

# STRATEGY FRAMEWORK REPORT- DEVELOPMENT OF A TOURISM SECTOR STRATEGY AND IMPLEMENTATION PLAN FOR NONGOMA LOCAL MUNICIPALITY



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## 1. INTRODUCTION

Nongoma Municipality is located in the centre of Northern KwaZulu-Natal. Nongoma Municipality is one of the five local municipalities of the Zululand District Municipality and has three traditional authorities, named Mandlakazi, Usuthu and Matheni. Nongoma is strategically located on the R66 between Ulundi (55Km) and Pongola, and the R618 between Hlabisa at the Hluhluwe-Imfolozi Park and Hlobane, near Vryheid. Durban is 300km south. The Black Umfolozi River flows about 15km south of town. The town serves as a marketplace for the surrounding rural areas. Nongoma is surrounded by international tourism attractions such as the iSimangaliso Wetland Park to the east, and by natural tourism attractions such as the Hluhluwe-Imfolozi Game Reserve to the south. In addition to this, the current King of the Zulu nation resides in Nongoma, and therefore the municipality is considered the royal seat of the Zulu nation. Nongoma's unique role in the Zulu nation as a kingdom is a key competitive advantage in the tourism of the province. Despite this, Nongoma is still characterised by what are common features of rural municipalities in the province; underdevelopment, infrastructure backlogs, and unrealised opportunity in its economic sectors. The tourism sector in Nongoma is no different, and is largely underdeveloped. All existing tourism in Nongoma is the result of spin offs of cultural activity, or business activity (Reed Dance, Nongoma's growing economy, role as service node to surrounding rural areas, government interventions). There is no planned, formal and deliberate tourism in Nongoma, and this tourism strategy serves as the first overarching strategy by the Municipality aimed at structuring, planning for, and enabling of tourism in the local area.

As will be explained in the below, this report forms a key component of this process of developing an overarching tourism plan for the Municipality.

The process of the development of the tourism strategy has been divided into five work phases. The phases are as follows:

### **Work Phase One: Project Orientation and Inception**

In this phase, the tourism industry of Nongoma is initially reviewed, and the work plan for strategy formulation is developed and detailed.

### **Work Phase Two: Contextual Analysis (Current)**

In this work phase, the current tourism status quo of the Local Municipality are reviewed. Key policy and legislation relevant to tourism in Nongoma are also addressed. This phase includes:

- o Situational Analysis (including policy and programme review)
- o Destination Situational Analysis
- o SWOT and Gap Analysis.

### **Work Phase Three: Tourism Strategy (Current)**

This report deals with this phase of the project:

In this work phase, strategies to plan for the development the tourism sector both to contribute to the local economy, and to contribute to the overall socio-economic status of the local municipality are suggested. These are packaged in project/ intervention form, which were tested with stakeholders at the stakeholder workshop run on the 13<sup>th</sup> February 2014.

### **Work Phase Four: Project Design Phase**

This work phase is where 5 prioritised projects will be identified using the prioritisation matrix in a workshop with the PSC.

### **Work Phase Five: Implementation Plan**

This phase addresses the projects earlier identified and unpacks an action plan in terms of actions, timeframes, roles, and responsibilities, and monitoring and evaluation.

### **Work Phase Six: Close Out Report**

This work phase is administrative in nature, and closes off the entire planning process which, hereafter, will be launched into implementation.

## **1.1. PURPOSE OF THE REPORT**

The current report forms the third of six work phases as listed above. It is the tourism strategy framework, and its purpose is to provide the framework within which tourism in the municipality will be developed. The following points list the main purposes of this document:

- ✓ To review the key situational analysis findings, which will have an impact on the strategy going forward.
- ✓ To provide a framework for tourism development in the municipality
- ✓ To provide preliminary projects which will pre-empt more project ideas from stakeholders

## **1.2. METHODOLOGY**

The Nongoma Municipality tourism strategy has been developed following on from the findings of the contextual analysis. The contextual analysis itself was formulated after having conducted a desktop research study of national, provincial and local tourism legislation, policy and strategy as well as secondary and primary data on all major influences of the Municipality's tourism system. In addition, extensive consultation with key stakeholders- including tourists, product owners and relevant tourism institutions was conducted. This enabled a systematic assessment of each element of the

Municipality's tourism system, such that the whole system was addressed.

Following this background research, a list of strengths, weaknesses, opportunities and threats (SWOT) was extracted from the analysis, which gave rise to the gaps and opportunities on which the strategy will be built. The following tourism strategy formulation document is therefore based on Ulundi's the gaps and opportunities, and represents the bridge between the SWOT of the current tourism system, and the vision of the potential future tourism system. The strategic conclusions of this report will be packaged into potential actions or projects, which will be developed in detail in the work phases following the strategy formulation.

### **1.3. STRUCTURE OF THE REPORT**

The report is structured as follows:

#### **Section One: Introduction (current section)**

This section provides the direction and purpose of the report.

#### **Section Two: Overview of Key Strategic Findings from Situational Analysis**

This section discusses the key findings from the situational analysis which will guide the strategic direction of the tourism strategy, and eventually the strategic interventions for tourism in Ulundi.

#### **Section Three: Strategic Framework**

This section discusses the strategic framework for tourism in the Municipality.

#### **Section four: Summary of strategies, goals and projects**

This section summarises the preliminary projects for tourism in the Municipality.

