

**NATIONAL TOURISM POLICY
OF THE
THE KINGDOM OF SWAZILAND**

**MINISTRY OF TOURISM
AND
ENVIRONMENTAL AFFAIRS**

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LIST OF ACRONYMS

AfDB	—	African Development Bank
AATTA	—	All African Travel and Tourism Association
ATA	—	Africa Travel Association
B&BA	—	Bed and Breakfast Association
B&B	—	Bed and Breakfast
CBS	—	Central Bank of Swaziland
COMESA	—	Common Market for Eastern and Southern Africa
CSO	—	Central Statistics Office
EIA	—	Environmental Impact Assessment
GDP	—	Gross Domestic Product
HOTAS	—	Hotels and Tourism Association of Swaziland
MOF	—	Ministry of Finance
MOTEA	—	Ministry of Tourism and Environmental Affairs
MTEF	—	Medium Term Expenditure Framework
NDS	—	National Development Strategy
NGO	—	Non-Governmental Organization
PPPs	—	Public Private Partnerships
PRSP	—	Poverty Reduction Strategy Paper
RETOSA	—	Regional Tourism Organization of Southern Africa
SADC	—	Southern Africa Development Community
SEA	—	Swaziland Environment Authority
SIPA	—	Swaziland Investment Promotion Authority
SME	—	Small-to-Medium Enterprise
SNTC	—	Swaziland National Trust Commission
STA	—	Swaziland Tourism Authority
UNWTO	—	United Nations World Tourism Organization
EU	—	European Union
UN	—	United Nations
VFR	—	Visiting Friends and Relatives
MICE	—	Meetings, Incentives, Conventions and Exhibitions
TSA	—	Tourism Satellite Account
TSATC	—	Tourism Satellite Account Technical Committee
LSDI	—	Lubombo Spatial Development Initiative
TFCA	—	Transfrontier Conservation Areas

Executive Summary

The Swaziland National Tourism Policy outlines the vision, goals and objectives of the tourism sector. The policy provides a framework for implementation by defining specific roles for implementing agencies which include central government, lead state agencies like the Swaziland Tourism Authority (STA), Private sector, Business associations and NGOs amongst others. The review of the Tourism Policy of 2000 is a result of several stakeholder consultative workshops. Key among the stakeholders' concerns was the need for the revised version of the policy to clearly define the seemingly blurred roles of implementing agencies.

These key principles are:

- Tourism development will be private sector driven
- Tourism development will be managed to ensure sustainability and the conservation of the country's environment and natural resources
- Tourism development will promote active Swazi participation in the sector
- Tourism development will aim to maximise the opportunities afforded by strategic regional opportunities
- Swaziland will build on its existing strengths
- The Swaziland tourism industry will aim to develop a marketable identity

The general goal of the policy is to develop the tourism sector as a national priority in a sustainable and acceptable manner, taking full advantage of regional and international trends and developments so that it will significantly contribute to the continued improvement of quality of life in the Kingdom of Swaziland whilst promoting the country's cultural and natural heritage. The Policy outlines specific

economic, social, environmental and cultural objectives that dovetail into the overall goal of the policy.

The National Tourism Policy outlines the following key policy areas:

1. Product Development and Market Research
2. Marketing
3. Infrastructure Development
4. Community Based Tourism
5. Environment Protection and Eco-Tourism
6. Domestic Tourism
7. Tourism and Culture
8. International and Regional Co-operation
9. Employment Creation and Human Resource Development
10. Tourism Investment and Foreign Direct Investment

The Policy further details specific strategies for each of the policy areas. The roles of the different implementing agencies are clearly spelt out. The key implementing agencies are Central Government, The Inter-Ministerial Committee, Ministry responsible for Tourism, Swaziland Tourism Authority, Swaziland National Trust Commission (SNTC), Private Sector, Non-Governmental Organisations (NGOs) and Sector Associations.

There will be continuous monitoring and periodic review and evaluation of the implementation process an aspect which will be led by the Ministry responsible for Tourism.

The Policy further mentions that there is need for the formulation of a Tourism Act to govern the sector-wide legal and regulatory aspects. The financing of tourism in the Kingdom will be from the National Budget; levies and fees; multilateral and bilateral development partners and non governmental organisations.

FOREWORD

The first National Tourism Policy of Swaziland was adopted in 2000 to provide the overall objectives and strategies necessary to ensure sustainable tourism development in the country. Considerable achievements were secured under the Policy, for example, the establishment of the Swaziland Tourism Authority (STA) which has spearheaded efforts to market the country and collect data on tourist arrivals and related statistics.

The policy has been in operation for the past decade. Many changes have taken place on the political, economic and social fronts within the country. These changes have given rise to efforts by government to change its modus operandi with a business unusual approach to the conduct of business across all government structures. The overall goals of the Policy remain the same, with changes in both the internal and external environments making revision of the policy imperative.

