IMPLEMENTATION PLAN AND PROJECT DESIGNS REPORT-DEVELOPMENT OF A TOURISM SECTOR STRATEGY AND IMPLEMENTATION PLAN FOR NONGOMA LOCAL MUNICIPALITY

Submitted to:

Department of Economic Development and Tourism

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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

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)

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o Destination Situational Analysis

o SWOT and Gap Analysis.

Work Phase Three: Tourism Strategy

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 draft project suggestions, which will be solidified after feedback is received from stakeholders at the stakeholder workshop scheduled for the 13th February 2014.

Work Phase Four: Project Design Phase (Current)

This work phase is where project designs are developed for the 5 prioritised projects which were identified using the prioritisation rating in the workshop with the PSC and that with tourism stakeholders.

Work Phase Five: Implementation Plan (Current)

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 fourth and fifth of six work phases as listed above. It is the implementation plan, with project designs for priority projects included, and its purpose is to provide the framework within which tourism in the municipality will be developed. The purpose of this phase is also to provide a motivation and implementation steps for each of the priority projects. The following points list the main purposes of this document:

✓ Assist the tourism practitioner in implementing the findings and plans of the tourism strategy
✓ Assist the tourism practitioner to source funding for projects, with particular focus on priority projects
✓ Provide a point of reference for tourism investors

1.2. 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: Steps in Implementation

This section provides an explanation of the approach to implementation planning to assist the practitioner to understand the implementation phase of the project, and its requirements. It also provides a guide to the practitioner on how to implement, by giving practical guidance on key institutions, funding sources, how to handle private sector projects, etc.

Section Three: Priority Projects

This phase focuses on the five selected priority projects, by providing details on how they should be implemented, and by providing a rationale on why they are important in the development of tourism in the municipality.

Section Four: Implementation Plan

This section provides a tabulated overview of the projects and key considerations for their implementation (e.g. financial, key partners, timeframes, etc).

Section Six: Conclusion

This section concludes the report.

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2. THE PROCESS OF IMPLEMENTATION

The projects which were identified in the strategy all require implementation. As a result, it is important that the Nongoma tourism practitioner has a solid understanding of how to successfully undertake the implementation process. The following section is designed to assist the Nongoma tourism practitioner to implement the identified projects, by going through the key implementation steps and processes, from start to finish. Areas covered include but are not limited to the following:

- ✓ Identification of location
- ✓ Pre-feasibility and full feasibility study
- ✓ Identification of Partnerships
- ✓ Development of Business Plan
- ✓ Budgeting and Funding
- ✓ Support Structures
- ✓ Enabling Environment

It must be noted that not all projects will follow this exact implementation process, and not all projects have these specific requirements. In addition to this, in some cases, Nongoma Municipality is not the primary implementer, and should therefore play a support, or facilitation of implementation role; whereas in other cases, the steps to implementation are short and quick because projects are not capital intensive, or site specific, and require no additional skills or infrastructure. Nonetheless, an understanding of all key implementation steps is necessary.
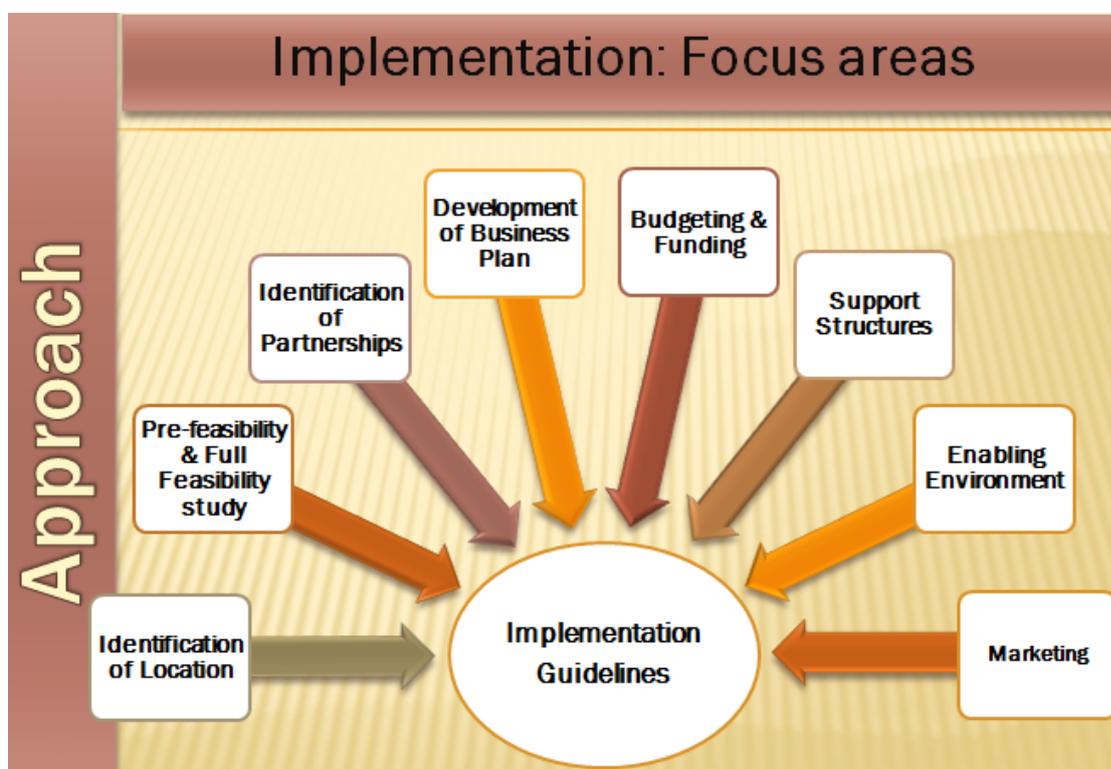
Each of the steps identified above are explained in more detail below:

