment models that ensure community benefit-sharing and long-term sustainability.

#### 8.13.6. PROMOTION AND INVESTOR ENGAGEMENT

Once proposals are packaged, CTOs—supported by the municipality—should participate in investment promotion platforms such as tourism expos, district investment summits, and provincial roadshows. A digital investment portfolio showcasing community-based tourism projects should also be developed and hosted on the district's website.

#### 8.13.7. MONITORING, EVALUATION, AND LEARNING

A monitoring framework should be established to track the number and quality of proposals developed, investment secured, and jobs created. CTOs should be encouraged to document lessons learned and share best practices across the district through peer learning forums.

### 8.14. STRATEGIC THRUST #14: FILM-TOURISM INTEGRATED COLLABORATION

To establish a structured, collaborative framework that connects film production, tourism development, and data-driven planning, with a focus on township-based creative economies and storytelling as a tool for destination marketing.

#### 8.14.1. FORMALIZE PARTNERSHIPS WITH KZNTAFA AND FILM BODIES

The municipality should initiate formal Memoranda of Understanding (MoUs) with KZNTFA and Mzansi Magic to:

- Facilitate access to township filming locations
- Promote local talent and businesses
- Ensure mutual benefit through co-branding and tourism promotion

These partnerships should be coordinated through a Film & Tourism Liaison Desk within the municipality or LED unit.

#### 8.14.2. DEVELOP A TOWNSHIP FILM-TOURISM CORRIDOR

Capitalize on existing and upcoming productions by creating a Township Film-Tourism Corridor—a curated route that includes:

- Filming locations
- Local eateries and B&Bs featured in productions
- Cultural landmarks and storytelling hubs

This corridor can be promoted through guided tours, digital maps, and QR-coded plaques at filming sites.

#### 8.14.3. INTEGRATE FILM DATA INTO TOURISM PLANNING

Collaborate with KZNTFA to collect and analyze data on:

- Number and type of productions in the district
- Visitor interest in film-related tourism
- Economic impact on local businesses

This data should be integrated into the municipality's tourism statistics dashboard and used to inform IDP and LED strategies.

#### 8.14.4. SUPPORT LOCAL CONTENT CREATORS AND ENTREPRENEURS

Launch a Township Film & Tourism Incubator to support emerging filmmakers, tour guides, and creative entrepreneurs. This incubator can offer:

- Training in storytelling, cinematography, and tourism packaging
- Access to equipment and editing facilities
- Mentorship from industry professionals

This will help build a pipeline of local talent that can contribute to both the film and tourism sectors.

#### 8.14.5. ECO-CREATE MARKETING CAMPAIGNS

Work with Mzansi Magic and TAFA to co-develop destination marketing content that showcases Amajuba's townships as vibrant, creative, and culturally rich. This could include:

- Behind-the-scenes footage
- "Visit the Set" campaigns
- Social media storytelling featuring local businesses and personalities

These campaigns should be aligned with the district's tourism brand and promoted through provincial and national platforms.

#### 8.14.6. POLICY AND INCENTIVE FRAMEWORK

Develop a local film-friendly policy that includes:

- Streamlined permitting for filming in townships
- Incentives for productions that use local talent and services
- Guidelines for community engagement and benefit-sharing

#### 8.14.7. FILMMAKERS INCENTIVES

To attract and support filmmakers in the Amajuba District, the municipality should implement a comprehensive incentive strategy that positions the district as a film-friendly destination. This begins with the introduction of financial incentives such as partial rebates on local expenditure for productions that meet a minimum spend threshold within the district. These rebates could cover costs related to accommodation, catering, and transport, thereby encouraging filmmakers to utilize local services. Additionally, the municipality can offer small grants to independent or emerging filmmakers, particularly those whose work promotes local culture, heritage, or tourism. Waiving or reducing location fees, permit costs, and municipal service charges for approved productions would further reduce barriers to entry and make Amajuba a more attractive filming location.

Operational support is equally important. The municipality should establish a dedicated Film Liaison Office to streamline the permitting process, assist with location scouting, and coordinate municipal services. A digital location library showcasing the district's diverse filming sites—ranging from historical landmarks to rural landscapes—would help filmmakers visualize and plan their shoots. Complementing this, a local talent and service provider directory should be developed to encourage productions to hire local crew, actors, and vendors, thereby maximizing the economic impact on the community.

Infrastructure support can also play a key role. The municipality could offer filmmakers access to public spaces and underutilized municipal facilities, such as community halls or schools during holidays, for use as filming locations or production bases. These spaces can be made available at reduced or no cost, depending on the nature and scale of the production.

To enhance visibility and promote the district, the municipality should offer co-branding opportunities for films that showcase Amajuba. This could include joint marketing campaigns, logo placement, and social media promotion.

Successful productions can also be integrated into film tourism initiatives, encouraging visitors to explore filming locations through guided tours and digital storytelling.

Capacity building is another critical component. The municipality should partner with film schools, SETAs, and industry bodies to offer training workshops in screenwriting, directing, editing, and production management. These programs would help develop local talent and ensure a steady pipeline of skilled professionals who can support incoming productions. Community-based film projects involving youth and local storytellers can also be supported to foster grassroots participation and cultural expression.

## 8.15. STRATEGIC THRUST #15: PROMOTION OF SCHOOL SPORTING TOURISM

The Amajuba District Municipality has the potential to become a leading destination for school sports tourism in KwaZulu-Natal. This strategy aims to harness that potential by leveraging school-based sporting events such as swimming galas, soccer tournaments, athletics meets, and other inter-school competitions to drive tourism, economic development, and youth engagement. The vision is to position Amajuba as a vibrant hub for school sports, attracting participants and spectators from across the province and beyond.

### 8.15.1. PRIVATISATION OF SPORTING FACILITIES

A key pillar of this strategy is the privatization of sporting facilities. Many of the district's existing venues—such as the Newcastle Swimming Pool, Arbor Park Sports Ground, and Utrecht Sports Ground—require significant upgrades and consistent maintenance to meet the standards necessary for hosting large-scale events. By entering into long-term lease agreements with private operators, the municipality can ensure these facilities are professionally managed, well-maintained, and financially sustainable. Public-private partnerships will also enable investment in modern amenities such as digital

scoreboards, seating, lighting, and changing rooms, which are essential for high-quality sports events.

### 8.15.2. ANNUAL SCHOOL SPORTS CALENDAR

The strategy proposes the establishment of an annual school sports calendar that includes a variety of events: district-level swimming galas, soccer tournaments for both primary and high school divisions, athletics meets, netball and volleyball championships, and cross-country races that utilize the district's natural landscapes, such as the Balele Game Reserve. These events will be hosted on a rotational basis across Newcastle, Utrecht, and Dannhauser to ensure equitable distribution of economic benefits and community participation.

### 8.15.3. CUSTOM TRAVEL PACKAGES

To integrate tourism into these events, the municipality will work with local tourism operators to develop custom travel packages for visiting teams, families, and supporters. These packages will include accommodation, guided tours of local attractions, and discounts at restaurants and shops. Cultural exchange activities will also be incorporated into event schedules to showcase Amajuba's rich heritage and foster community pride.

Marketing will play a crucial role in the success of this strategy. A dedicated campaign—tentatively titled “Play in Amajuba”—will be launched to promote the district as a premier school sports destination. This will include digital marketing through social media, school networks, and sports federations, as well as partnerships with local influencers and sports personalities to amplify reach and engagement.

Capacity building is another important component. Local coaches, referees, and event organizers will receive training to ensure the consistent delivery of high-quality events. Youth volunteer programs will also be established to



involve students in event logistics, hospitality, and tourism services, providing them with valuable skills and experience.

#### 8.15.4. MONITORING THE PROGRESS

To measure the success of the strategy, the municipality will implement a robust monitoring and evaluation framework. Key indicators will include the number of events hosted, facility upgrades completed, tourist arrivals linked to sports events, revenue generated, and stakeholder satisfaction. Regular reporting and feedback mechanisms will ensure continuous improvement and accountability.

#### 8.16. STRATEGIC THRUST #16: IMPLEMENTATION OF A WATER PARK

The Amajuba District is located inland, far from the coastal attractions that typically draw large numbers of tourists in KwaZulu-Natal. This geographic limitation presents a unique opportunity: to create an inland water-based recreational destination that can serve both local residents and tourists from surrounding regions. A water park established at or near Ntshingwayo Dam—a significant and scenic waterbody in the district—would fill this gap, offering a coastal-like experience in a landlocked area. The dam's natural setting provides an ideal backdrop for a water park, combining engineered attractions with eco-tourism and outdoor leisure.

The proposed water park would be strategically located at or near Ntshingwayo Dam, a scenic and accessible waterbody that already supports recreational activities such as boating and fishing. The dam's expansive shoreline and natural beauty make it an ideal site for a water park that blends engineered attractions with eco-tourism. The park could feature wave pools, lazy rivers, high-speed water slides, splash zones for children, and adventure elements like zip lines and paddle boats. Supporting infrastructure would

include restaurants, picnic areas, changing rooms, and ample parking to accommodate both day visitors and overnight tourists.