#### **Section Five: Conclusion**

This section concludes the report

## 2. RECAPPING KEY STRATEGIC FINDINGS FROM SITUATIONAL ANALYSIS

The purpose of the following section is to set the foundation for the rest of the document. In this section the SWOT identified in the situational analysis is reiterated. Throughout the contextual analysis report it was mentioned that the SWOT analysis will feed into strategic actions for the Strategy formulation. All the SWOT points taken from the Situational Analysis can be clustered into key strategic issue areas

These include:

- ✓ CLOSE TO ABSENSE OF FULLY FLEDGED LEISURE TOURISM PRODUCTS, WITH A HIGH HERITAGE AND LOW ATTRACTION VALUE RATIO FOR MOST IDENTIFIED SITES
- ✓ ROAD INFRASTRUCTURE BAD AND GENERALLY THREATNING TOURISM POTENTIAL
- ✓ UNTAPPED BUSINESS AND UNREACHED INTERNATIONAL MARKETS, AND RESULTING POTENTIAL MARKETING OPPORTUNITIES
  - GOOD VISITOR RECEPTION, WARM, UNIQUE KINGDOM CULTURE
- ✓ KEY TOURISM ENABLING STAKEHOLDERS REQUIRING CAPACITATION, GOOD RELATIONS BETWEEN DIFFERING TIERS OF TOURISM INSTITUTIONS AND GOOD RELATIONSHIP WITH TRADITIONAL LEADERS. PRIVATE SECTOR REQUIRING ENGAGEMENT

### 2.1. STRATEGIC CLUSTERING OF SWOTS

The tables below recap the SWOT from the contextual analysis. In the strategy formulation, these strategic areas will be utilised such that strategic opportunities are extracted from the SWOT are incorporated into the vision, goals, strategies, and action/ potential projects.

- ✓ CLOSE TO ABSENSE OF FULLY FLEDGED LEISURE TOURISM PRODUCTS, WITH A HIGH HERITAGE AND LOW ATTRACTION VALUE RATIO FOR MOST IDENTIFIED SITES

STRATEGIC INTERVENTION AREA: PRODUCT DEVELOPMENT	
<b>KEY ISSUE:</b> Close to absence of fully fledged leisure tourism products, with a high heritage but low attraction value ratio for most identified sites. Royal Zulu Heritage competitive advantage	
Strengths	Nongoma is the cultural capital of Zululand since it is the seat of current Zulu King. This is its competitive advantage.
Strengths	The comparative advantage of Nongoma's Zulu culture is that it is genuine and current. What is attractive about Nongoma is not olden day culture that has to be relived and reconstructed, which is often the case in other heritage destinations, but all the central aspects of Zulu current culture, such as Umkhosi woMhlanga, the Mona Market, Nongoma Town, etc.
Strengths	Nongoma has many art and crafts groups, although they currently do not have one central base
Weaknesses	

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<b>STRATEGIC INTERVENTION AREA: PRODUCT DEVELOPMENT</b>	
<b>KEY ISSUE: Close to absence of fully fledged leisure tourism products, with a high heritage but low attraction value ratio for most identified sites. Royal Zulu Heritage competitive advantage</b>	
	Minimal formal tourism attractions at present mean outside the Reed Dance, Nongoma is not viewed as a tourism destination
Weaknesses	Very few tourists Nongoma during the Umkhosi woMhlanga (Reed Dance Festival) despite the amounts of money being spent by KZN Tourism on promoting the event.
Weaknesses	There are limited leisure and entertainment products.
Opportunities	A palaces route, in the long term, which complements tourist’s fascination with royal lifestyles, habits, cultures, etc. This requires an upgrade of the roads to and in between palaces, and an upgrade of palaces, as well as tourist reception within them.
Opportunities	The development of uMkhosi woMhlanga into a well-run tourism experience, while still maintaining its cultural significance.
Opportunities	Development of the Khangelamankengane Palace will be instrumental in attracting tourists to the municipality.
Opportunities	Numerous other tourism projects as listed in the previous section
Opportunities	Cultural tourism combined with community based, ‘green’ or ecotourism where possible
Threats	Many potential tourism attractions identified are located along gravel roads, for which no clear upgrading plans exist
Threats	The development of projects which have high heritage value, but minimal tourism value, in an area where are no flagship attractions exist to draw traffic. These types of projects are likely to fail.
Threats	There is an oversupply of accommodation establishments in general but during uMkhosi woMhlanga accommodation is in short supply.

✓ **ROAD INFRASTRUCTURE BAD AND GENERALLY THREATNING TOURISM POTENTIAL**

<b>STRATEGIC INTERVENTION AREA: INFRASTRUCTURE</b>	
<b>KEY ISSUE: Road infrastructure bad and generally threatening tourism potential</b>	
Weaknesses	Bad road infrastructure entering, and within the municipality perpetuate the undeveloped tourism state of the economy
Threats	Access roads from Hluhluwe-Umfolozi Park (R618), and Phongola (R66) threaten the success of Nongoma being a tourist destination.

✓ **UNTAPPED BUSINESS AND UNREACHED INTERNATIONAL MARKETS, AND RESULTING POTENTIAL MARKETING OPPORTUNITIES**

<b>STRATEGIC INTERVENTION AREA: MARKET AND MARKETING DEVELOPMENT</b>
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<b>KEY ISSUE: Untapped Business and Unreached International Markets, and Resulting Potential Marketing Opportunities</b>	
Opportunities	Planning joint tourism marketing between the regions, especially packing products between other destinations and Nongoma (e.g. Ntendeka Forrest, Marian Shrine).
Strengths	Stream of potential tourists entering the municipality

✓ **GOOD VISITOR RECEPTION, WARM, UNIQUE KINGDOM CULTURE**

<b>STRATEGIC INTERVENTION AREA: TOURIST RECEPTION</b>	
<b>KEY ISSUE: Good visitor reception, warm, unique kingdom culture</b>	
Strengths	Residents of Nongoma are culturally open, warm, respectful and hospitable; with the respectfulness and honouring culture likely owing to the presence of a monarchy within the region. This has the ability to draw tourists back.