There have been several changes on the international scene that impact on the tourism sector. Tourism has been noted as the fastest growing industry in the world, with the growth underpinned by rapid changes on the technology front. The tourism industry has become more competitive, with more informed and complex consumers who know what they want and have a wider choice of destinations.

The above factors, coupled with the inbuilt clause in the policy calling for periodic review of the policy have led to the revision of Policy.

This revised Tourism Policy is a result of the involvement of various stakeholders through a number of workshops conducted through the facilitation of the Ministry of Tourism and Environmental Affairs. The

revised policy integrates the opinions, observations, comments and inputs of sector stakeholders. The review process was informed by experiences of other countries and took into consideration the policy documents of relevant government departments within the country and from other countries in the region.

1. INTRODUCTION

1.1 Sectoral Vision

The Swaziland National Tourism Policy outlines the vision, goals and objectives of the tourism sector. It provides the specific strategies for maximizing opportunities and addressing the sectoral challenges. The overarching objective is to ensure that the sector contributes to the broad macroeconomic goals of the Kingdom of Swaziland as espoused in the National Development Strategy (NDS).

The Vision as espoused in the Ministry's Strategic Plan is "A vibrant tourism economy that embraces culture and environment". In essence, it is to develop the tourism sector as a national priority in a sustainable and acceptable manner, taking full advantage of regional and international trends and developments so that it will significantly contribute to the continued improvement of quality of life in the Kingdom of Swaziland whilst promoting the country's cultural and natural heritage

1.2 Rationale of the Policy Document

The policy provides a framework for implementation by defining specific roles for implementing agencies which include central government, lead state agencies like STA, private sector, business associations and NGOs amongst others. The policy seeks to address the issues of financing for the tourism sector by outlining strategies for resource mobilization. The mechanisms for monitoring and evaluation of the policy provided in this policy document ensure the measurability of set targets. The policy also highlights the legislative and regulatory imperatives that would ensure its successful implementation.

The tourism sector is a key sector in the government's efforts to reduce poverty, create employment and the generation of the much needed foreign currency. The realization of this sector as a priority sector in leading national development is key to maximizing the potential of the sector. With the advent of Economic Partnership Agreements (EPAs) and Free Trade Agreements (FTA), tourism remains strategically positioned to lead in revenue generation and national development.

The National Tourism Policy outlines the measures government intends to take to enhance the role of the sector in national development and provides a framework for active participation of all stakeholders in the sector with the private sector taking a leading role. The government's role being to facilitate and creating an enabling environment through decisions, regulations and laws to ensure that the development of tourism is sustainable and environmentally friendly.

1.3 Process followed in Review of Policy (Methodology)

The process followed when reviewing the old National Tourism Policy was;

- Related the role of tourism in the trade in services sector.
- Reviewed the Tourism Authority Act, 2001
- Reviewed The Registration of Accommodation Establishments Regulations, 2008
- Reviewed The Swaziland Tourism Grading Scheme (STGS) document
- Consultation with Programme Policy Coordinating Unit (PPCU)
- Analysed and critically reviewed the old policy and aligned it with the existing legislations and identified gaps.

- Critically reviewed the tourism product in Swaziland and the SADC region in particular South Africa and Mozambique (benchmark) and aligned it with the policy.
- Conducted consultative workshops with the stakeholders such as Hotel Association of Swaziland (HOTASS), Bed and Breakfast Association (B&B), Swaziland Investment Promotions Authorities (SIPA), Private Sector representatives, Central Bank of Swaziland, Small, Micro and Medium-sized Enterprise Unit (SMME), Swaziland Tourism Authority (STA), and individuals for sensitization and to obtain a buy-in from the stakeholders.
- Reviewed Tourism Policy documents of several countries in general and Southern African Development Community (SADC) countries in particular and reviewed several relevant legislations, analysed the global, African and Regional tourism trends.

2. BACKGROUND

The current policy is a review of the National Tourism Policy adopted in August 2000 through a consultative process with sector stakeholders. The review was done through a series of stakeholder workshops in which their views were incorporated culminating in a draft policy.

The findings from the old policy revealed that the context within which the policy was formulated had since changed. Results of the analysis of the policy content also showed the need to change the structure and content of the policy.

Most stakeholders consulted during the review process expressed concern over the implementation of the policy due to lack of clarity on roles played by different actors.

Many changes have taken place in tourism sector worldwide and nationally since the year 2000 which calls for redefinition of targets and strategies to achieve the same. On the world stage, the growth in international tourist arrivals has slowed drastically due extremely volatile and unfavorable global economy as evidenced by the credit crunch, the widening financial crisis, commodity and oil price rises, and massive exchange rate fluctuations. Tourism is expected to rebound due to resilience

On the domestic scene, tourists' arrivals have been increasing marginally with most numbers emanating from Southern Africa. The tourists from Southern African states, namely South Africa, Mozambique, Lesotho and Zimbabwe and other African countries account over 85% of all tourists. Swaziland has been getting residual tourists from major tourist destinations in the region, mainly South Africa and Mozambique. Despite the reported increase in arrivals, it is

worth noting that the emerging of communicable diseases scare people from travelling and this is a threat to the tourism industry.