The development would follow a phased approach, beginning with feasibility studies and environmental impact assessments to ensure the project is sustainable and aligned with local regulations. Drawing inspiration from the successful Wild Coast Sun Resort Water Park, the Amajuba water park would be developed through a public-private partnership (PPP) model. This approach would allow the municipality to lease land and water rights to a private operator responsible for construction, maintenance, and operations, ensuring high standards and long-term viability.

Marketing and branding would be central to the park's success. A campaign under a brand such as "Amajuba Aqua Adventure" could position the park as a must-visit inland destination for families, school groups, and tourists from across the province. The park would be integrated into broader tourism packages that include visits to local cultural sites, game reserves, and events, encouraging longer stays and higher visitor spending. Seasonal festivals, school excursions, and corporate retreats would further drive traffic and promote repeat visits.

The economic and social benefits of the water park would be significant. It would create direct employment opportunities in construction, hospitality, and park operations, while also supporting local businesses such as food vendors, transport providers, and artisans. Youth engagement would be promoted through training and job opportunities, and the park would serve as a recreational hub for the community.

To ensure accountability and continuous improvement, a robust monitoring and evaluation framework would be implemented. Key performance indicators would include visitor numbers, revenue generated, job creation, and customer satisfaction. Regular reporting and stakeholder engagement would guide future expansions and enhancements.

## 8.17. STRATEGIC THRUST #17: DIGITAL TRANSFORMATION & SMART TOURISM INTEGRATION

### 8.17.1. RATIONALE

Tourism is increasingly shaped by technology—from how visitors discover destinations to how they engage on-site. A digitally enabled Amajuba can improve visitor satisfaction, streamline services, and create data intelligence for better planning. More importantly, smart tourism ensures inclusivity for younger travellers, global audiences, and digital nomads.

### 8.17.2. STRATEGIC FOCUS AREAS

#### 1. Smart Visitor Infrastructure

- Install interactive kiosks at gateways like Balele Game Reserve, Utrecht, and the Battlefields Route to provide real-time information, self-service ticketing, weather updates, and emergency alerts.
- Equip attractions with free public Wi-Fi zones, prioritizing high-traffic areas.

#### 2. Immersive & Interpretive Technologies

- Develop AR apps and QR-coded storytelling platforms for battlefield experiences, letting users view historical reenactments and hear oral histories via mobile devices.
- Introduce location-based audio tours and multi-language guides that allow self-navigation using personal smartphones.

#### 3. AI-Enhanced Destination Services

- Launch an AI chatbot on the tourism website and social channels that provides instant assistance—from accommodation availability to directions.
- Create AI-generated itinerary builders that suggest themed travel routes based on visitor preferences (heritage, nature, gastronomy, etc.).

#### 4. Smart Operations & Data Management

- Roll out mobile ticketing and cashless payment systems at public attractions.
- Use geo-fencing and sentiment analysis on social media to measure visitor engagement in real time.
- Establish a District Tourism Intelligence Hub to process analytics on visitor flows, dwell time, spending, and satisfaction surveys.

### 8.17.3. IMPLEMENTATION STEPS

- Partner with SA Tourism, CSIR, and ed-tech startups to co-design and fund pilot technologies.
- Begin with 2–3 flagship sites before scaling districtwide.
- Train CTOs and tourism SMEs on basic digital literacy and smart tool adoption.

### 8.17.4. ANTICIPATED IMPACT

- Streamlined experiences for travellers and operators
- Better data to inform investment and marketing decisions
- Positioning Amajuba as a digitally savvy and innovation-driven destination

## 8.18. STRATEGIC THRUST #18: REGIONAL CROSS-BORDER TOURISM CORRIDORS

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### 8.18.1. RATIONALE

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Tourism does not stop at municipal boundaries. Amajuba's position near districts like Zululand, uThukela, and even Mpumalanga offers enormous potential for regional routing and multi-day itineraries that spread benefits and deepen experiences.

### 8.18.2. STRATEGIC FOCUS AREAS

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1. Develop Thematic Routes with Adjacent Districts
  - "Heritage & Highlands Trail": Connect Amajuba's freedom battlefields with Drakensberg hikes in uThukela.
  - "Rivers, Ridges, and Roots Route": Link dams, game reserves, and Zulu homesteads across Amajuba and Zululand.
2. Shared Infrastructure Planning
  - Align transport and signage investments across municipalities to ensure seamless connectivity.
  - Develop inter-district transport services or shuttle loops covering shared sites and event venues.
3. Joint Marketing and Events
  - Host cross-border festivals, like a KZN Highland Heritage Festival spanning Newcastle and neighbouring towns.
  - Package cross-district experiences on platforms like Booking.com or Airbnb Experiences.
4. Institutional Collaboration

- Formalize a Regional Tourism Cluster Committee with quarterly coordination forums.
- Share data on visitor trends, routes, and spending to guide corridor planning.

### 8.18.3. IMPLEMENTATION STEPS

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- Initiate dialogues through provincial tourism departments and Municipal Managers forums.
- Map infrastructure overlaps and signature experiences using GIS tools.
- Build trust among local operators through business-to-business roadshows and trade exchanges.

### 8.18.4. ANTICIPATED IMPACT

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- Greater geographical spread of tourist spending
- Longer average length of stay
- Stronger regional identity and competitiveness

## 8.19. STRATEGIC THRUST #19: YOUTH TOURISM INNOVATION HUBS & LABS

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### 8.19.1. RATIONALE

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Tourism must be a tool not only for showcasing history but for shaping the future. Amajuba can nurture a generation of young innovators who design unique experiences, leverage storytelling, and generate homegrown tech solutions that turn local pride into economic opportunity.

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### 8.19.2. STRATEGIC FOCUS AREAS

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1. Tourism Innovation Labs
  - Establish hubs in Newcastle and Utrecht equipped with digital tools, co-working spaces, and mentorship programs focused on sustainable tourism startups.
  - Offer bootcamps in virtual reality production, mobile app design for tourism, and new business modelling.
2. Annual Youth Tourism Challenge
  - Host regional hackathons where youth pitch solutions to real tourism challenges (e.g., packaging township tourism, gamifying battlefields, or creating off-grid eco-tours).
3. Startup Incubation
  - Partner with SEDA, NYDA, and venture capital funds to support tourism entrepreneurs aged 18–35 through access to capital, mentors, and market entry.
4. Micro-Enterprise Incentives
  - Provide micro-grants for pilot projects led by young people (e.g., bicycle-guided eco-tours, youth-run culinary pop-ups, art walk circuits).

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### 8.19.3. IMPLEMENTATION STEPS

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- Integrate with local colleges and innovation centres.

- Secure sponsors (banks, telecoms) to support events and toolkits.
- Embed youth representatives in CTOs and Tourism Advisory Councils.

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### 8.19.4. ANTICIPATED IMPACT

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- Rise in youth employment and business ownership
- Locally inspired, globally relevant tourism experiences
- A thriving tourism startup culture in rural and township areas

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## 8.20. STRATEGIC THRUST #20: CLIMATE-ADAPTIVE ECO-EXPERIENCES & CARBON NEUTRAL TOURISM

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### 8.20.1. RATIONALE

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Tourism depends on nature's integrity—clean rivers, healthy ecosystems, and vibrant cultural landscapes. This strategy aligns Amajuba's destination development with global climate action and sustainable development goals, catering to conscious travelers while preserving its assets.

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### 8.20.2. STRATEGIC FOCUS AREAS

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1. Green Certification Program
  - Design and launch an Amajuba Eco-Rating for accommodations and tour operators that meet environmental standards for energy, waste, and water management.
  - Offer rebates or marketing advantages for certified businesses.



## 2. Eco-Based Experiences

- Promote low-impact outdoor activities: stargazing events in dark sky zones, birding trails, fly-fishing, botanical hikes, and canoe safaris.
- Launch a Tree for Every Tourist campaign in collaboration with local schools and farmers to promote reforestation.

## 3. Sustainable Infrastructure

- Apply climate-resilient design standards for new tourism infrastructure: solar lighting, permeable walkways, drought-resistant landscaping.
- Encourage compost toilets and greywater systems in rural eco-lodges.

## 4. Carbon Offset Tourism Products

- Offer carbon-neutral packages: tourists can offset their trip emissions by investing in local conservation or community solar projects.

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### 8.20.3. IMPLEMENTATION STEPS

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- Work with the Department of Environmental Affairs and NGOs to develop criteria and tools.
- Train tourism businesses on climate mitigation practices.
- Include sustainability ratings on tourism promotional platforms.

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### 8.20.4. ANTICIPATED IMPACT

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- A “green tourism” niche brand for Amajuba
- Resilience of natural attractions to climate shocks

- New visitor segments attracted by sustainability credentials

### 8.21. STRATEGIC THRUST #21: INTEGRATING THE AMAJUBA DISTRICT BEAUTY TRAIL

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The Amajuba Beauty Trail is an innovative tourism initiative designed to position Newcastle and the wider Amajuba District as a premier destination for wellness, beauty heritage, and township entrepreneurship. This concept leverages the region’s vibrant network of salons, spas, traditional beauty practices, and local product brands to create immersive tourism experiences. With the global beauty tourism sector expanding rapidly, the Newcastle Beauty Trail taps into this demand for self-care, cultural exploration, and wellness travel, offering a unique and authentic alternative within South Africa.