✓ **KEY TOURISM ENABLING STAKEHOLDERS REQUIRING CAPACITATION, GOOD RELATIONS BETWEEN DIFFERING TIERS OF TOURISM INSTITUTIONS AND GOOD RELATIONSHIP WITH TRADITIONAL LEADERS. PRIVATE SECTOR REQUIRING ENGAGEMENT**

<b>STRATEGIC INTERVENTION AREA: TOURISM AND TOURISM RELATED INSTITUTIONS</b>	
<b>KEY ISSUE: Key tourism enabling stakeholders requiring capacitation, good relations between differing tiers of tourism institutions and good relationship with traditional leaders. Private sector requiring engagement</b>	
Weaknesses	Cleanliness and good toilet facilities required by tourists are required in Nongoma
Strengths	Good working relationship between the municipality and the CTO, as well as traditional authorities. Particularly the relationship with traditional authorities is not common in the province.
Weaknesses	A lack of finances hinders projects from being implemented; also because tourism is often not prioritised when finances are available.
Threats	Good rapport must be built with the Royal Family and tourism planning, and the Royal Family must be in agreement with all plans as without this, Nongoma's key projects (Royal Zulu culture) would be unsuccessful
Weaknesses	Cleanliness and good toilet facilities required by tourists are required in Nongoma



### 3. STRATEGY

#### 3.1. VISION

The strategic direction of tourism in the Municipality must be guided by a tourism vision. Based on the visions of tourism stakeholders, including local product owners and tourism planners, and tourism related district and provincial government departments, as well as the SWOT of the Municipality, the vision for tourism development in Nongoma is for Nongoma:

**“TO BE THE KNOWN AS EHLALANKOSI; THE SEAT OF THE ZULU KINGDOM:  
WHERE THE WORLD CAN ACCESS AUTHENTIC AND ROYAL ZULU HERITAGE AND CULTURE”**

This is in line with the KZN Provincial Tourism Strategy, which recommends that on a provincial level, Zululand be marketed as the area where the Province’s main heritage experiences can be accessed. It is also based on the main strengths of Nongoma identified in the SWOT, namely:

- ✓ Nongoma is the cultural capital of Zululand since it is the seat of current Zulu King. This is its competitive advantage.
- ✓ The comparative advantage of Nongoma’s Zulu culture is that it is genuine and current. What is attractive about Nongoma is not olden day culture that has to be relived and reconstructed, which is often the case in other heritage destinations, but all the central aspects of Zulu current culture, such as Umkhosi woMhlanga, the Mona Market, Nongoma Town, etc.
- ✓ Residents of Nongoma are culturally open, warm, respectful and hospitable; with the respectfulness and honouring culture likely owing to the presence of a monarchy within the region. This has the ability to draw tourists back.

#### 3.2. STRATEGIES, GOALS AND PROJECTS

The following sub section unpacks strategies which have been derived from the current SWOT of the local municipality, and therefore directly address the current issues of Ulundi’s tourism.

- ✓ **STRATEGY ONE: Marketing of Nongoma Municipality to ensure attraction of new leisure markets (Marketing and Market development)**
- ✓ **STRATEGY TWO: To increase available tourism offerings in Nongoma Municipality (Product development)**
- ✓ **STRATEGY THREE: Development of Tourism Infrastructure in the Municipality (Infrastructure)**
- ✓ **STRATEGY FOUR: Capacitation of existing Institutional Structures (Institutions)**
- ✓ **STRATEGY FIVE: Ensure Responsible and Effective Tourism Development (Cross Cutting Development Principles)**

**3.2.1. STRATEGY ONE: Marketing of Nongoma Municipality to ensure attraction of new leisure markets (Marketing and Market development)**

This strategy is important as it markets the drawcards to the Municipality, and therefore works in direct correlation with the product offerings. The key opportunities in this strategy are presented by the constant flow of tourists into the Municipality as business tourists at present, and the opportunity this presents for them to be converted into leisure tourists, and to tap into potential expenditure opportunities when they are visiting for business. A key intervention area is for Nongoma to be branded as the destination for people of Zulu descent, throughout the country to discover their heritage. This should be carried out in collaboration with Ulundi Municipality. Overall, in a rapidly modernizing South Africa, Nongoma has a role to play in making heritage accessible, and providing authentic education on this. Nongoma should also market itself significantly to international tourists as the destination where authentic, current lifestyles and cultures of Zulu Royalty can be experienced. This is aligned to the KZN Provincial Tourism Master Plan which recommends that Zululand be marketed as a destination where heritage experiences can be accessed. Other targets which this strategy will assist in fulfilling for the KZN Provincial Tourism Master Plan are:

- ✓ Improvement of niche tourism experiences (in this case, the provision of them).
- ✓ Growth of the domestic market at 5.5% by 2015, for heritage experiences, and domestic business tourists at 60%.
- ✓ The overseas market is targeted to grow at 15% for heritage and cultural tourism

<b>MARKETING OF THE NONGOMA REGION TO ENSURE ATTRACTION OF NEW LEISURE MARKETS (MARKETING AND MARKET DEVELOPMENT)</b>	
<b>Goal</b>	<b>Ensure Nongoma, in correspondence with other locations in Zululand (particularly Ulundi) is perceived by Zulu South Africans throughout the country as destination to discover Zulu heritage. “The seat of the Zulu Kingdom”.</b>
<i>Project/ Intervention1:</i>	Market Nongoma (in conjunction with Ulundi) at trade shows, and gateways into the province, as well as television shows such as Sho’t Left in locations throughout South Africa with high Zulu populations of “New Horizon Families”, “Well to Do Mzansi Families”, and “High Life Enthusiasts”; e.g. Gauteng, Durban and Pietermaritzburg.
<i>Project/ Intervention2:</i>	Sub brand Nongoma, in partnership with Ulundi, as a destination for people to go on heritage/ “self”-finding holidays. Make Nongoma the destination for accessible heritage. Brand using phrases such as “Zazise Umlando Wakho”, “Yazi Umlando Wakho”; “Zithole”; “Yazi Usiko Lwakho”; “Zazise Usiko Lwakho”, etc.
<b>Goal</b>	<b>Market products to existing business tourists, at business establishments, and offer packages and specials</b>
<i>Project/ Intervention1:</i>	Ensure branding is market driven: Intentionally market Nongoma as a business and heritage destination, by including this in branding.
<i>Project/ Intervention2:</i>	