The major attractions of the Kingdom of Swaziland are the unique culture of its people and the scenic beauty of the country. The fact that Swaziland has no single globally identifiable feature, on which to hinge its promotion on the international tourism market, does not preclude the potential for the national tourism product to emerge as an international attraction, alongside other regional attractions.

On the political front, there is considerable momentum to promote Swaziland as a tourist destination with maximum use of regional and international forums to market the Kingdom.

3. PROBLEM STATEMENT

Tourism is the fastest growing industry in the world and hence policies for the sector should constantly be reviewed and be aligned with the changing reality. The prominence of the tourism sector in Swaziland has existed largely in rhetoric without concrete measures to ensure that the sector leads national efforts in poverty alleviation and employment creation and economic growth.

Swaziland's tourism sector is currently not realizing its full potential due to a number of factors which include the following amongst others: the airlift capacity (less than 3% of the tourists visiting Swaziland arrive by air), there is an urgent need to implement the classification of accommodation establishments to ensure adherence to some minimum standards which will include the globally recognized star grading of all tourism facilities. The infrastructure of most tourist facilities outside the urban and peri-urban areas needs to be improved. The country's tourism products need to be better marketed and there is need to promote the country as a preferred tourism destination targeting both current source markets as well as emerging markets

Financing and investment on the sector remains low making the successful implementation of strategies and plans challenging. This policy seeks to provide a framework for adequate funding for the sector to ensure realization of the sector's development and growth potential. There is therefore need for a policy which clearly defines the roles of the various implementing agencies. Of particular note was the blurring of roles and responsibilities between the different sector agencies. This policy seeks to define respective roles and responsibilities of relevant stakeholders in simple and precise terms.

4. GUIDING PRINCIPLES

Realising that tourism is a priority sector which has the potential to truly underpin the National Development Strategy (NDS) and sustainable long-term economic development in Swaziland, key principles have been identified to guide responsible development of the tourism sector. The guiding principle in the current document were adopted from the old policy document which are in line with the Rio Declaration of Environment and Development, and the Agenda 21 for the Travel and Tourism Industry. The guiding principles were informed by earlier work undertaken by WTO in which extensive research survey was undertaken among WTO Member States, in 2003 and 2004, to identify specific policies and tools applied in their territories that had effectively contributed to making their tourism sector more sustainable.

The Six Key Principles are:

- **Tourism development will be private sector driven** with the role of Government being to create an attractive investment environment for the tourism industry to flourish, without prejudice to other existing national policies. Support will be given to existing best practice investment. The Government will aim to foster a climate of competitiveness and innovation in the tourism industry, whilst promoting collaboration in the overall management and marketing of the sector.
- **Tourism development will be managed to ensure sustainability and the conservation of the country's environment and natural resources.** The Government will support and promote the protection of natural attractions and biodiversity and the

strengthening and expansion of conservation areas, through existing and proposed legislation and a variety of sectoral policies, such as the environment and forestry policies.

- **Tourism development will promote active Swazi participation in the sector** as entrepreneurs and suppliers of goods and services and as customers of tourism. Community-based tourism will be encouraged. Whilst promoting the indigenous Swazi, culture and participation, care will be taken to avoid or mitigate negative impacts.
- **Tourism development will aim to maximize the opportunities afforded by strategic regional opportunities** such as the Lubombo Spatial Development Initiative (LSDI), Trans-frontier Conservation Areas (TFCAs) and the Bio-diversity and Tourism Corridors that aim to link these initiatives.
- **Swaziland will build on its existing strengths** to develop tourism by promoting a clean, healthy and safe environment along with friendly and efficient services. To achieve these, linkages will be developed with other sectors, which impact on tourism, in particular the Trade in Services.

The Swaziland tourism industry will aim to develop a marketable identity focusing on selected niches and products in order to attract visitors to the country and to differentiate itself, where necessary, from its neighbours.

5. OVERALL TOURISM POLICY GOAL AND OBJECTIVES

The National Tourism Policy is a statement of intent of the country with respect to tourism development. It seeks to provide guidelines for the stakeholders in the tourism sector.

5.1 GOAL

The general goal of the policy is to develop the tourism sector as a national priority in a sustainable and acceptable manner, taking full advantage of regional and international trends and developments so that it will significantly contribute to the continued improvement of quality of life in the Kingdom of Swaziland whilst promoting the country's cultural and natural heritage.