Visitors would enjoy township-based spa and salon experiences in areas like Osizweni, Madadeni, and Utrecht, offering services such as traditional head massages, isidwaba skincare rituals, African hair artistry, and men’s grooming hubs that reflect evolving township barbershop culture. The trail also highlights Zulu beauty heritage through storytelling and demonstrations by local elders, while fostering entrepreneurship by incorporating tours of the Amajuba Chemicals and Detergents Incubator, spotlighting youth- and women-led product development initiatives. Mobile trail activations at festivals and events—including skincare kiosks, wellness coaching, and makeup demonstrations—add a dynamic, pop-up flair, while curated “Stay + Pamper” travel packages allow tourists to indulge while directly supporting local beauticians and wellness practitioners.

At its core, the trail draws upon Newcastle’s breathtaking natural landscape—rolling hills, mountains, and natural springs—to create outdoor beauty and wellness experiences like hiking routes with therapeutic stops. It also offers a structured link between existing beauty salons and cosmetic producers, celebrating both modern services and indigenous beauty traditions. Strategically, the initiative aligns with key development priorities: revitalizing

township economies, empowering youth and women in tourism, promoting local product development, and appealing to today's experience-driven travellers who value cultural depth and Instagram-worthy moments. Additional initiatives under the beauty tourism umbrella include beauty-themed hiking trails using local flora, an annual Amajuba Beauty Expo akin to the Newcastle Show, recurring beauty market days for product vendors and service providers, and a regional pageant where contestants become tourism ambassadors showcasing Amajuba's hidden gems.

Economically, this initiative promises strong returns by generating direct revenue through bookings and events, driving local business support, and boosting employment. In the long term, it aims to build Amajuba's reputation as a signature beauty destination, fostering regional pride and sustainable tourism growth.

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#### 8.21.1. IMPLEMENTATION

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Implementation would unfold in three phases: establishing routes and partnerships; launching marketing and initial events; and eventually scaling with a full expo and expanded offerings. These efforts are best integrated into Amajuba's broader tourism infrastructure and battlefield heritage attractions, creating a holistic and extended tourism experience for both domestic and international visitors.

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#### 8.21.2. STRATEGY FOR INTEGRATING THE AMAJUBA BEAUTY TRAIL INTO THE DISTRICT TOURISM FRAMEWORK

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To successfully embed the Amajuba Beauty Trail into the Amajuba District tourism sector, the strategy must align with existing tourism infrastructure, elevate local enterprises, and offer multidimensional visitor experiences. Integration should be phased, collaborative, and rooted in place-based

storytelling that celebrates the region's identity while capturing contemporary travel trends.

#### 8.21.2.1. ALIGNMENT WITH THE DISTRICT TOURISM MASTERPLAN

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The trail must be formally recognized within the Amajuba Tourism Development Framework. By positioning the Beauty Trail as a key pillar of the district's destination branding—alongside heritage, battlefields, and nature tourism—official support structures such as district tourism boards, municipal economic development offices, and local tourism associations can assist in co-developing itineraries, funding proposals, and policy alignment. A strategic partnership with the Battlefields Route could create hybrid experiences that blend historical narratives with cultural wellness stops.

#### 8.21.2.2. INFRASTRUCTURE AND BUSINESS INTEGRATION

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Local tourism operators, guesthouses, and transport providers should be looped into the trail's ecosystem through training and partnership opportunities. This includes working with emerging beauticians, spa owners, and cultural practitioners to create tourism-ready, compliant businesses. Routes must be mapped and signposted, with digital and print resources guiding visitors between salons, spas, hiking trails, and pop-up experiences. Tourism info centres should promote the trail actively as part of "experience packages."

#### 8.21.2.3. WORKFORCE AND COMMUNITY DEVELOPMENT

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Capacity-building initiatives are critical. Through collaboration with local TVET colleges, skills development centres, and entrepreneurial hubs, beauty practitioners can be equipped with hospitality, tourism etiquette, and compliance training. Youth and women—the trail's primary drivers—should be offered mentorship and incubation opportunities, ensuring long-term economic participation.

#### 8.21.2.4. MARKETING, BRANDING AND DIGITAL ACTIVATION

A vibrant digital footprint—including a dedicated website and social media channels—must be created to showcase behind-the-scenes stories, user-generated content, and trail itineraries. Influencer collaborations and partnerships with travel bloggers can build the trail's reputation among domestic and international wellness travellers. Targeted marketing should highlight seasonal events like the Amajuba Beauty Expo, market days, and themed hikes to maintain consistent visitor interest year-round.

#### 8.21.2.5. EXPERIENCE INNOVATION AND EVENTS CALENDAR

The trail should offer flexible experiences catering to various demographics: from beauty enthusiasts and cultural explorers to wellness tourists and international visitors. By developing a year-round calendar—beauty expos, pageants, bridal packages, and heritage spa tours—Amajuba can shift from a seasonal destination to an always-on experiential zone.

#### 8.21.2.6. MONITORING AND SUSTAINABILITY

A dashboard for tracking visitor data, revenue impact, and local participation will help refine offerings and ensure sustainability. Feedback loops with local communities will ensure cultural practices are respected, and tourism impacts are measured ethically.

## 9. BRAND REPOSITIONING FOR AMAJUBA DISTRICT

To reposition the brand of the Amajuba District Municipality, the strategy should center on redefining the district as “The Cultural Heartbeat of KwaZulu-Natal.” This new identity draws from the rich cultural, historical, and social tapestry of the region, particularly as showcased in the Amajuba Townships Route, which highlights the vibrant communities of Madadeni and Osizweni. The repositioning will emphasize the district’s unique blend of heritage, creativity, and community spirit, making it a compelling destination for both domestic and international tourists seeking authentic township experiences.

### 9.1. IDENTIFICATION OF CORE PILLARS

The brand will be anchored on several core pillars: cultural heritage, authentic township life, culinary tourism, the creative economy, vibrant entertainment, and sports and adventure. These elements are vividly represented in the brochure, which features local cuisine like Shisanyama, arts and crafts from the Osizweni Arts Centre, and the legacy of Chief Albert Luthuli. The district’s nightlife, community events, and sports culture further enrich the visitor experience, offering a multifaceted view of township life.



Target audiences will include urban South Africans looking for cultural getaways, international tourists interested in immersive travel, educational groups exploring South African history, and creative professionals seeking inspiration. The messaging will be unified under the tagline “Amajuba: Where Culture Lives,” with narratives that invite visitors to walk in the footsteps of legends, savour local flavours, and feel the rhythm of township life.



### 9.2. MARKETING

Marketing efforts will span digital platforms, including a revamped website and social media campaigns, as well as traditional print materials and strategic event hosting. Collaborations with tour operators, cultural institutions, and local



entrepreneurs will be key to expanding reach and credibility. Experience development will focus on themed routes like “Heritage Trail” and “Taste of Amajuba,” community-led tours, and cultural workshops that allow visitors to engage directly with local traditions.

### 9.3. VISITOR STATISTICS

The success of the repositioning will be measured through visitor statistics, social media engagement, and feedback from both tourists and local stakeholders. This data will inform ongoing improvements, ensuring that the brand remains dynamic and responsive to the needs of its audiences.

### 9.4. AMAJUBA BATTLEFIELDS ROUTE

To further enrich the brand repositioning strategy for the Amajuba District Municipality, the Amajuba Battlefields Route should be integrated as a key component of the district’s tourism identity. This route, themed “Memories of War; Hopes of Peace,” offers a powerful narrative that complements the cultural vibrancy of the Amajuba Townships Route by adding a deeply historical and reflective dimension to the visitor experience.



The Battlefields Route highlights the district’s pivotal role in South African history, particularly in the First Anglo-Boer War and the Anglo-Zulu War. Sites such as Majuba Hill, Laing’s Nek, Schuinshoogte, Fort Amiel, and O’Neill’s Cottage are not only historically significant but also visually striking, set against the backdrop of rugged mountains and expansive grasslands. These locations provide opportunities for educational tourism, heritage preservation, and storytelling that resonates with both local and international audiences.

### 9.5. CULTURAL, HISTORICAL AND REFLECTIVE TOURISM

This historical layer strengthens the brand’s core pillar of Cultural Heritage, positioning Amajuba as a place where the past is preserved and interpreted for future generations. It also introduces a new pillar: Reflective Tourism, which appeals to travellers interested in history, peacebuilding, and reconciliation. The tagline “Amajuba: Where Culture Lives” remains relevant, now encompassing both the vibrant present of township life and the solemn legacy of the region’s battlefields.



Marketing efforts should include guided battlefield tours, historical reenactments, and educational programs in collaboration with schools and universities. Digital storytelling—through videos, podcasts, and virtual tours—can bring these stories to life for a global audience. Additionally, the district can host annual commemorative events or peace festivals that honour the past while promoting unity and dialogue.