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	Create packages between products and market with special offers to local tourists. Create marketing campaign specifically for business tourists; particularly New Horizon Families, Well to Do Mzansi Families, High Life Enthusiasts, and encourage establishments to offer free leisure days for a set number of business days spent in Nongoma.
<b>Goal</b>	<b>Attract International Tourists</b>
<i>Project/ Intervention1:</i>	Intentionally place “authenticity”, and “heart of Zulu Kingdom” as central themes to marketing Nongoma. Liaise with TKZN.
<i>Project/ Intervention2:</i>	Market Nongoma as destination to discover ways and lifestyle of current Zulu Royalty. Place emphasis on “Royal Palaces Route”, with KwaKhangelamankengane as anchor project. This requires fixing of R66.
<i>Project/ Intervention3:</i>	Market Nongoma as destination to discover daily, authentic lifestyles of modern Zulu people in the heart of the Zulu kingdom. Include as attractions, the Mona Market and Nongoma Town. Link with other attractions north of Nongoma (Ntendeka Forest and Ngome Shrine in Abaqulusi), and attractions south of Nongoma in Ulundi Municipality, in order to create a day’s route. This requires fixing of R66. Assist CTO in packaging products together.
<i>Project/ Intervention4:</i>	Intentionally target tour companies and offer packages, to ensure scheduled flow of international tourists for Zulu products.

### 3.2.2. STRATEGY TWO: To increase available tourism offerings in Nongoma Municipality (Product development)

This strategy is particularly important in the case of Nongoma, for which the development of tourism products will form the foundational steps toward the development of a tourism system in the Municipality. This strategy deals with what is the main attraction to any location for a tourist. . In particular, one of Nongoma’s competitive advantages is that the lineage of all people of Zulu descent can be traced to either one of the three traditional authorities present in the Municipality, although they may not be located there at present. This provides an opportunity for people to visit either of three heritage centres, where they will be able to receive a personalized heritage experience, or education of their lineage. This is of interest to New Horizon families at present, reported through the National Tourism Marketing Strategy to be interested in heritage experiences. This also provides an opportunity for modern, urbanized parents in larger cities such as Durban, Pietermaritzburg and Johannesburg to educate and instil pride in their kids about their Zulu culture; but are not themselves equipped to do so. Other opportunities are the development of a one stop lobola centre, where these same markets are able to receive cultural education about the reasons and original customs of Zulu lobola, a cultural practice so frequently practiced. The main, flagship attraction which is presented for both international and national tourists is the development of the KwaKhangelamankengane Project. The strategy is therefore aligned to the KZN Provincial Tourism Strategy, where targets are for the:

- ✓ Integration of heritage within /across core experiences

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- Take battlefields experiences into mainstream desirable general interest experience and link to core experiences
- Incorporate heritage & cultural emphasis into all product development and services – part of tourism awareness, service excellence and development facilitation.

It is important to note that the projects named, as well as those listed below however, are also almost all highly dependent on infrastructure (mainly roads and signage) development in the Municipality.

<b>TO INCREASE AVAILABLE TOURISM OFFERINGS IN NONGOMA MUNICIPALITY (PRODUCT DEVELOPMENT)</b>	
<b>Goal</b>	<b>Develop events in Municipality into tourist attractions, and package into an events calendar for tourists; packaged with complementary activities during these events to encourage longer stays.</b>
<i>Project/ Intervention1:</i>	In collaboration with TKZN and KZNDAC, assist in developing uMkhosi Womhlanga into fully fledged tourism product, along with other activities at this time of year, to encourage longer stays in Nongoma LM (e.g. low key Zulu dance displays)
<i>Project/ Intervention2:</i>	In conjunction with Nongoma Marathon Club, develop Zululand marathon into tourism product with Zulu memorabilia for runners. Discuss potential routes throughout municipality as roads are upgraded.
<i>Project/ Intervention3:</i>	Explore long term possibility of developing other festivals into tourism attractions (uMkhosi Wokweshwama, uMkhosi Womhlanga for married women, uMkhosi Wamaganu, The King's Birthday, Matheni young maiden's festival, Mandlakazi young maiden's festival, etc.).
<i>Project/ Intervention 4</i>	Develop arts and crafts centre opposite the Mona Market, at which Zulu dance and music festivals can be held.
<i>Project/ Intervention 5</i>	Develop Mona Market into fully fledged tourism product, and ensure that international tour busses booked arrive in conjunction with Mona market schedule, such that it can be included in the itinerary.
<i>Project / Intervention 6</i>	Create concise tourism events calendar for Nongoma, including all the above events, as well as booking details, access details, accommodation, etc; for which packaged holidays can be planned in conjunction with.
<i>Project / Intervention 7</i>	Facilitate the development of a conferencing facility within Nongoma Town, to complement business and leisure events (based on the results of a feasibility assessment).
<b>Goal</b>	<b>Develop Nongoma into a heritage destination for each for which Zulu people throughout South Africa are able to visit trace, understand, celebrate and appreciate their heritage.</b>
<i>Project/ Intervention1:</i>	Develop a heritage centre in Matheni Traditional Council area. Ensure that the heritage centre is in close proximity to natural attractions and activities, and that a restaurant is located nearby as well.
<i>Project/ Intervention2:</i>	Develop a heritage centre in the Mandlakazi Traditional Council area. Ensure that the heritage centre is in close proximity to natural attractions and activities (e.g. Phethu Hot Springs) and that a restaurant is located nearby as well.
<i>Project/ Intervention3:</i>	Develop a heritage centre in the Usuthu Traditional Council area. Ensure that the heritage centre is in close proximity to natural attractions and activities, and that a restaurant is located nearby as