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2.1. IDENTIFICATION OF LOCATION

Once the project to be implemented has been identified, the next step is to identify where it will be located. Thereafter, it is important to see whether there is any land available. It should be noted that in Nongoma, a significant amount of land belongs to traditional authorities. Such land cannot be sold to investors or to the municipality. For this reason, where sites for projects (e.g. community home stays) are on traditional land, effective communication and consultation with traditional authorities must be undertaken.

The location choice is made by considering:

1. What is the cost of the land?
2. Where is the target market?
3. Where are the inputs sourced from?
4. What resources are available in that area e.g. water, labour-force?
5. Is transport available?
6. Is there a network of access routes?
7. What is the already-existing activity in that area?
8. Is there a possibility of aligning or complementing already-existing programmes?

If the answers to the above questions complement the project, then the location choice is a good one. Sometimes, investors choose a location that may not at face-value, have any benefits. This is because there will be an advantage that outweighs all the negative factors. Therefore, in the end, the choice of location is completely up to the investor or project members.

2.1.1. Cross-District Projects

For projects that cross into another municipality, it is advisable that an external agency such as the district or the Zululand Tourism, or the particular external funder of the project co-ordinate functions that cross municipalities. Initial workshops should be held in order to clarify processes and functions. This also allows for the identification of appropriate skills and for budgets and time lines to be set. Thereafter bi-monthly workshops should be initiated in order to inform the other municipality on the progress that has been made. This provides ideal opportunities to exchange information and identify gaps and opportunities.

PRE-FEASIBILITY AND DETAILED FEASIBILITY STUDIES

A **pre-feasibility study** may be conducted first to help sort out relevant alternatives. It is a preliminary assessment of the technical and economic viability of a proposed project. Alternative approaches to various elements of the project are compared, and the most suitable alternative for each element is recommended for further analysis. Costs of development and operations are estimated. Anticipated

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benefits are assessed so that some preliminary economic criteria for evaluation can be calculated. In some cases the municipality may have the capacity to perform the pre - feasibility study by itself.

The specific tasks of a pre-feasibility study should be spelt out in clear terms of reference. In general terms, the main tasks of a prefeasibility study may include the following steps.

1. Undertake a detailed analysis of the development situation and constraints the tourism activity is to address, based on the collection of sound, objective data
2. Identify partner government policies, programmes and activities designed to address the constraints
3. Identify and define the linkages between the tourism initiative and poverty reduction, taking into account the findings of a poverty analysis
4. Define possible design options or concepts, including different forms of aid, that may merit analysis
5. Make a preliminary assessment of the viability of alternative approaches, and contrast and compare their likely feasibility and benefits
6. Make a preliminary identification of likely risks to feasibility and benefits (including risks to sustainability) and assess the importance of these risks,
7. Define achievable outcomes for the activity, and prepare (or further refine) an activity proposal (or proposals), including a logical framework matrix (or matrices), if appropriate
8. Prepare terms of reference for a further design step (possibly a feasibility design study), if further design is considered warranted.