5.2 SPECIFIC OBJECTIVES

Tourism affects many areas including economic, socio-cultural and environmental health. The overarching objective is to establish tourism as a national priority sector for the development of the country and to achieve cooperation within the public sector and with the various stakeholders (private sector, communities and civil society) to facilitate appropriate tourism investment and promotion.

The specific objectives include Economic, Social, Environmental and Cultural.

5.2.1 Economic Objectives

Tourism has the potential to make an important contribution to the local economy, in terms of job creation and revenue generation. The

development and improvement of tourist facilities in the local area is therefore to be encouraged.

The economic objectives of the Policy include:

- To promote tourism as a major engine of economic growth and employment generation.
- To promote the Kingdom of Swaziland as a tourist destination to take advantage of the global travel trade and to develop untapped potential of country.
- To increase the revenue generating capacity of tourism and maximize foreign currency earnings
- To promote increased investment through development of private entrepreneurship in the tourism sector and PPPs.
- To increase the potential of tourism in contributing to the growth of Trade in Services

5.2.2 Social Objectives

Sustainable tourism emphasizes analysis of tourism's net impact on economic, natural, and social issues. The development of tourism should bring about improved living conditions and inclusion of disadvantaged groups by creating opportunities for all.

Among the social objectives are the following:

- To strengthen the quality and attractiveness of the tourism experience in Swaziland including improvements to health, safety, information and cleanliness, and the conservation the environment and scenic beauty of the country
- To promote understanding, awareness and appreciation of the importance of tourism.
- To ensure the safety and security of domestic and international tourists.
- To promote gender equality and provide opportunities for disadvantaged groups

5.2.3 Environmental Objectives

The tourism sector should endeavour to develop tourism in an environmentally responsible manner recognising that the maintenance of the natural resource base and present an attractive and clean environment which supports the sector is its ultimate responsibility.

The environmental objectives include the following:

- To make the tourism industry in Swaziland a leader in responsible environmental practices, through adherence to environmental legislation and to encourage the conservation and sustainable usage of natural resources.
- To develop ecologically friendly tourism products and projects.
- To ensure environmental sustainability of all tourism related development
- To ensure that development is within the environmental carrying capacity of the area and conflicts with other activities are minimised
- To ensure that, environmental assessment provides a structured approach to predict potential impacts and incorporate mitigation measures during design, construction and operation phases of tourism projects.
- To promote the conservation of the scenic beauty of the country

5.2.4 Cultural Objectives

The uniqueness of Swaziland tourism experience is epitomized by the Kingdom's culture which has not changed in spite of all the modernization that has come to Swaziland, the people have preserved their age-old culture and traditional ceremonies. Preservation of Swazi culture and custom should be a priority in view of the many tourists that visit to have an experience of the Kingdom.

Among the cultural objectives are the following:

- To strengthen the cultural aspects of the tourism product in Swaziland and to actively promote Swazi participation, including community-based tourism, in the sector in order to spread the

benefits more widely amongst the local population. In this process, care will be taken to avoid or mitigate negative impacts on the local culture and environment.

- Promote local traditions and beliefs, participation and attendance of celebratory festivals and cultural events by both local and international tourists
- To develop and showcase pride in Swazi culture and custom among ordinary citizens and to;
- To promote manufacturing of culturally rich and quality handicrafts, artifacts and ornaments by local communities.

5.2.5 Health objective

The development of the tourism sector should be able to address the health related issues from ports of entry to the accommodation facilities in order to ensure that the tourists and the Swazi population are protected from contracting any communicable diseases. Facilities such as mobile clinics should be availed at the ports of entry as well as the provision of a safe environment including the constant inspection and certification of food and beverages to be consumed

- Promote a healthy, safe and welcoming environment in the ports of entry by providing mobile clinics to scan and prevent the spread of communicable diseases
- Provide for the constant certification of food in the tourism establishments for health purposes.

6. KEY ISSUES, POLICY STATEMENTS AND STRATEGIES

Attainment of the objectives of the Tourism Policy requires policy statements and specific strategies for specific key areas. The key areas for attainment of the policy objectives include Product Development and Market Research; Marketing; Infrastructure Development; Community Based Tourism; Environment Protection and Eco-Tourism; Domestic Tourism; Culture; International and Regional Co-operation; Employment Creation and Human Resource Development.

6.1 Product Development and Market Research

Swaziland will constantly aim to improve the tourism product it offers as well as build new products and services to target the new and more demanding travelers. This calls for regular market research and innovation in order to make the tourism product dynamic in keeping with changing demand patterns at regular intervals that will provide information on: existing and potential tourist visitors and where they are coming from; stakeholders views on the tourism product and potential improvements; areas of demand with future growth potential for Swaziland; competitors for similar markets and their activities; and, the markets and market segments which could be attracted to Swaziland. This analysis will be done geographically as well as by product niches. The Tourism Authority will be responsible for collecting, analyzing and disseminating this information to stakeholders. It is important that the development of the tourism product be market driven. Other than product driven

The medium to long term goal to develop and implement the Tourism Satellite Account (TSA) should be intensified through the involvement of all statistical analysis and information agencies in the country.