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<b>TO INCREASE AVAILABLE TOURISM OFFERINGS IN NONGOMA MUNICIPALITY (PRODUCT DEVELOPMENT)</b>	
	well.
<i>Project/ Intervention4:</i>	Develop a “one stop lobola” shop, where people are able to access authentic lobola goods when they visit the municipality; which they are able to take back to their destinations. The lobola centre should be themed such that modern day Zulu people are able to understand the real reasons behind the lobola tradition, with artefacts, etc.
<i>Project/ Intervention5:</i>	Consult with crafters in each community within communities in each traditional council to provide crafts for each heritage centre, and to set up stalls along the routes in the long term.
<b>Goal</b>	<b>Develop tourism product linking palaces and royal Zulu theming in the municipality</b>
<i>Project/ Intervention1:</i>	Provide services and infrastructure support, as well as marketing support through Nongoma CTO, in ensuring that the KwaKhangelamankengane Project is successful as an anchor tourism project in the local municipality.
<i>Project/ Intervention2:</i>	Consult with Royal Family and each palace authority for possibility of developing each palace into a tourism attraction.
<i>Project/ Intervention3:</i>	Explore possibility of developing a Royal Palaces Route; including signage, facilities, etc.
<b>Goal</b>	<b>Develop leisure products within the town centre to encourage business tourist expenditure after work hours</b>
<i>Project/ Intervention1:</i>	Encourage each establishment to have after hours leisure activities (pool table, big screen televisions for sports screenings)
<i>Project/ Intervention2:</i>	Facilitate the establishment of a leisure facility, including activities such as Zulu karaoke, Zulu games, board games, etc. Market town as having leisure activities for business tourists. Link this to the tourism information office.
<b>Goal</b>	<b>Explore further heritage and historical sites for tourism potential, for development into viable tourism products</b>
<i>Project/ Intervention1:</i>	Explore tourism potential of Umuzi kaBhova, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.
<i>Project/ Intervention2:</i>	Explore tourism potential of Umuzi wasoSuthu, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.
<i>Project/ Intervention3:</i>	Explore tourism potential of Abantwana bakaBhusha, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.
<i>Project/ Intervention4:</i>	Explore tourism potential of Queen Nonono Clinic, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.

**3.2.3. STRATEGY FOUR: Development of Tourism Infrastructure in the Municipality (Infrastructure)**

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This strategy holds the success of the whole tourism strategy for the municipality. Particularly for the development of roads, if these are not fixed, the tourism attractions will not be accessible, and therefore unutilized. The key actions involve short and long term plans for the prioritization for the R66, where temporary fixing of the R66 will provide a short term solution, involve local communities, and provide temporary job opportunities. Other important roads include those that will be prioritized once the exact locations of each of the heritage centers earlier discussed are finalized. Other recommendations included in this strategy are for supporting infrastructure, which mainly includes a tourist information centre, and signage throughout the municipality, as well as tourist centres, where tourists are able to refresh, relax and eat when they visit Nongoma.

<b>DEVELOPMENT OF TOURISM INFRASTRUCTURE IN THE MUNICIPALITY (INFRASTRUCTURE)</b>	
<b>Goal</b>	<b>Ensure the prioritisation of road infrastructure along routes along which tourism attractions are identified (including R66 as a matter of priority)</b>
<i>Project/ Intervention1:</i>	Lobby KZN DOT for the repair of the R66, together with Zululand DM
<i>Project/ Intervention2:</i>	In collaboration with Ulundi LM, and EPWP (or similar programme), and in consultation with the KZN DOT develop intervention for regular filling of potholes with temporary material, until permanent repair of the R66 by KZNDOT. Facilitate community involvement by providing temporary employment to locals.
<i>Project/ Intervention3:</i>	Solidify locations of traditional council heritage centres, so as to determine correct roads requiring upgrades throughout Municipality. Once these roads are confirmed, table them as priority with KZNDOT. Until roads are upgraded, initiate project, in consultation with KZNDOT, and EPWP, and Nongoma Technical Services Department to provide temporary solutions to roads to make them more accessible.
<b>Goal</b>	<b>Develop key supporting infrastructure such as signage, information and tourist facilities in all key areas in the local municipality</b>
<i>Project/ Intervention1:</i>	Conduct comprehensive signage audit of Nongoma LM, seek funding and install signage throughout the Municipality.
<i>Project/ Intervention2:</i>	Develop a tourist office/ information centre in the Municipality
<i>Project/ Intervention3:</i>	Consult with existing accommodation establishments to provide tourist stops with lavatory, refreshment, restaurant facilities and curios, to be booked by tour busses until fully fledged stops are developed within the Municipality.
<i>Project/ Intervention4:</i>	Provide support for, or ensure a tourist facility is located at each key tourist attraction (depending on ownership of attraction), ensuring that each information facility is equipped with marketing material of other attractions in the municipality, and those linked to these attractions.
<i>Project/ Intervention5:</i>	Consult Amafa with list of heritage sites identified in the Situational Analysis, for upgrading of sites. Set aside funding for regular maintenance of sites.
<i>Project/ Intervention6:</i>	Once heritage centre are up and running and have sufficient foot traffic, ( <i>in the long term</i> ), set up crafts stalls along routes to each centre for local crafters to display goods.

### 3.2.4. STRATEGY FOUR: Capacitation of existing Institutional Structures (Institutions)

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This strategy deals with the capacitation of the institutional structures in the Municipality, starting with the tourism unit, and tourism decision makers. It recommends that the tourism unit be capacitated with training, and that there be a minimum of two full staff, with an intern assistant; which is not the case at present. It also recommends that decision makers in tourism are equipped with interactive training on tourism, and that this be included in the induction procedures of EDP councilors. The strategy also aims at addressing private sector, by attracting more membership of private sector in the CTO, including arts and crafters. This will make the CTO more effective, with more resources to market the municipality, and will provide the arts and crafters with an opportunity to be represented in tourism in the Municipality.