#### 9.6. ECO-ADVENTURE AND NATURE-BASED TOURISM

To further enhance the brand repositioning strategy for the Amajuba District Municipality, the Amajuba Drakensberg Route introduces a compelling third dimension to the district's tourism offering—eco-adventure and nature-based tourism. This route, themed “Explore the Rugged Foothills,” positions Amajuba as a gateway to the Northern Drakensberg's breathtaking landscapes and outdoor experiences, appealing to nature lovers, adventure seekers, and wellness travellers.

The Drakensberg Route adds significant value to the brand by showcasing the district's natural beauty and recreational diversity. Activities such as hiking, mountain biking, bird and game watching, camping, and fishing are prominently featured, with key destinations like Grey Goose Lodge, Chelmsford Nature Reserve, Ingogo River Lodge, and Zingela Safari & River Company offering immersive experiences. These attractions cater to a wide range of interests—from tranquil nature retreats to adrenaline-pumping adventures like white-water rafting and abseiling.



This route introduces a new brand pillar: Eco-Adventure & Wellness, complementing the existing pillars of Cultural Heritage, Authentic Township Life, and Reflective Tourism. It also reinforces the district's appeal to families, outdoor enthusiasts, and wellness tourists seeking scenic escapes and physical rejuvenation. The inclusion of picnic areas, campsites, scenic viewpoints, and bird-watching towers further supports the development of sustainable, low-impact tourism.

Marketing for this route should emphasize the district's natural assets through high-quality visuals, eco-tourism packages, and partnerships with outdoor lifestyle brands. Storytelling should highlight the harmony between nature and heritage, such as combining a hike to Majuba Hill with a historical tour, or a wellness retreat that includes cultural immersion in nearby townships.

To complete the brand repositioning strategy for the Amajuba District Municipality, the Amajuba Balele Route, centred around the town of Utrecht, adds a distinctive and charming rural tourism dimension. Branded as the “Town within a Game Park,” Utrecht offers a rare blend of heritage, nature, and small-town hospitality, making it a unique destination within the district's broader tourism landscape.

Utrecht's appeal lies in its historical significance, natural beauty, and tranquil atmosphere. Nestled beneath the Balele Mountains, the town boasts striking architecture, historical buildings, and a rich Voortrekker legacy dating back to 1854. It was also the home of General Louis Botha, South Africa's first Prime Minister after Union in 1910. These elements contribute to a strong Historical and Cultural Heritage pillar, reinforcing the district's identity as a place where South Africa's past is both preserved and celebrated.



What sets Utrecht apart is its location within a game park, allowing visitors to experience wildlife—such as zebra—right from their accommodation. This rare feature supports the Eco-Tourism and Wildlife pillar, complementing the adventure and nature-based offerings of the Drakensberg Route. Activities such as birdwatching, hiking in the Balele Mountains, golfing with scenic views,

and relaxing at local guesthouses or restaurants make Utrecht ideal for weekend getaways and slow travel experiences.

The town also contributes to the Creative and Craft Economy through attractions like the KwaZulu Weavers & Heritage Centre, where visitors can witness traditional Zulu weaving. Other must-do experiences include visiting the historic Dutch Reformed Church (NG Kerk) and staying at heritage-rich accommodations like Opus Place B&B.

Marketing Utrecht should focus on its unique blend of history, wildlife, and rural charm. Campaigns can highlight the town as a peaceful retreat with authentic cultural experiences, ideal for families, couples, and heritage tourists. The narrative of “Utrecht: Where History Roams Free” could be used to encapsulate its dual identity as both a historical town and a wildlife haven.

With the integration of the Amajuba Balele Route, the district's brand repositioning now offers a four-route tourism ecosystem:

- Townships Route – vibrant culture and community life.
- Battlefields Route – historical reflection and education.
- Drakensberg Route – nature, adventure, and wellness.
- Balele Route (Utrecht) – rural charm, wildlife, and heritage.



## 10. TOURISM MARKETING STRATEGY

The Amajuba District Municipality is endowed with a rich cultural heritage, scenic landscapes, and diverse wildlife. This strategy aims to position Amajuba as a premier tourism destination by leveraging its unique natural and cultural assets, promoting sustainable tourism practices, and fostering community engagement. The goal is to attract both domestic and international tourists, stimulate local economic growth, and enhance the overall visitor experience.

### 10.1. MARKET ANALYSIS

#### 10.1.1. TARGET MARKET SEGMENTS

To effectively promote tourism in Amajuba, it is essential to identify and target specific market segments:

- **Nature and Adventure Enthusiasts:** Tourists interested in outdoor activities such as hiking, rock climbing, bird watching, and water sports.
- **Cultural and Heritage Tourists:** Visitors keen on exploring historical sites, cultural festivals, and local traditions.
- **Eco-Tourists:** Travelers seeking sustainable and environmentally friendly tourism experiences.
- **Business and Conference Tourists:** Professionals attending business meetings, conferences, and corporate events.
- **Leisure Tourists:** Families, couples, and solo travellers looking for relaxation and recreational activities.

**Competitive Analysis** Understanding the competitive landscape is crucial for positioning Amajuba effectively in the tourism market:

- **Strengths:**
  - Rich cultural heritage and history.
  - Diverse natural landscapes, including mountains, rivers, and game reserves.
  - Warm and welcoming local communities.
  - Opportunities for adventure and eco-tourism.
- **Weaknesses:**
  - Limited awareness and visibility of Amajuba as a tourism destination.
  - Inadequate infrastructure in some areas, such as roads and telecommunications.
  - Limited investment in tourism facilities and services.
- **Opportunities:**
  - Growing interest in sustainable and community-based tourism.
  - Potential for hosting cultural and sporting events.
  - Development of niche tourism markets, such as wellness and agri-tourism.
- **Threats:**
  - Economic instability and fluctuating exchange rates.
  - Environmental degradation and climate change.
  - Competition from other established tourism destinations.



### 10.1.2. MARKETING OBJECTIVES

- Increase the number of domestic and international tourists visiting Amajuba by 20% annually over the next five years.
- Enhance the visibility and reputation of Amajuba as a premier tourism destination.
- Promote sustainable and community-based tourism practices.
- Develop and improve tourism infrastructure and facilities.
- Foster partnerships with local communities, businesses, and stakeholders.

### 10.2. MARKETING STRATEGIES

#### 10.2.1. BRANDING AND REPOSITIONING

Creating a strong and unique brand identity for Amajuba is essential for attracting tourists:

- **Brand Reposition:** Reposition the branding of Amajuba District's unique cultural heritage, natural beauty, and adventure opportunities. The brand should evoke a sense of exploration, adventure, and authenticity.
- **Tagline:** Create a memorable and catchy tagline that encapsulates the essence of Amajuba, such as "Amajuba: Where Nature and Culture Converge."
- **Visual Identity:** Design a consistent visual identity, including logos, colour schemes, and imagery, that resonates with the target audience.

Leveraging digital platforms is crucial for reaching a wider audience and promoting Amajuba effectively:

- **Website:** Develop a user-friendly and visually appealing website that provides comprehensive information about Amajuba's attractions, activities, and accommodations. Include interactive features such as virtual tours, booking options, and travel itineraries.
- **Social media:** Utilize social media platforms such as Facebook, Instagram, Twitter, and YouTube to share engaging content, including photos, videos, and stories. Collaborate with influencers and travel bloggers to amplify the reach and visibility of Amajuba.
- **Search Engine Optimization (SEO):** Implement SEO strategies to improve the website's visibility on search engines. Use relevant keywords, meta descriptions, and backlinks to enhance the website's ranking.
- **Email Marketing:** Build an email list and send regular newsletters to subscribers, providing updates on events, special offers, and travel tips.

#### 10.2.2. CONTENT MARKETING

Creating high-quality and engaging content is essential for attracting and retaining tourists:

- **Blog:** Maintain a travel blog on the website, featuring articles on Amajuba's attractions, travel itineraries, local culture, and adventure activities.
- **Visual Content:** Produce high-quality photos and videos showcasing the beauty and diversity of Amajuba. Highlight unique experiences, such as guided hikes, cultural festivals, and wildlife encounters.
- **User-Generated Content:** Encourage tourists to share their experiences on social media using branded hashtags. Feature user-generated content on the website and social media platforms to build a sense of community and authenticity.

### 10.2.3. EVENTS AND FESTIVALS

Hosting events and festivals is an effective way to attract tourists and promote Amajuba's cultural heritage:

- **Cultural Festivals:** Organize annual cultural festivals celebrating Amajuba's traditions, music, dance, and cuisine. Invite local and international artists to perform, creating a vibrant and inclusive atmosphere.
- **Sporting Events:** Host sporting events such as marathons, mountain biking competitions, and water sports tournaments. Partner with sports organizations and sponsors to enhance the visibility and appeal of these events.
- **Workshops and Exhibitions:** Conduct workshops and exhibitions showcasing local crafts, arts, and culinary traditions. Provide tourists with hands-on experiences and opportunities to learn from local artisans.

### 10.2.4. PARTNERSHIP AND COLLABORATION

Building partnerships with local communities, businesses, and stakeholders is crucial for the success of the tourism strategy:

- **Local Businesses:** Collaborate with local businesses, including hotels, restaurants, and tour operators, to create attractive tourism packages and offers. Provide training and support to enhance the quality of services.
- **Community Involvement:** Involve local communities in tourism planning and development. Empower them to take on roles such as tour guides, hosts, and cultural ambassadors.
- **Government and NGOs:** Partner with government agencies and NGOs to access funding, resources, and expertise. Implement

initiatives that promote sustainable tourism and community development.