It is important that Swaziland develops new products that reinforce the strengths of its tourism image. It is expected that the potential areas for the future development of tourism in Swaziland may include:

- adventure activity/sports tourism

- eco-tourism
- culture tourism
- festivals tourism
- meetings, incentives, conventions and exhibitions (MICE)
- water-sports tourism at dams and rivers

Swaziland’s relatively small size and the proximity of attractions will facilitate the establishment of routes linking key features and attractions including inter-nodal routes, between major attractions; intra-nodal routes, in and around major attractions; and, specialist routes - historical, scenic, wildlife, birding, art and craft, adventure, etc. Long and short distance hiking and walking routes will also be promoted.

Policy Statement on Product Development and Market Research

The Government will provide support for development of new and unique products and provide enabling conditions for private sector to market the tourism product.

The Government will establish and retain a Tourism Satellite Account Technical Committee to spearhead the formulation and implementation of the Tourism Satellite Account

Strategies:

- Conduct research and development of new tourist products to satisfy changing global tastes.
- Intensifying marketing efforts in the region to attract tourists with high net worth.
- Develop special pricing packages in collaboration with strategic regional partners in order to offer a complete Southern African experience.
- Build on previous successful projects, and mobilize resources for implementation.

- Identify relevant statistical agencies to form the Tourism Satellite Account Technical Committee

6.2 Marketing

Swaziland's tourism product has potential to generate significant visitors and generating revenue for the nation. The identity of the country as a tourist attraction is not fully developed. There is need to channel more resources to brand and market the Swaziland Tourism product as a separate and unique destination from the rest of the Southern Africa region.

Policy Statement on Marketing

Promotion of efforts to market the Kingdom of Swaziland as a unique tourist destination through us of modern media

Strategies:

- Effective use of internet as a tool for advertising and promoting the Swaziland tourism product
- Development of linkages with surrounding tourism areas and regions
- Showcase Swaziland Tourism product at regional and international forums
- Develop a culture that facilitates and customer service excellence across the country
- Participate in cooperative marketing activities through membership of appropriate region bodies
- Provision of Training for among others, frontline providers for them to better market the country's tourism product
- Differentiation and branding to strengthen Swaziland's unique identity

6.3 Infrastructure Development

The competitiveness of Swaziland's tourist industry depends on the state of country's infrastructure and the tourism industry's ability to deliver services that provide customer satisfaction. Swaziland's road infrastructure is particularly good along the main highways but needs improvement in other parts of the country. The country does not have proper road signage which is critical in providing directions to the traveller. The current international airport (Matsapha Airport) in the country is too small to accommodate high volumes of air traffic and bigger aircrafts.

Policy Statement on Infrastructure Development

The Kingdom of Swaziland will continue to improve physical infrastructure and support private sector initiatives for infrastructure development

Strategies:

- Upgrading, developing and maintaining an efficient communications infrastructure.
- Promote public private partnerships in development of tourism infrastructure
- Support development of state of the art conference facilities to attract business class tourists and sporting facilities to attract sports tourists.
- Develop infrastructure for MICE tourism
- Improve road network to tourist attractions
- Improve the road signage.

6.4 Community Based Tourism

Swaziland has embraced the concept of Community based tourism with a few projects already benefiting local communities. There is need for more community based tourism projects across the country that will attract tourists and bring development to the rural communities. It is paramount to work closely with local traditional authorities so as to avail land for community based tourism activities. The major problem is lack of capacity in the local communities which should be addressed by the government, private sector and development partners.

Policy Statement on Community Based Tourism

Ensure that local communities participate and benefit from tourism revenue in collaboration with local authorities and community leaders

Strategies

- Establishment of tourist and operate information centers in Tinkhundla.
- Engage local traditional leaders to appreciate the importance of community based tourism
- Provide capacity building to local communities.
- Provide support structures for marketing community projects nationally and internationally.
- Create synergies with other players in the industry

6.5 Environment Protection and Eco-Tourism:

Environment protection is critical in the success of the tourism sector. There is need for concerted efforts from all stakeholders to fight pollution. Efforts should be stepped up to sustain tourism without harmful effects to the local environment. The general populace needs a

paradigm shift with regards to keeping the environment free from dirt. There is need to expand the number of ecotourism products and services for the pleasure and enjoyment of national and international tourists.

Policy Statement on Environment Protection and Eco-Tourism

Facilitation and support of programs aimed at increasing environmental awareness and strengthening of institutions supporting development of sustainable tourism.