<b>CAPACITATION OF EXISTING INSTITUTIONAL STRUCTURES (INSTITUTIONS)</b>	
<b>Goal</b>	<b>Encourage key decision makers to perceive tourism as a vital and priority economic sector</b>
<i>Project/ Intervention1:</i>	Invite councillors, EXCO members, and Amakhosi for interactive tourist tour of Nongoma Municipality, informed by the economic benefits of tourism. Stop at tourism attractions which have provided high levels of employment and GVA, and also highlight needs of tourism in the Municipality in general.
<i>Project/ Intervention2:</i>	Ensure that interactive tourism training is funded for and included in council induction process.
<i>Project/ Intervention3:</i>	Provide interactive tourism training for Amakhosi.
<b>Goal</b>	<b>Ensure private sector is engaged through the CTO to ensure optimum membership</b>
<i>Project/ Intervention1:</i>	Ensure non direct tourism stakeholders are included in institutional structures (e.g. cultural groups, arts and crafters) as these are core to Zulu themed tourism, and therefore must be engaged. Contact groups for inclusion in CTO, and include in projects and marketing of municipality.
<i>Project/ Intervention2:</i>	Sell CTO to private sector to encourage more sign ups. Aim for 80% of products registered with CTO, including arts groups.
<i>Project/ Intervention3:</i>	Facilitate more involvement with private sector through inviting them to participate at planning meetings, or by joining existing planning meetings held by Zululand DM
<b>Goal</b>	<b>Capacitate Local Tourism Unit in Nongoma</b>
<i>Project/ Intervention1:</i>	Provide training for Nongoma Municipality employees on effective sourcing of funding.
<i>Project/ Intervention2:</i>	Provide short market driven tourism development training for full time employees of tourism in Nongoma Municipality. Seek funding for study tour of tourism products for permanent tourism staff in Nongoma, to provide exposure to similar heritage tourism products.
<i>Project/ Intervention3:</i>	Ensure tourism marketing and tourism development are incorporated into the institutional framework of the municipality. See institutional framework in Implementation Plan and Project designs report.

### 3.2.5. STRATEGY FIVE: Ensure Responsible and Effective Tourism Development (Cross Cutting Development Principles)

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This strategy is important to ensure that the strategy is responsible, and effective. It addresses issues such as skills development and community development, through community ownership, or ownership by entrepreneurs in the community. Close ties are required, for this strategy, with institutions directly in this field, such as CATHSETA and Umthashana FET College.

### STRATEGY FIVE: ENSURE RESPONSIBLE AND EFFECTIVE TOURISM DEVELOPMENT (CROSS CUTTING DEVELOPMENT PRINCIPLES)

<b>Goal</b>	<b>Ensure community development is integral in tourism development</b>
<i>Project/ Intervention1:</i>	Where projects are initiated by the Municipality, ensure project ownership is transferred to communities. Ensure that from the onset, projects are designed for community ownership, or ownership by community entrepreneurs.
<b>Goal</b>	<b>Ensure tourism skills development is incorporated into tourism development</b>
<i>Project/ Intervention2:</i>	Facilitate the training of tour guides, with particular emphasis on storytelling (projects 2.1.1, 2.1.3, 2.1.4, 2.2.1, 2.2.2, 2.2.4, 2.3.1 and 2.3.2), with assistance from CATHSETA, for projects which require tour guiding.
<i>Project/ Intervention4:</i>	Facilitate and or ensure skills development and quality control of performance groups of performing artists in Nongoma public tourism attractions, e.g., musicals and shows at the arts centre opposite the Mona Market (project 2.1.4).