### 10.2.5. INFRASTRUCTURE DEVELOPMENT

Investing in infrastructure is essential for enhancing the visitor experience and supporting tourism growth:

- **Transportation:** Improve road conditions, signage, and public transport options to facilitate easy access to tourism sites. Develop bike trails and walking paths to promote eco-friendly transportation.
- **Accommodation:** Encourage the development of diverse accommodation options, including eco-lodges, guesthouses, and luxury hotels. Ensure that accommodations adhere to sustainable practices.
- **Telecommunications:** Enhance telecommunications infrastructure to provide reliable internet connectivity and communication services. This is particularly important for business tourists and digital nomads.

### 10.2.6. SUSTAINABILITY AND CONSERVATION

Promoting sustainable tourism practices is essential for preserving Amajuba's natural and cultural assets:

- **Eco-Friendly Practices:** Encourage eco-friendly practices among tourists and businesses, such as waste reduction, recycling, and energy conservation.
- **Conservation Initiatives:** Implement conservation initiatives to protect wildlife, natural habitats, and cultural heritage sites. Involve local communities in conservation efforts and raise awareness about environmental issues.

- **Sustainable Tourism Certification:** Introduce a sustainable tourism certification program to recognize and reward businesses that adhere to sustainable practices.

### 10.3. IMPLEMENTATION PLAN

#### 10.3.1. SHORT-TERM GOALS (1-2 YEARS)

- Develop a comprehensive tourism website and social media presence.
- Launch branding and marketing campaigns to increase awareness.
- Host inaugural cultural festivals and sporting events.
- Form partnerships with local businesses and stakeholders.
- Improve road conditions and signage to key tourism sites.

#### 10.3.2. MEDIUM-TERM GOALS (3-4 YEARS)

- Expand digital marketing efforts and content creation.
- Enhance accommodation and telecommunications infrastructure.
- Develop eco-friendly transportation options and facilities.
- Implement sustainable tourism certification program.
- Organize annual workshops and exhibitions.

#### 10.3.3. LONG-TERM GOALS (5 YEARS AND BEYOND)

- Achieve a 20% annual increase in tourist arrivals.
- Establish Amajuba as a premier adventure and cultural tourism destination.
- Foster a strong sense of community involvement and empowerment.
- Ensure the sustainability and conservation of natural and cultural resources.

### 10.4. MONITORING AND EVALUATION

To ensure the success of the tourism marketing strategy, it is essential to monitor and evaluate progress regularly:

- Key Performance Indicators (KPIs):
  - Number of tourist arrivals (domestic and international).
  - Revenue generated from tourism activities.
  - Visitor satisfaction and feedback.
  - Environmental impact and sustainability metrics.
  - Community involvement and empowerment levels.
- Feedback Mechanisms:
  - Conduct surveys and focus groups with tourists, local businesses, and community members to gather feedback and identify areas for improvement.
  - Monitor online reviews and social media comments to gauge visitor experiences and sentiments.
- Regular Reporting:
  - Prepare annual reports detailing the progress and impact of the tourism marketing strategy



# **INSTITUTIONAL ARRANGEMENTS**



# 11. INSTITUTIONAL ARRANGEMENTS

## 11.1. INSTITUTIONAL FRAGMENTATION

This strategy highlights that the various tourism organizations in the municipality have been operating without an agreed-upon strategic framework, leading to a lack of a unified brand and the dilution of resources. The roles and responsibilities of organizational structures across different levels of government have not been clearly defined. It is evident that the industry could achieve better returns on its tourism investment by coordinating and consolidating efforts and resources across various organizational levels. An institutional management system is necessary. While tourism in Amajuba District Municipality is reasonably well-ordered and functional, the institutional management system will provide guidance for improving the current system rather than attempting to redesign it.

## 11.2. STREAMLINE THE INSTITUTIONAL STRUCTURE

To ensure the effective management of tourism development and promotion in the Amajuba District Municipality, it is essential that a sound institutional structure with clear functional areas exists. The objective is to streamline current institutional arrangements into a well-organized and functional institutional structure (tourism stakeholders' fora) that is effective in fostering positive tourism growth in the municipality.

## 11.3. RESEARCH AND DATA MANAGEMENT

To properly implement this strategy, Amajuba District Municipality needs to establish a unit within the LED section dedicated to research and data management. Furthermore, the district will need to incorporate a social media specialist position to work on either a part-time or affiliate basis in order to maximise the district's social media presence. Continuous research on

targeted and potential tourists is essential for the tourism industry. The research unit will provide valuable data to inform policy formulation processes. Additionally, this unit will ensure the monitoring and evaluation of the strategy's implementation.

## 11.4. CURRENT ORGANOGRAM

The Tourism Section falls under the LED Sections of the district. The organogram below shows the current LED/Tourism section of the district:



FIGURE 12: CURRENT ORGANOGRAM

### 11.5. PROPOSED ORGANOGRAM

Given the robust tourism activity in the district and the continuous upward trend in tourism visits, it is essential to enhance tourism as a key driver for employment and business development. To achieve this, it is imperative that the tourism section establishes its own dedicated office. This office will enable direct access to decision-making processes, thereby streamlining mechanisms to effectively fulfil its mandate. The tourism office will report to the Provincial Economic Development, Tourism, and Environmental Affairs (EDTEA) department, ensuring alignment with provincial strategies and policies. Additionally, it will serve as a conduit for feeding critical information to the National Department of Tourism, facilitating cohesive and coordinated efforts at the national level. Below is the proposed organogram for the tourism section:

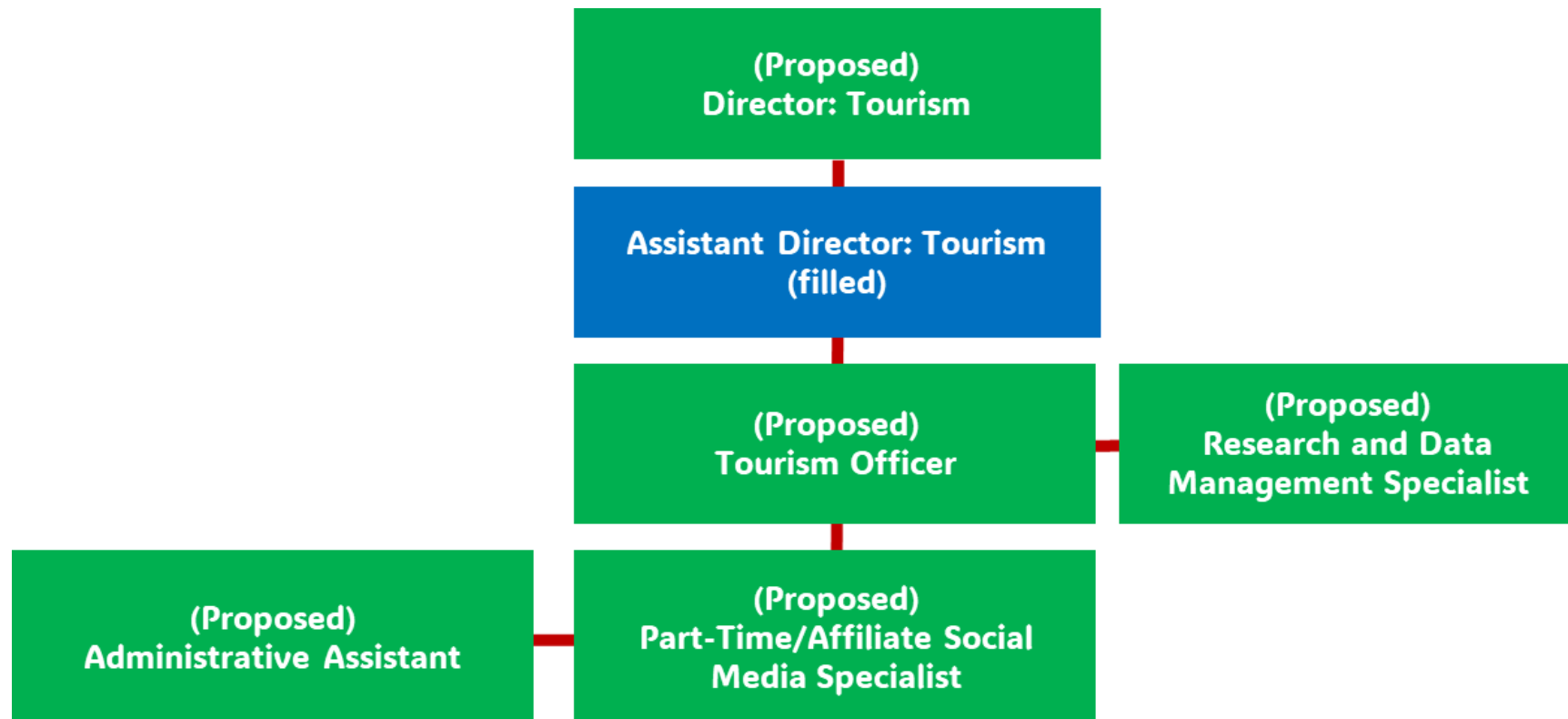


FIGURE 13: PROPOSED INSTITUTIONAL ORGANOGRAM

## 11.6. SPECIAL PURPOSE VEHICLE (SPV) FOR PUBLIC PRIVATE PARTNERSHIPS

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Tourism in Amajuba District, though rich in cultural assets and natural beauty, has yet to achieve its full economic potential due to systemic barriers such as underinvestment, fragmented project delivery, and a lack of cohesive coordination mechanisms. To unlock this potential, the district must embrace a focused, investment-ready framework that aligns public goals with private sector efficiency and innovation. At the center of this transformation is the creation of a Special Projects Vehicle (SPV)—a purpose-built legal and operational entity that will act as a nucleus for conceptualizing, structuring, negotiating, and managing strategic partnerships in the tourism sector.