Strategies

- Increase awareness through signage and disseminating information on ecologically friendly methods of developing and enjoying tourism products.
- Support training, capacity building and the promotion of good practice in environmental protection and nature conservation.
- Monitoring of programmes, to assess and minimise negative impacts through conducting EIA for all tourism projects and programmes.
- Promote a better local understanding of the potential for ecotourism
- Use ecotourism as a tool to reduce poverty,
- Encourage the implementation of environmental and forestry policies

6.6 Domestic Tourism

Promotion of domestic tourism is important in sustaining demand for tourism product in general and particularly in seasons of low international arrivals. Creating awareness of various tourists attraction to citizens not only promotes development of the sector but enhances a sense of pride among the citizenry. Domestic tourism in Swaziland has been hampered by lack of knowledge of the tourism product and the

non participation of local Swazi people in exploring their own country.

Policy Statement on Domestic Tourism

Promotion of domestic tourism products awareness among locals in collaboration with local authorities and education institutions

Strategies

- Promote hosting of events by local institutions at different tourist destinations
- Integrate tourism education in the school curriculum to ensure an early appreciation of the various tourist attractions in the Kingdom of Swaziland
- Conduct awareness campaigns and promotion activities to encourage domestic tourists
- Awarding of preferential rates to locals at major tourist attractions
- Initiate programmes that will encourage the locals to visit the country's tourism products

6.7 Tourism and Culture

The Swazi culture is unique and attracts tourists from all over the world. There is need to maximize the benefits that accrue from regional and international cultural tourists. The major cultural events are held annually and include the Incwala ceremony, annual Marula Festival, and three Umhlanga ceremonies within a year to name a few. There is need to protect and preserve the cultural values from the negative impacts that tourism can cause. Cultural heritage areas need to be protected from the tourists who may denigrate the sacred places.

Caution should be taken to ensure that what is authentically swazi is not lost in the pursuit of providing cultural products for tourists.

Policy Statement on the Culture and Tourism

Strengthening of institutions that promote awareness and protection of Swazi culture among international and domestic tourists

Strategies

- Collaborate with traditional authorities in establishing dates for major cultural events held annually.
- Promote publication and dissemination of literature on the culture of the Kingdom of Swaziland.
- Use of international electronic media to promote the major cultural events in collaboration with traditional authorities.
- Promote cultural programmes in school to encourage participation and pride in Swazi culture and custom.
- Consult cultural experts on the cultural impact of tourism projects
- Promote schools and other educational visits to museums and places of cultural heritage including visits to the Swaziland National Trust Commission
- Encourage community participation in the identification and management of community tourism sites
- Educate the nation so that in pursuit of tourism, swazis' do not sell out their own identity and culture
- Strengthen the powers and legal capacity of the Swaziland National Trust Commission (SNTC) in dealing with the cultural heritage issues

6.8 International and Regional Co-operation

The participation of Swaziland in Regional and International bodies has not brought significant benefits the Kingdom as efforts to deal with common problems are usually fragmented. There is need for collaborative efforts of national governments, international agencies, regional institutions and donor organizations in fostering the development of tourism to bring realisable benefits to the country. Swaziland will actively seek to participate in regional and international bodies whose primary objective is the development of tourism sector. The targeted bodies include amongst others RETOSA, UNWTO, SADC, COMESA, WTO, UN etc

Policy Statement on International and Regional Co-operation

Facilitation of the membership of the country to strategic regional and international tourism and economic cooperation bodies

Strategies

- Maintain current membership status in strategic regional and international bodies
- Be a signatory to international conventions affecting the sector
- Advocate partnerships between the public and private sectors of the sub region's tourism industries as a means to coordinate tourism development
- Improve tourism links with neighbouring countries
- Develop a cooperative spirit among the tourism industries of the sub region
- Pursue joint destination marketing for regional tourist attractions

6.9 Employment Creation and Human Resource Development

Tourism is one of the fastest growing industries in the world in terms of revenue generation. The same growth rate has not translated to proportional increases in employment opportunities created by the sector. Development of SMEs in the tourism sector is critical in enhancing the

sector's capacity to create employment. There is need to develop human resource capacity in the sector as training resources are thinly spread without officially recognized institutions of tourism training in the country.

Policy Statement on Employment and Human Resource Development
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The Government will facilitate strengthening of institutions offering training and support programs aimed at employment creation

Strategies

- Training of locals to assume senior management positions in sector industries.
- Promote capacity development and skills training programmes.
- Recognition of prior learning and experience in the absence of formal qualifications.
- Establishment of tourism training institutions and collaborate with vocational training institutions to incorporate tourism course and training.
- Create collaboration between training institutions and operators for work related learning and industrial attachments

6.10 Tourism Investment and Foreign Direct investment (FDI)

Promotion of investment in the sector is key to the growth of the sector and the sector's contribution to national economic growth. Swaziland has not been receiving significant FDI in the tourism sector. Efforts to attract Foreign Direct Investment need to be doubled.