4. SUMMARY OF STRATEGIES, GOALS AND PROJECTS

STRATEGIES	GOALS	PROJECT/ INTERVENTIONS
<p><b>1</b></p> <p><b>MARKETING OF NONGOMA MUNICIPALITY TO ENSURE ATTRACTION OF NEW LEISURE MARKETS (MARKETING AND MARKET DEVELOPMENT)</b></p>	<p><b>1.1</b></p> <p>Ensure Nongoma, in correspondence with other locations in Zululand (particularly Ulundi) is perceived by South Africans throughout the country as destination to discover Zulu heritage. “The seat of the Zulu Kingdom”.</p>	<p><b>1.1.1</b></p> <p>Market Nongoma (in conjunction with Ulundi) at trade shows, and gateways into the province, as well as television shows such as Sho’t Left in locations throughout South Africa with high Zulu populations of “New Horizon Families”, “Well to Do Mzansi Families”, and “High Life Enthusiasts”; e.g. Gauteng, Durban and Pietermaritzburg.</p> <p><b>1.1.2</b></p> <p>Sub brand Nongoma, in partnership with Ulundi, as a destination for people to go on heritage/ “self”-finding holidays. Make Nongoma the destination for accessible heritage. Brand using phrases such as “Zazise Umlando Wakho”, “Yazi Umlando Wakho”; “Zithole”; “Yazi Usiko Lwakho”; “Zazise Usiko Lwakho”, etc.</p>
	<p><b>1.2</b></p> <p>Market products to existing business tourists, at business establishments, and offer packages and specials</p>	<p><b>1.2.1</b></p> <p>Ensure branding is market driven: Intentionally market Nongoma as a business and heritage destination, by including this in branding.</p> <p><b>1.2.2</b></p> <p>Create packages between products and market with special offers to local tourists. Create marketing campaign specifically for business tourists; particularly New Horizon Families, Well to Do Mzansi Families, High Life Enthusiasts, and encourage establishments to offer free leisure days for a set number of business days spent in Nongoma.</p>
	<p><b>1.3</b></p> <p>Attract International Tourists</p>	<p><b>1.3.1</b></p> <p>Intentionally place “authenticity”, and “seat of Zulu Kingdom” as central themes to marketing Nongoma. Liaise with TKZN.</p>
		<p><b>1.3.2</b></p> <p>Market Nongoma as destination to discover ways and lifestyle of current Zulu Royalty. Place emphasis on “Royal Palaces Route”, with KwaKhangelamankengane as anchor project. This requires fixing of R66.</p>
		<p><b>1.3.3</b></p> <p>Market Nongoma as destination to discover daily, authentic lifestyles of modern Zulu people in the heart of the Zulu kingdom. Include as attractions, the Mona Market and Nongoma Town. Link with other attractions north of Nongoma (Ntendeka Forest and Ngome Shrine in Abaqulusi), and attractions south of Nongoma in Ulundi Municipality, in order to create a day’s route. This requires fixing of R66. Assist CTO in packaging products together.</p>
		<p><b>1.3.4</b></p> <p>Intentionally target tour companies and offer packages, to ensure scheduled flow of international tourists for Zulu products.</p>
	<p><b>2.1</b></p> <p>Develop events in Municipality into tourist attractions, and package into an events calendar for tourists; packaged with complementary activities during these events to encourage longer stays.</p>	<p><b>2.1.1</b></p> <p>In collaboration with TKZN and KZNDAC, assist in developing uMkhosi Womhlanga into fully fledged tourism product, along with other activities at this time of year, to encourage longer stays in Nongoma LM (e.g. low key Zulu dance displays)</p>
		<p><b>2.1.2</b></p> <p>In conjunction with Nongoma Marathon Club, develop Zululand marathon into tourism product with Zulu memorabilia for runners. Discuss potential routes throughout municipality as roads are upgraded.</p>
		<p><b>2.1.3</b></p> <p>Explore long term possibility of developing other festivals into tourism attractions (uMkhosi Wokweshwama, uMkhosi Womhlanga for married women, uMkhosi Wamaganu, The King’s Birthday, uMkhosi WamaNazaretha, Matheni young maiden’s festival, Mandlakazi young maiden’s festival, etc.).</p>
		<p><b>2.1.4</b></p> <p>Develop arts and crafts centre opposite the Mona Market, at which Zulu dance and music festivals can be held.</p>
		<p><b>2.1.5</b></p> <p>Develop Mona Market into fully fledged tourism product, and ensure that international tour busses booked arrive in conjunction with Mona market schedule, such that it can be included in the itinerary.</p>
		<p><b>2.1.6</b></p> <p>Create concise tourism events calendar for Nongoma, including all the above events, as well as booking details, access details, accommodation, etc; for which packaged holidays can be planned in conjunction with.</p>
		<p><b>2.1.7</b></p> <p>Facilitate the development of a conferencing facility within Nongoma Town, to complement business and leisure events (based on the results of a feasibility assessment).</p>
<p><b>2.2</b></p> <p>Develop one centre of heritage for each traditional council, for which Zulu people throughout South Africa are able to visit to trace, understand, celebrate and appreciate their heritage.</p>	<p><b>2.2.1</b></p> <p>Develop a heritage centre in Matheni Traditional Council area. Ensure that the heritage centre is in close proximity to natural attractions and activities, and that a restaurant is located nearby as well.</p>	
	<p><b>2.2.2</b></p> <p>Develop a heritage centre in the Mandlakazi Traditional Council area. Ensure that the heritage centre is in close proximity to natural attractions and activities (e.g. Phethu Hot Springs) and that a restaurant is located nearby as well.</p>	
	<p><b>2.2.3</b></p> <p>Develop a heritage centre in the Usuthu Traditional Council area. Ensure that the heritage centre is in close proximity to natural attractions and activities, and that a restaurant is located nearby as well.</p>	
	<p><b>2.2.4</b></p> <p>Develop a “one stop lobola” shop, where people are able to access authentic lobola goods when they visit the municipality; which they are able to take back to their destinations. The lobola centre should be themed such that modern day Zulu people are able to understand the real reasons behind the lobola tradition, with artefacts, etc.</p>	
	<p><b>2.2.5</b></p> <p>Consult with crafters in each community within communities in each traditional council to provide crafts for each heritage centre, and to set up stalls along the routes in the long term.</p>	