An SPV allows the municipality to ring-fence high-impact initiatives from routine government operations and red tape while ensuring that tourism projects are implemented with the precision, speed, and commercial appeal that investors demand. Structurally, this SPV should be established either as a municipal-owned entity in terms of Section 86B of the Municipal Finance Management Act (MFMA) or a non-profit company (NPC) under the Companies Act, with the district municipality as the sole shareholder or anchor partner. This legal flexibility is crucial—it ensures the entity maintains a public-purpose mandate while benefiting from the commercial independence and fiduciary agility that PPPs require.

### 11.6.1. GOVERNANCE FRAMEWORK

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The governance framework of the SPV must strike a balance between municipal oversight and independent professionalism. A well-constituted Board of Directors should be established, combining public officials, private sector tourism professionals, legal and financial experts, and a representative from the local community. The board's responsibilities would include strategic decision-making, oversight of risk and compliance functions, and ensuring

alignment with the municipality's Integrated Development Plan (IDP) and Local Economic Development (LED) priorities. Supporting the board should be a dedicated Advisory Council comprising stakeholders such as traditional leaders, representatives of SMMEs, youth, and women's organizations—bodies vital for embedding inclusive development principles into the SPV's operations.

Internally, the SPV would operate with a streamlined, multidisciplinary structure. A Project Development Unit would lead project scoping, pre-feasibility assessments, and business case development. This team would work in tandem with technical consultants to appraise investment readiness, environmental impact, socio-economic benefits, and alignment with local planning frameworks. The Legal and Compliance Unit would ensure that all partnerships and contracts adhere to national PPP guidelines, the MFMA, and municipal bylaws. This unit would be key in drafting and reviewing Memoranda of Understanding, Service Level Agreements, and Joint Venture contracts, ensuring risk-sharing arrangements that are both equitable and legally sound.

### 11.6.2. INVESTOR ATTRACTIONS

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To attract investors and ensure visibility in competitive domestic and international markets, an Investment Promotion and Communications Unit would actively engage stakeholders, build project brands, and conduct investor roadshows. This team would prepare investment prospectuses, manage online platforms showcasing investment opportunities, and serve as a direct point of entry for inquiries. A “one-stop-shop” model would be implemented to consolidate licensing, zoning, and permitting procedures, thereby reducing red tape and expediting project implementation timelines. This is especially critical in municipalities where administrative fragmentation often discourages investment.

### 11.6.3. TIMEFRAMES & PROJECT PIPELINES

The SPV's project pipeline should be curated with a tiered strategy that aligns with budget cycles, available land, community readiness, and investor appetite. In the short term (1–2 years), projects should be catalytic and low-risk, aimed at demonstrating success quickly. Examples include reviving Balele Game Park through partnerships with eco-tourism operators, upgrading visitor facilities at the Emadlangeni Tourism Information Centre, and initiating cultural tourism routes that celebrate Zulu heritage, freedom trail narratives, and township lifestyle experiences. These projects not only build credibility but stimulate demand across the tourism value chain—transport, crafts, cuisine, and events.

In the medium term (3–5 years), the SPV should advance infrastructural and service-based PPPs that have a strong job creation impact and promote geographic spread of tourism. This could include the development of eco-lodges along the Amajuba mountains, commercial hiking and biking trails, water-based adventure parks in suitable reservoirs, and themed accommodation partnerships in rural homesteads. The SPV should also facilitate investment in cultural performance venues, open-air markets, and annual signature events that create a brand identity for Amajuba within the KwaZulu-Natal provincial tourism landscape.

Long-term projects (5+ years) should reflect visionary thinking and transformative potential. These may include the creation of a regional tourism hub integrating transport logistics (e.g., shuttle services from airports or high-traffic nodes), conferencing infrastructure, a tourism school for capacity building, and an integrated destination management platform supported by digital innovation. This platform could allow real-time booking of experiences, monitoring of visitor trends, and data-informed product development. Private partnerships could also be harnessed to rehabilitate underused land parcels into mixed-use tourism precincts, combining retail, leisure, and

accommodation components that reflect Amajuba's identity and environmental sustainability values.

### 11.6.4. FINANCIAL MODEL

The financial model of the SPV is central to its sustainability. The district should allocate seed capital during the municipal budgeting cycle, ring-fenced within the LED or Infrastructure Development votes, and supported by targeted applications to the provincial EDTEA, Department of Tourism, and the Infrastructure Fund. The SPV should also pursue grants from development finance institutions (DFIs) such as the DBSA, IDC, and NEF, as well as multilateral donors involved in climate-resilient tourism and inclusive economic development. As revenue-generating capacity grows, the SPV can derive income from lease agreements (for example, to lodge operators), management fees from joint ventures, ticket or access revenue sharing, and dividends where it holds minority equity in projects. It is vital that a strong treasury function exists within the SPV to manage funds transparently, report to stakeholders, and build investor confidence.

### 11.6.5. KEY INCENTIVES

A key incentive to unlock private sector participation is the de-risking of projects. This may involve offering viability gap funding where the financial rate of return is low, but the developmental impact is high. The SPV could also provide support with environmental impact assessments, stakeholder consultations, or bulk infrastructure access—costs that often deter investors in rural municipalities. For significant investments, Amajuba District could explore backing projects through municipal guarantees, subject to National Treasury approval, or through Public-Private Partnerships Regulation 16 provisions that allow long-term infrastructure agreements.



In supporting the SPV's human capital and institutional maturity, a deliberate capacity-building agenda must be implemented. This includes workshops for municipal executives on PPP governance, secondment programs with established SPVs in other parts of the country, and partnerships with universities like the University of KwaZulu-Natal (UKZN) for research and technical assistance. Moreover, the SPV should implement mentorship and incubation programs to integrate local entrepreneurs and SMMEs into the tourism value chain. This is critical in ensuring that tourism-led growth is not externally dependent but deeply embedded in local economic participation.

**PERFORMANCE MANAGEMENT:** The performance of the SPV must be tracked rigorously through an outcomes-based Monitoring and Evaluation (M&E) system. Key indicators should include the number of PPPs signed annually, rand value of private investment leveraged, number of local jobs created (disaggregated by youth and gender), number of new tourism products developed, and increases in tourist footfall and average spend. The M&E framework should incorporate both qualitative and quantitative data, including community satisfaction surveys and socio-economic impact assessments. Public reporting through annual reports, community meetings, and interactive dashboards will ensure transparency and accountability.

**POLICY ALIGNMENT:** From a policy alignment perspective, the SPV must integrate with the Spatial Development Framework (SDF), the District Development Model (DDM), and national strategies such as the Tourism Sector Recovery Plan and the National Infrastructure Plan 2050. In this way, the SPV becomes a tool not only for local project delivery but also for unlocking intergovernmental support and creating regional synergies. By positioning Amajuba as a pilot site for innovative municipal PPPs in tourism, the district could attract preferential support from provincial and national tourism bodies, as well as become a learning hub for other municipalities.

The SPV is not merely a technical fix for procurement delays or a façade for compliance—it is a transformative governance and delivery mechanism. It

empowers Amajuba District Municipality to harness its latent tourism potential by creating a credible, investor-friendly environment, while still safeguarding developmental priorities and community interests. The path to achieving this requires strategic vision, institutional discipline, and authentic collaboration across sectors. With these ingredients in place, the SPV could herald a new era of tourism-led, inclusive growth for the region—one where local communities are not just spectators but co-creators of a thriving tourism economy.

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#### 11.6.6. SPV IMPLEMENTATION PLAN

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##### 11.6.6.1. PHASING

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#### Phase 1: Establishment and Legal Setup (Months 1–3)

- Secure Council resolution to create the SPV and approve seed funding.
- Select preferred legal form (MOE vs NPC) and register entity.
- Appoint interim board and executive management (CEO, CFO, Legal).
- Draft founding documents (Constitution, MOI, Governance Charter).
- Develop internal policies (Procurement, HR, Risk Management).
- Create branding, website, and investment-ready documentation.

#### Phase 2: Institutional Structuring and Recruitment (Months 3–6)

- Finalize organogram and recruit core staff.
- Build units: Project Development, Investment Promotion, Legal, Finance.
- Train municipal officials and SPV team on PPP frameworks.
- Establish partnerships with EDTEA, TIKZN, and Tourism KZN.