Policy Statement on Tourism Investment and FDI

Provision of incentives and favourable investment conditions for the sector
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Strategies

- Ensure that key information about investing in Swaziland's tourism industry is readily available
- Shorten approval processes for tourism development projects by ensuring that there is adequate manpower in the relevant authorities responsible.
- Promote the image of Swaziland as a safe and secure investment location
- Support the growth of tourism destinations across Swaziland and encourage investment in tourism as an economic driver for communities
- Prioritise allocation of land for tourism projects and ensure security of tenure

7.INSTITUTIONAL FRAMEWORK FOR POLICY IMPLEMENTATION

7.1 The Role of Central Government

The role of central government in the tourism sector is to ensure that the sectoral policies are in line with macroeconomic and development framework.

The responsibilities of central government will include:

- Ensuring that there is a conducive macro-economic environment social and political policies.
- Putting into place mechanisms to ensure adherence to the environmental protection standards set up as well as appropriate mechanisms for evaluating and approving feasibility studies and EIAs.
- Oversee the enforcement of the Tourism Act and other tourism legislations.
- Encourage the implementation of environmental and forestry policies
- Providing and maintaining law and order and ensuring the safety and security of residents and visitors.
- Upgrading, developing and maintaining an efficient communications infrastructure.
- Promote public private partnerships in development of tourism infrastructure
- Support development of state of the art conference facilities to attract business class tourists and sporting facilities to attract sports tourists.
- Promote Public Private Partnerships in development of tourism infrastructure.
- Improve infrastructure network to tourism attractions including the road signage.

- Shortening approval processes for tourism development projects by ensuring that there is adequate manpower in the relevant authorities responsible.
- Allocation of land for tourism projects and ensure security of tenure
- To ensure the provision and proper maintenance of public amenities including ablution facilities at ports of entry.

7.2 The Role of the Inter-Ministerial Committee

The Government will establish an inter-Ministerial Committee for the tourism sector development, chaired by the Ministry of Tourism, involving related Ministries and Public Enterprises, which will aim to establish tourism as a national priority and coordinate Government actions to create an enabling environment for sustainable growth in the sector.

The responsibilities of the committee will include:

- Promoting awareness of the country's tourism policy amongst members of Parliament, the traditional authorities, throughout the Government and public enterprise and service agencies and to the general public through schools, local Government and the mass media
- Instigating studies and activities, which will promote recognition of the contribution of tourism to the economy and the sustainable future development of the country.
- Identifying and implementing incentives for investors interested in community-involved and environmentally beneficial tourism development
- Improving the arrival experience for tourists at border posts and the airport including better information and signage, longer opening hours and more friendly and efficient services (e.g. visa requirements and issuing procedures)
- Provision of improved infrastructure for tourism access and development on the basis of integrated area plans whilst minimizing negative and enhancing positive environmental impacts

- Supporting and implementing the necessary legislation and actions for conservation, protection and sustainable use of the country's natural environmental assets and the development of wildlife parks
- Taking action to limit the spread of crime, in particular tourist-related crime
- Facilitating donor support for tourism-related development programmes, particularly in the area of human resource development.
- Ensuring full Government support for regional tourism initiatives
- Facilitate Government initiatives in tourism development and promotion.
- Advocate for the removal of bottlenecks that are likely to hinder tourism development.

7.3 The Role of the Ministry Responsible for Tourism.

The ministry responsible for the sector will be responsible for formulation and enhancement of sectoral policy and regulatory functions. This entails:

- Formulation of the policy and overseeing its implementation.
- Sectoral planning and budgeting.
- Review tourism policy periodically in consultation with sector stakeholders
- Regional liaison in relation to tourism issues and priorities
- Formulation of the Tourism Act and review, including other relevant legislations.
- Monitoring and evaluation of the sector performance.
- Establishing minimum standards for the tourism service industry and introducing participatory monitoring and regulation;
- International co-operation and collaboration.
- Ensuring the registration and participation of Swaziland in regional and international tourism bodies
- Setting and reviewing establishment's registration fees and monitoring their issuance.
- Seeing to the enforcement of the Tourism Act and other tourism legislations.

- Coordinating the gathering and dissemination of appropriate information and statistics on the performance of the tourism sector to direct future policy and marketing strategies
- Controlling quality of tourism facilities and services by carrying out inspection and classification.
- Taking legal action against violators.
- Undertaking resource mobilisation from within and external.
- Oversee the sectoral implementation of conservation areas on Policy issues such as the TFCAs

7.4 The Role of Swaziland Tourism Authority

The Swaziland Tourism Authority as the lead agency in implementing the policy is responsible for;

- Promoting awareness of the benefits of tourism;
- Supporting improvements to the tourism in Swaziland in collaboration with various stakeholders.
- Carrying out market research and implementing a market strategy for the country in collaboration with stakeholders.
- Preparing intergrated plans for the future development of the tourism sector through a participatory process.
- Promoting and facilitating the development of tourism infrastructure, facilities and services in Swaziland.
- Promoting community-based tourism and local participation in the sector, including linkages for small entrepreneurs with larger business;
- In collaboration with SIPA facilitate the development of a conducive environment for expansion of existing and new local and foreign investment in tourism;
- Ensuring that key information about investing in Swaziland's tourism industry is readily available
- Advising on policy implementation directly or indirectly involving tourism.
- Identification of tourist attractions and diversification of tourism activities.