A **feasibility study** is designed to provide an overview of the primary issues related to a business idea. The purpose is to identify any 'make or break" issues that would prevent the project from being successful. In other words, a feasibility study determines whether the business idea makes sense. A thorough feasibility analysis provides a lot of information necessary for the business plan. For example, a good market analysis is necessary in order to determine the project's feasibility. This information provides the basis for the market section of the business plan.

Because putting together a business plan is a significant investment of time and money, it has to be made certain that there are no major roadblocks facing the proposed project before investments are made. Identifying such roadblocks is the purpose of a feasibility study. A feasibility study looks at three major areas:

a. Market issues
b. Organisational/technical issues
c. Financial issues

A feasibility study should not do in-depth long-term financial projections, but it should do a basic break -even analysis to see how much revenue would be necessary to meet the operating expenses. A feasibility study may examine alternative methods of reaching objectives or be used to define or redefine the proposed project. The information gathered must be sufficient to make a decision on

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whether to go ahead with the project, or to enable an investor to decide whether to commit finances to it. This will normally require analysis of technical, financial, and market issues, including an estimate of resources required in terms of materials, time, personnel, and finance, and the expected return on investment. Conducting a feasibility study is a good business practice. Below are other reasons to conduct a feasibility study.

- Gives focus to the project and outline alternatives
- Narrows business alternatives
- Surfaces new opportunities through the investigative process
- Identifies reasons not to proceed
- Enhances the probability of success by addressing and mitigating factors early on that could affect the project
- Provides quality information for decision making
- Provides documentation that the venture was thoroughly investigated
- *Helps in securing funding from lending institutions and other sources*

2.2. PARTNERSHIP IDENTIFICATION AND PROJECT MATCHMAKING

The purpose of this step will be to identify possible partnerships that can be formed. It will also identify the parties that will be involved with implementing projects. The correct stakeholders, beneficiaries and project leaders need to be identified. The following activities can be undertaken in order to identify suitable partners.

1. Hosting an Opportunities Awareness Campaign. This campaign will assist the LED agency to find interested parties, who will be willing to run with the project by bringing various quotas of the municipal and district population into contact with each other.
2. Project-specific workshops can follow the initial one to ensure that the interested parties identified understand the project. At this stage the training requirements, if any, are identified.
3. The campaigns will also assist to match investors to projects that are already running in the municipality and district and also to the identified but not yet implemented projects.

2.3. DEVELOPMENT OF A BUSINESS PLAN

If the feasibility study indicates that the project idea is sound, the next step is a business plan. The business plan continues the analysis at a deeper and more complex level, building on the foundation created by the feasibility study. Business plans are drawn up firstly to map out how a project will be executed and secondly they are required when applying for funding. The purpose of the business plan is to minimise the risk associated with a new business and maximise the chances of success through research and planning. A business plan should have the following components:

1. Description of the Proposed Development Project

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2. Development of an operational plan – to give a concise, clear and understandable description of the input and capital requirements, production, operational and logistical strategies and systems that will be applied by the proposed development.

3. Impact assessment – to assess the project's impact on levels of economic activity, the increase in production (GGP) in Rand terms, how the general market will be affected and to analyse potential risks.

4. Development of an organisational, management and staffing plan – This will show how many people are required to run the project/business. It will also clarify at what levels they will work, e.g. managerial, administrative, or operational.

5. Development of a financial plan – Analyses envisaged income and expenditure of the project

6. Draw up Implementation Action Plan - to provide clear, functional guidelines with respect to implementing the preferred development concept

7. Monitoring, Evaluation and Mitigation framework – This highlights Key Performance Indicators and remedial actions to take should KPI's fail to be achieved.

Business plans provide details about the project that give funders the liberty to decide whether or not they want to invest their money in the project.