#### Phase 3: Project Preparation and Marketing (Months 6–12)

- Identify and conduct feasibility on initial project pipeline (e.g., Balele Game Park, tourism routes).
- Prepare investor prospectus and standard term sheets.
- Host local stakeholder forums and investor roundtables.
- Develop and launch a one-stop-shop platform.

#### **Phase 4: Deal Structuring and Execution (Months 12–24)**

- Sign MOUs with private sector partners.
- Finalize PPP contracts with legal oversight.
- Begin phased implementation of flagship projects.
- Monitor, evaluate, and report outcomes quarterly.

#### **11.6.6.2. PROPOSED SPV ORGANISATIONAL STRUCTURE**

**Board of Directors** → Oversight and strategic direction

**Chief Executive Officer (CEO)** → Reports to the Board

##### **1. Project Development Unit**

- Project Manager
- Infrastructure & Tourism Planner
- Feasibility Analyst

##### **2. Legal and Compliance Unit**

- Legal Counsel
- Contracts Administrator
- Risk & Compliance Officer

##### **3. Investment Promotion and Communications Unit**

- Stakeholder Relations Manager
- Investment Analyst
- Marketing & Branding Officer

##### **4. Finance and Administration Unit**

- Chief Financial Officer (CFO)
- Accountant / Auditor

- HR & Admin Officer

##### **5. Monitoring and Evaluation Unit**

- M&E Specialist
- Data & Impact Analyst

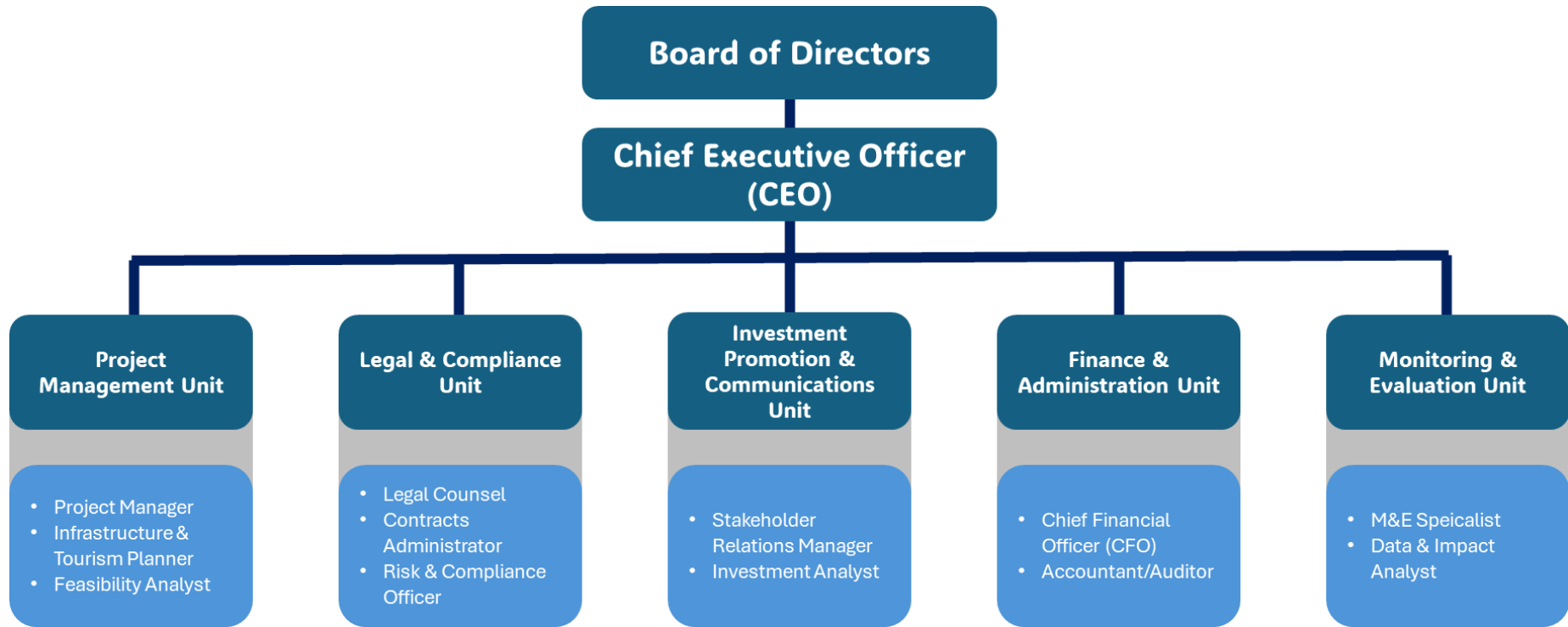


FIGURE 14: PPP SPECIAL PROJECTS VEHICLE

#### 11.6.6.3. INVESTMENT PITCH DECK SAMPLE (OUTLINE)

The following is merely an example and outline and should be done on a per-project basis. The pitch-deck is based on Balele game Park Revitalisation as an example.

##### Slide 1: Welcome to Amajuba Tourism Investment SPV

- Mission and vision
- High-level impact goals (jobs, investment, transformation)

##### Slide 2: Why Amajuba?

- Untapped potential in cultural and eco-tourism
- Strategic location, heritage sites, and natural assets
- Local government support and incentives

##### Slide 3: Priority Projects

- Balele Game Park Revitalization
- Cultural Heritage Route Network
- Eco-lodges and Adventure Tourism
- Township and Event Tourism

##### Slide 4: Partnership Models

- PPP leases
- Revenue share & management contracts
- Joint ventures and equity participation

##### Slide 5: Investor Incentives

- Fast-tracked approvals
- Access to serviced sites/infrastructure
- Municipal co-investment or guarantees

##### Slide 6: SPV Support

- One-stop-shop for investors
- Risk mitigation & compliance assurance
- Political and institutional backing

##### Slide 7: Financial Forecast Snapshot

- Seed capital overview
- Projected ROI per project type
- Sustainability model

##### Slide 8: Next Steps for Investors

- Contact information
- Expression of Interest process
- Roadmap for due diligence





# IMPLEMENTATION PLAN

## 12. IMPLEMENTATION PLAN

TABLE 6: IMPLEMENTATION PLAN

	Priority Level 1 – Short Term - To be implemented 2024/25 FY and onwards
	Priority Level 2 – Medium Term - To be implemented 2025/26 FY and onwards
	Priority Level 3 - Long Term – To be implemented 2026/27 FY and onwards

PROJECTS	ROLE PLAYERS	IMPLEMENTING AGENTS	PRIORITY LEVEL	FINANCIAL YEARS						BUDGETS
				2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	
PRIVATISATION OF THE TOURISM SECTOR										
Express of interest to lease Newcastle Swimming Pool for 10 Years (Erf 8163 Newcastle)	ADM and NLM	PPP								TBD
Expression of interest to lease Arbor Park Sports Ground for 10 Years (Erf 2875 Newcastle)	ADM and NLM	PPP								TBD
Expression of interest to lease Utrecht Sports Ground for 10 Years (Erf 1737 Utrecht)	ADM and ELM	PPP								TBD
Expression of interest to lease the Leeukop Chalet, Ntshingwayo Dam (Erf 7537 River-Bank B) for a period of 10 Years	ADM and NLM	PPP								TBD
Expression of interest to lease the Utrecht Balele Municipal Caravan Park for 10 Years	ADM and ELM	PPP								TBD
Expression of interest to lease the Club 35 Balele Game Reserve for 10 Years	ADM and ELM	PPP								TBD
Expression of interest to lease the Charl Mari Resort (Tom Worthington Dam, Erf 86 Hatting Spruit) for 10 Years	ADM and DLM	PPP								TBD
Development of Yachting Infrastructure and Programmes in Shepstone Lake	ADM and DLM	PPP								TBD
Development of Yachting Infrastructure and Programmes in Ntshingwayo Dam	ADM and NLM	PPP								TBD
Development of Yachting Infrastructure and Programmes in Tom Worthington Dam	ADM and DLM	PPP								TBD
Expression of interest for the development of a water park in Amajuba District	ADM and Private Sector	PPP								TBD
MARKETING – TOURISM GROWTH AND DEVELOPMENT										
Feasibility study for Mining Tourism in Dannhauser (Spring Lake Colliery, Durnacol)	ADM and DLM	ADM and DLM								R500,000.00
Develop tourism packages and incentives targeted at businesses, schools, sports associations and clubs	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R500 000,00
Promote MICE venues and packages in businesses and government in and outside of Amajuba	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R500 000,00
Relocate and refurbish the tourism info centre in Newcastle and Utrecht, with satellite stations at strategic locations.	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R2 500 000,00
Contract web designers to design and maintain an Amajuba Experience type website, and similarly to develop and maintain current municipal websites. Launch a social media marketing program	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R300 000,00
Brand Repositioning for Amajuba District Municipality	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R300 000,00
Develop and/or maintain social media accounts (TikTok, Instagram, Facebook, WhatsApp Channels)	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R50 000,00
Promotion of social media influencer familiarisation trips is to various tourism hotspots	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R50 000,00
PRODUCT DEVELOPMENT AND PLANNING										
Establish a district events strategy, including identification of 5 new large events, in order to manage and co-ordinate events.	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R300 000,00
Heritage: Implement findings of the SiVest 2005 Battlefields infrastructure upgrade plan, including maintenance agreement. Solve access problems surrounding land ownership	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R5 000 000,00
Amajuba dam’s revitalisation project which aims to improve infrastructure at 5 dams across Amajuba	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								TBD
Arts & Culture: Relocate and expand Carnegie Art Gallery premises	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								R5 000 000,00
Lobby for grants from provincial treasury for upgrade of Newcastle Airport, in conjunction with LED and Newcastle LM.	ADM, NLM, DLM, ELM, TIKZN, EDTEA	ADM, NLM, DLM, ELM, TIKZN, EDTEA								R250 000,00
PEOPLE IN TOURISM										