- The Swaziland Tourism Authority will be actively involved in regional initiatives to promote tourism.
- Timely provision of adequate information to the potential tourists

7.5 The Role of Swaziland National Trust Commission

The Swaziland National Trust Commission will be responsible for;

- Ensuring high quality product development.
- Marketing and promotion of the tourism products within the operating environment of the SNTC
- Conservation and awareness activities
- Ensuring proper management of the natural resources.
- Promoting publication and dissemination of literature on the culture of the Kingdom of Swaziland.
- Promoting cultural programmes in school to encourage participation and pride in Swazi culture and custom.
- Promote schools and other educational visits to museums and places of cultural heritage
- Perform secretariat duties in the implementation of the LSDI and TFCA initiatives

7.6 The Role of the Private Sector

The private sector has a responsibility for developing tourism as an industry and engine for the country's sustainable economic growth. Private sector participation, especially the participation of the indigenous population in investment activities within the tourism industry will be promoted.

Specific private sector responsibilities include;

- Participating, on the part of the private sector and including the indigenous population, in investment activities within the tourism industry.

- Awarding of preferential rates to locals at major tourist attractions.
- Initiate programmes that will encourage the locals to visit the country's tourism products
- Operating and managing the tourism industry sustainably, profitably and efficiently.
- Advertising and promoting specific tourist products and services locally, regionally and internationally.
- Continuously contributing to the upgrading of the skills of the work force by continuously providing training and re-training.
- Developing and promoting the kind of tourism that is socially, culturally and environmentally sound (i.e., Eco-tourism).
- Collaborating with the government, Swaziland Tourism Authority and other members of the private sector in ensuring the safety, security and health of visitors.
- Promoting and recognizing locals to assume senior management positions in sector industries.
- Provide opportunities for work related learning in collaboration with training institutions.
- Collaborating with the Swaziland Tourism Authority in planning for the promotion and marketing of tourism.
- Operating in line with the required and acceptable standards.

7.7 The Role of Non-Governmental Organisations (NGOs)

Non Governmental Organisations with interest in Tourism will be responsible for;

- Contribution to the implementation of the articulated policy strategies and action plans for the tourism industry.
- Participating in community-based projects that are tourist-related, e.g. projects dealing with the environment, infrastructure, culture and/or awareness campaigns.
- Providing educational and training services and bringing these

courses within the reach of local communities.

- Carrying out research on matters pertaining to tourism.

7.8 The role of Sector Associations

The role of sector associations like HOTAS, B&B Association, Backpackers Association, etc include;

- Policy implementation and advocating for amendments of same
- Lobbying the Ministry and Central Government on formulation of legislations or regulations affecting tourism directly.
- Advocating for private sector interests such as training in the hospitality sector and provision of signage leading to tourism establishments and attractions.

8. REVIEW, MONITORING AND EVALUATION

The policy will be reviewed after 5 years. The purpose of the review, monitoring and evaluation will be to;

- Realign the policy with changes over time
- Assess the relevance of legislations and regulations
- Ensure implementation of the policy follows agreed strategies and action plans
- Assess overall impact of the policy.
- Determine the adequacy of resources allocated to the sector

9. LEGISLATIVE AND REGULATORY FRAMEWORK

9.1 Tourism Act and Regulations

The Ministry of Tourism will be expected to formulate the Tourism Act and regulations to govern the sector. The Tourism Act is the overall Act governing the sector-wide legal aspects

9.2 Competition Regulation

Competition is important in enhancing efficiency, increasing accessibility and in the provision of quality tourism products and services. However, competition has to be regulated accordingly.

10. RESOURCE MOBILISATION

10.1 National Budget

The Ministry responsible for Tourism will draw its annual budget from the National Consolidated Fund, so as to perform and achieve its Ministerial objectives and facilitate those projects that fall within its scope

10.2 Levies and Fees

The Swaziland Tourism Authority will charge levies and fees from the operations of the private sector to finance recurrent marketing and administration expenditure.

10.3 Multilateral and Bilateral Sources

Funding for the sector will be sought by government from multilateral and bilateral organisations like UNWTO, EU, AfDB, SADC, World Bank etc

10.4 Non-Governmental Organisations.

Government will support establishment of NGOs with tourism interests