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		PROJECT/ INTERVENTIONS			
2	TO INCREASE AVAILABLE TOURISM OFFERINGS IN NONGOMA MUNICIPALITY (PRODUCT DEVELOPMENT)	2.3	Develop tourism product linking palaces and royal Zulu theming in the municipality	2.3.1	Provide services and infrastructure support, as well as marketing support through Nongoma CTO, in ensuring that KwaKhangelamankengane Project is successful as an anchor tourism project in the local municipality.
				2.3.2	Consult with Royal Family and each palace authority for possibility of developing each palace into a tourism attraction.
				2.3.3	Explore possibility of developing a Royal Palaces Route; including signage, facilities, etc.
		2.4	Develop leisure products within the town centre to encourage business tourist expenditure after work hours	2.4.1	Encourage each establishment to have after hours leisure activities (pool table, big screen televisions for sports screenings)
				2.4.2	Facilitate the establishment of a leisure facility (or collaborate with existing, newly established facility in town), including activities such as Zulu karaoke, Zulu games, board games, etc. Market town as having leisure activities for business tourists.
		2.5	Tourism activities available in the local municipality during Reed Dance season to increase attractiveness of the Reed Dance as a packaged destination	2.5.1	Interact directly with Royal Household for an understanding of concerns around activity during the Reed Dance period, and to discuss potential ideas around product offering in this time.
				2.5.2	Liaise with Ulundi Local Municipality to jointly table potential attractions and events; e.g. tours, parties, etc. for Reed Dance period to Royal Household. Incorporate into marketing of Nongoma Municipality.
		2.6	Explore further heritage and historical sites for tourism potential, for development into viable tourism products	2.6.1	Explore tourism potential of Umuzi kaBhova, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.
				2.6.2	Explore tourism potential of Umuzi wasoSuthu, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.
				2.6.3	Explore tourism potential of Abantwana bakaBhusha, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.
				2.6.4	Explore tourism potential of Queen Nonono Clinic, using draw card potential (primary, secondary or tertiary attraction), community involvement potential, tourist expenditure potential, and potential for tourist product to interlink with surrounding products.
		3	DEVELOPMENT OF TOURISM INFRASTRUCTURE IN THE MUNICIPALITY (INFRASTRUCTURE)	3.1	Ensure the prioritisation of road infrastructure along routes along which tourism attractions are identified (including R66 as a matter of priority)
3.1.2	In collaboration with Ulundi LM, and EPWP (or similar programme), and in consultation with the KZN DOT develop intervention for regular filling of potholes with temporary material, until permanent repair of the R66 by KZNDOT. Facilitate community involvement by providing temporary employment to locals.				
3.1.3	Solidify locations of traditional council heritage centres, so as to determine correct roads requiring upgrades throughout Municipality. Once these roads are confirmed, table them as priority with KZNDOT. Until roads are upgraded, initiate project, in consultation with KZNDOT, and EPWP, and Nongoma Technical Services Department to provide temporary solutions to roads to make them more accessible.				
3.2	Develop key supporting infrastructure such as signage, information and tourist facilities in all key areas in the local municipality			3.2.1	Conduct comprehensive signage audit of Nongoma LM, seek funding and install signage throughout the Municipality.
				3.2.2	Develop a tourist office/ information centre in the Municipality
				3.2.3	Consult with existing accommodation establishments to provide tourist stops with lavatory, refreshment, restaurant facilities and curios, to be booked by tour busses until fully fledged stops are developed within the Municipality.
				3.2.4	Provide support for, or ensure a tourist facility is located at each key tourist attraction (depending on ownership of attraction), ensuring that each information facility is equipped with marketing material of other attractions in the municipality, and those linked to these attractions.
				3.2.5	Consult Amafa with list of heritage sites identified in the Situational Analysis, for upgrading of sites. Set aside funding for regular maintenance of sites.
				3.2.6	Once heritage centre are up and running and have sufficient foot traffic, ( <i>in the long term</i> ), set up crafts stalls along routes to each centre for local crafters to display goods.
4.1	Encourage key decision makers to perceive tourism as a vital and priority economic sector			4.1.1	Invite councillors , EXCO members, and Amakhosi for interactive tourist tour of Nongoma Municipality, informed by the economic benefits of tourism. Stop at tourism attractions which have provided high levels of employment and GVA, and also highlight needs of tourism in the Municipality in general.
				4.1.2	Ensure that interactive tourism training is funded for and included in council induction process.
				4.1.3	Provide interactive tourism training for Amakhosi.
		4.2.1	Ensure non direct tourism stakeholders are included in institutional structures (e.g. cultural groups, arts and crafters) as these are core to Zulu themed tourism, and therefore must be engaged. Contact groups for inclusion in CTO, and include in projects		

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		<b>PROJECT/ INTERVENTIONS</b>		
4	CAPACITATION OF EXISTING INSTITUTIONAL STRUCTURES (INSTITUTIONS)	4.2	Ensure private sector is engaged through the CTO to ensure optimum membership	
			4.2.2	Sell CTO to private sector to encourage more sign ups. Aim for 80% of products registered with CTO, including arts groups.
			4.2.3	Facilitate more involvement with private sector through inviting them to participate at planning meetings, or by joining existing planning meetings held by Zululand DM
	4.3	Capacitate Local Tourism Unit in Nongoma	4.3.1	Provide training for Nongoma Municipality employees on effective sourcing of funding.
			4.3.2	Provide short market driven tourism development training for full time employees of tourism in Nongoma Municipality. Seek funding for study tour of tourism products for permanent tourism staff in Nongoma, to provide exposure to similar heritage tourism products.
			4.3.3	Ensure tourism marketing and tourism development are incorporated into the institutional framework of the municipality. See institutional framework in Implementation Plan and Project designs report.
5	ENSURE RESPONSIBLE AND EFFECTIVE TOURISM DEVELOPMENT (CROSS CUTTING DEVELOPMENT PRINCIPLES)	5.1	Ensure community development is integral in tourism development	
		5.1.1	Where projects are initiated by the Municipality, ensure project ownership is transferred to communities. Ensure that from the onset, projects are designed for community ownership, or ownership by community entrepreneurs.	
	5.2	Ensure tourism skills development is incorporated into tourism development	5.2.1	Facilitate the training of tour guides, with particular emphasis on storytelling (projects 2.1.1, 2.1.3, 2.1.4, 2.2.1, 2.2.2, 2.2.4, 2.3.1 and 2.3.2), with assistance from CATHSETA, for projects which require tour guiding.
			5.2.2	Facilitate and or ensure skills development and quality control of performance groups of performing artists in Nongoma public tourism attractions, e.g., musicals and shows at the arts centre opposite the Mona Market (project 2.1.4).

## **5. CONCLUSION**

This strategy framework provides the initial steps towards the development of a fully-fledged tourism system in Nongoma Municipality. Stakeholder input has been received, and this strategic framework highlights that in order for this strategy to be successful infrastructure development, institutional capacitation, marketing assistance, and product development are all important components to be addressed. Particularly important is infrastructure, in the form of roads and signage development, without which the development of tourism is threatened. Overall, the strengths of Nongoma, where Zulu heritage and royal dynasty are concerned provide exciting and original opportunities for tourism development.