PROJECTS	ROLE PLAYERS	IMPLEMENTING AGENTS	PRIORITY LEVEL	FINANCIAL YEARS						BUDGETS
				2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	
Increase local municipality tourism budgets significantly and review the district tourism budget and lobby for a dedicated tourism official at Dannhauser and Utrecht local municipalities	ADM, NLM, DLM, ELM	ADM, NLM, DLM, ELM								TBD
Improve the operation of the Amajuba Tourism Forum and gain buy-in from all LMs for the tourism institutional structure.	ADM	ADM								TBD
<b>SKILLS DEVELOPMENT</b>										
Development of tourism-oriented bursary programmes	ADM, SETA, EDTEA	ADM, SETA, EDTEA								R5 000 000,00
Implement local skills employment rates rebate programme/policy for temporary accommodation establishments	ADM, DLM, NLM, ELM	ADM, DLM, NLM, ELM								TBD
<b>TOURISM FOCUSED LAND USE MANAGEMENT</b>										
Development of tourism-oriented land use scheme policy	ADM, DLM, NLM, ELM	ADM, DLM, NLM, ELM								TBD
<b>TOURISM SUPPORTING INFRASTRUCTURE</b>										
Establishment of formal agreements with telecommunications companies to jointly invest in telecommunications infrastructure	ADM	ADM								R300 000,00
Development of programme to subsidise the implementation of telecommunications infrastructure	ADM	ADM								TBD
Streamlines permit approval processes (land use applications)	ADM, DLM, NLM, ELM	ADM, DLM, NLM, ELM								TBD
<b>ADVENTURE AND SPORTS TOURISM</b>										
Feasibility study and business plan for the implementation of the Ntshingwayo Dam Mile (similar to Midmar Mile)	ADM	ADM								R500 000,00
Planning and development of biking trails	ADM	ADM								R1 500 000,00
<b>DEVELOPMENT, UPGRADING AND MAINTENANCE OF STRATEGIC TOURISM INFRASTRUCTURE</b>										
Upgrading of Ntshingwayo Dam	ADM, DWS and Private Sector	PPP								TBD
Upgrading of Tom Worthington Dam	ADM, DWS and Private Sector	PPP								TBD
Upgrading of Tweediedale Dam	ADM, DWS and Private Sector	PPP								TBD
Upgrading of Balele Game Park Dam	ADM, DWS and Private Sector	PPP								TBD
Upgrading of Zaaihoek Dam	ADM, DWS and Private Sector	PPP								TBD
Upgrading of Amcor Dam	ADM, DWS and Private Sector	PPP								TBD
Upgrading and maintenance of Fort Amiel	ADM, AMAFA	AMAFA								TBD
Upgrading and maintenance of the Blood River Poort Battlefield	ADM, AMAFA	AMAFA								TBD
Upgrading and maintenance of O'Neils Cottage	ADM, AMAFA	AMAFA								TBD
Upgrading and maintenance of Schuinshoogte Battlefield R Botha's Pass Battlefield	ADM, AMAFA	AMAFA								TBD
Upgrading and maintenance of the Majuba Battlefield	ADM, AMAFA	AMAFA								TBD
Upgrading and maintenance of Lang's Nek Battlefield	ADM, AMAFA	AMAFA								TBD
Upgrading and maintenance of the Historical Utrecht & Old Parsonage Museum 1888	ADM, AMAFA	AMAFA								TBD
Upgrading of P205-2 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P205-1 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P210 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P209 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of D96 District Road (Newcastle LM Section)	NLM	NLM, and KZN DOT								TBD
Upgrading of D96 District Road	KZN DOT	KZN DOT								TBD
Upgrading of Marconi Drive, and Ncandu Bridge	KZN DOT	KZN DOT								TBD
Upgrading of P37 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P41 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P34-1 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P34-2 Provincial Road	KZN DOT	KZN DOT								TBD

PROJECTS	ROLE PLAYERS	IMPLEMENTING AGENTS	PRIORITY LEVEL	FINANCIAL YEARS						BUDGETS
				2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	
Upgrading of P35-1 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P35-2 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P37 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P39-1 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P40 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P41 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P42 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P43 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P207 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P40 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P211 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P213 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P215 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P251 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P270 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P272 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P204 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P332 Provincial Road	KZN DOT	KZN DOT								TBD
Upgrading of P483 Provincial Road	KZN DOT	KZN DOT								TBD





# **MONITORING AND EVALUATION FRAMEWORK**

## 13. MONITORING AND EVALUATION FRAMEWORK

TABLE 7: MONITORING AND EVALUATION FRAMEWORK

PROJECT NAME	KEY PERFORMANCE INDICATORS (KPIs)	MONITORING FREQUENCY	EVALUATION METHOD
Lease Newcastle Swimming Pool	Lease signed, facility operational, revenue generated	Quarterly	Site inspections, lease compliance reports
Lease Arbor Park Sports Ground	Lease signed, usage rate, maintenance level	Bi-annually	Usage reports, stakeholder feedback
Lease Utrecht Sports Ground	Lease signed, community access, event hosting	Quarterly	Community surveys, financial audits
Lease Leeukop Chalet	Occupancy rate, revenue, maintenance	Quarterly	Financial reports, guest feedback
Lease Utrecht Balele Caravan Park	Visitor numbers, revenue, local employment	Quarterly	Tourism stats, employment data
Lease Club 35 Balele Game Reserve	Conservation compliance, visitor stats	Bi-annually	Environmental audits, visitor logs
Lease Charl Mari Resort	Facility upgrades, bookings, local procurement	Quarterly	Site visits, procurement records
Develop Yachting Infrastructure (Shepstone Lake)	Infrastructure completed, events hosted	Bi-annually	Project reports, event attendance
Develop Yachting Infrastructure (Ntshingwayo Dam)	Infrastructure completed, water safety compliance	Quarterly	Site inspections, safety audits
Develop Yachting Infrastructure (Tom Worthington Dam)	Infrastructure completed, tourism growth	Quarterly	Tourism data, stakeholder interviews
Feasibility Study for Mining Tourism	Study completed, recommendations adopted	Once-off	Report review, stakeholder validation
Develop Tourism Packages & Incentives	Packages developed, uptake by target groups	Quarterly	Sales data, feedback surveys
Promote MICE Venues	Number of events hosted, bookings	Quarterly	Event reports, revenue tracking
Refurbish Tourism Info Centres	Centres operational, visitor usage	Quarterly	Visitor logs, maintenance reports
Develop Amajuba Experience Website	Website traffic, user engagement	Monthly	Web analytics, user feedback
Brand Repositioning for Amajuba	Brand assets created, recognition level	Bi-annually	Brand surveys, media analysis
Social Media Management	Follower growth, engagement rate	Monthly	Analytics reports
Influencer Familiarisation Trips	Number of influencers hosted, reach	Quarterly	Social media metrics, content analysis
District Events Strategy	Events identified, hosted, attendance	Quarterly	Event reports, economic impact studies
Battlefields Infrastructure Upgrade	Upgrades completed, visitor increase	Bi-annually	Site audits, visitor stats
Amajuba Dams Revitalisation	Infrastructure improved, usage rate	Quarterly	Site inspections, water quality reports

PROJECT NAME	KEY PERFORMANCE INDICATORS (KPIs)	MONITORING FREQUENCY	EVALUATION METHOD
Upgrading and maintenance of Fort Amiel	% of restoration completed, visitor numbers, site condition rating	Quarterly	Site inspections, visitor feedback, progress reports
Upgrading and maintenance of Blood River Poort Battlefield	Infrastructure upgrades completed, signage installed, increase in tours	Quarterly	Physical audits, tourism data analysis
Upgrading and maintenance of O'Neil's Cottage	Structural integrity improvements, historical accuracy of restoration, visitor satisfaction	Bi-annually	Heritage compliance review, surveys
Upgrading and maintenance of Schuinshoogte & Botha's Pass Battlefields	Trail accessibility, interpretive signage, event hosting	Quarterly	Field assessments, event reports
Upgrading and maintenance of Majuba Battlefield	Monument preservation, guided tour frequency, educational use	Quarterly	Maintenance logs, school visit records
Upgrading and maintenance of Lang's Nek Battlefield	Erosion control, fencing and access control, visitor safety	Bi-annually	Environmental audits, safety inspections
Upgrading and maintenance of Historical Utrecht & Old Parsonage Museum 1888	Museum attendance, exhibit upgrades, community engagement	Monthly	Attendance logs, exhibit reviews, community feedback