2.4.   MUNICIPALITY BUDGETING AND FUNDING

The relationship between the Nongoma Local Municipality and Zululand District becomes crucial here. There should be constant dialogue between the LM and the DM to ensure that all economic development related issues at local level are communicated upwards. This will enable the District Municipality to draw up informed budgets for economic development in the District. However since local municipalities in Zululand have undertaken to be responsible for tourism, the primary budgets for tourism should be sourced by the local municipality, with the District playing a support role. The financial information from the feasibility and business plan stages will be used to draw up municipal budgets.

It is also important that procedures are followed in developing tourism products at the local level, which the District, local municipality, and other key stakeholders are made aware of. It is important that a set of procedures is developed by all parties.

2.5.   SUPPORT STRUCTURES

The District and Local Municipality have available to them various support structures. These provide various cross-cutting functions that are necessary for the implementation of tourism projects. Support structures that are available in Nongoma and Zululand District are discussed below. Initially, a number of aspects concerning financial assistance are discussed.

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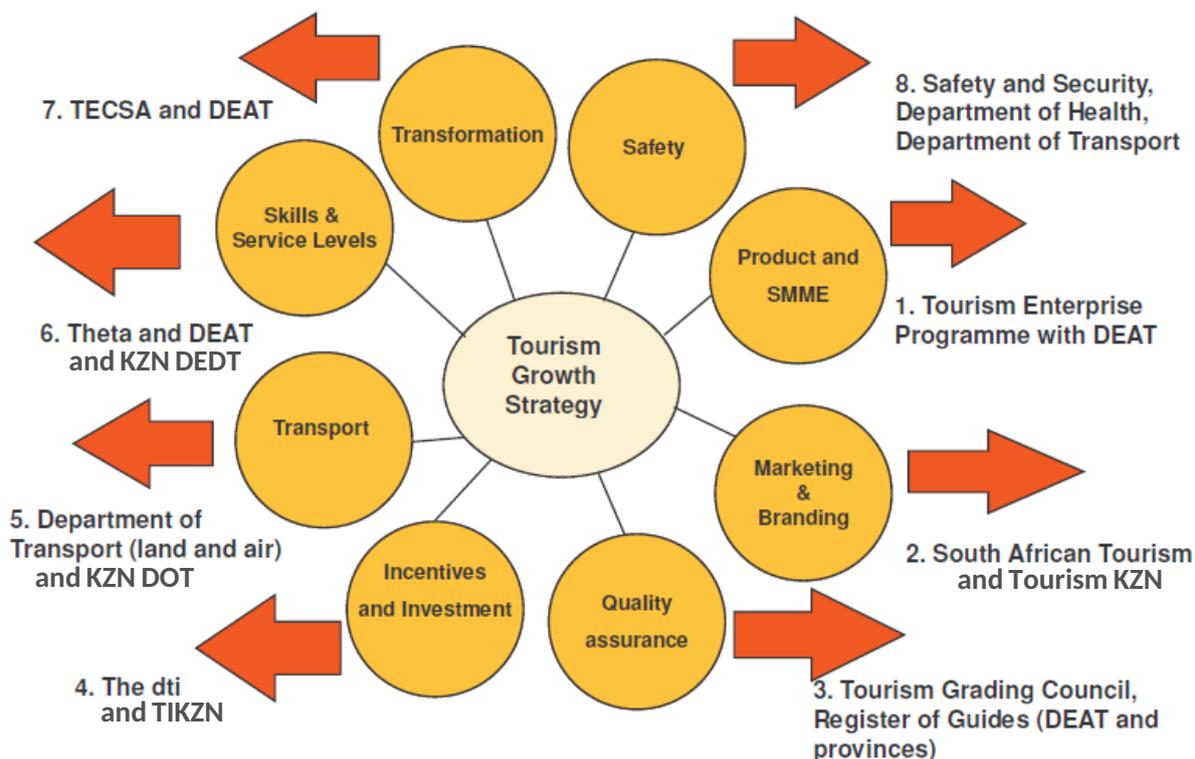
Cross cutting support structures:

- COGTA and KZN CoGTA

2.5.1. FINANCIAL ASSISTANCE

One of the most common challenges faced by entrepreneurs and government departments alike is the access to funding. There are various institutions that have funds allocated specifically to support economic development initiatives, including tourism development.

In obtaining capital from mainstream banks, there are many requirements such credit-worthiness, entrepreneur's assets, time of operation, viability of the business and so on. Further, banks charge the prime rate plus a margin. These margins vary from bank to bank and they also depend on the entrepreneur's relationship with their bank. Therefore, many new entrepreneurs are not able to source funding from mainstream financial institutions. In this section, we look at possible funding options available for businesses in the formal sector, as well as SMMEs, besides those offered by commercial banks and merchant banks.

Initially, when considering funding sources, the municipality or the entrepreneur needs to look at the project focus. Funding available is normally allocated to strategic industries which assist government to attain goals such as economic development, job-creation, skills enhancement etc.

Secondly, the project leader or municipality should determine how much funding is already available for the project, and the shortfall they require. The business plan should convince funders that the project is in fact viable, and not a "fly-by-night" venture. Business plans give details about the project

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that give funders the liberty to decide whether or not they want to put their money in the project. The entrepreneur should have some equity in order to give evidence of their commitment to the project. This can be in the form of personal funds, savings, or capital equipment.

Organisations that may be able to assist entrepreneurs and project leaders in Nongoma Municipality are:

A.   THE ZULULAND DISTRICT MUNICIPALITY

Municipalities are the biggest stakeholders in development projects because the more economic activity, the higher the revenue to be earned by the municipality. This revenue, in turn, is used to ensure that the enabling environment remains conducive. Therefore, it is important to budget for projects in which there will be partnerships with the District, and ensure that the District is aware, through platforms such as the tourism forum, of all initiatives which they are able to partner with Nongoma Municipality. If the municipality is able to fund most projects, thus being self-sufficient, projects can be implemented faster. Other funding sources require time to:

1. Understand the District.
2. Understand and also see the opportunity presented
3. To decide whether they will fund the project or not
4. To allocate funds within their budgets
5. To disburse funds to the project

The IDP is the most effective tool of ensuring that all projects are captured and thus budgeted for in the Integrated Development Plan for the District.

B.   ENTERPRISE INVESTMENT PROGRAMME

This programme is targeted at manufacturing and tourism businesses which are BEE compliant. Foreign businesses will also be able to obtain funding for relocation of capital equipment in the manufacturing sector. This will be useful for implementation of the manufacturing and tourism projects in District Municipality. It is calculated as follows:

1. Total Qualifying Investment less than R5 million: benefit calculated at 30% of the qualifying investment, over a three year period
2. Total Qualifying Investment between R5 million and R200 million: benefit calculated on a regressive scale of 30% to 15% of the total qualifying investment, over a two year period
3. The total benefit is limited to a maximum of R30 million over the period of the Incentive term

C.   TRADE AND INVESTMENT KWAZULU-NATAL (TIKZN)

Trade and Investment KwaZulu-Natal is a trade and investment promotion agency, developed to promote the province of KwaZulu-Natal as an investment destination, and promote trade by assisting local companies to identify markets and export their products. Services that TIKZN offers investors:
- The facilitation of joint ventures and business linkages between small and big business.
- The provision of relevant, reliable information to investors and traders.
- Assistance with applications for investment incentives and export marketing incentives.

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- Assistance to foreign investors with applications for business permits.
- Negotiation of local government incentives on behalf of investors.
- Provision of project support and aftercare services.
- Assistance to merging international traders and with international trade enquiries.
- Assisting investors to locate suitable premises and to secure project and operational financing.

Programmes offered by TIKZN:
- Small and medium enterprise development programme (smedp)
- Skills support programme (ssp)
- Trade point.

D.   DEVELOPMENT BANK OF SOUTHERN AFRICA (DBSA)

The bank is a development finance institution whose purpose is to accelerate sustainable socio-economic development by funding physical, social and economic infrastructure (DBSA website, 2008). DBSA Development Fund is a section 21 company which supports municipalities in service delivery and local economic development. The Siyenza Manje initiative which provides hands-on support to municipalities by facilitating and fast-tracking infrastructure development and service delivery is supported by the DBSA Development Fund (DBSA website, 2011). This funding should be sought for public sector projects implementation. The DBSA provides finance for tourism investments through various financial instruments. Project preparation assistance can be provided as part of such finance. To meet the financing requirements of private sector infrastructure projects (including tourism), the DBSA created the Private Sector Investment Unit.

The type of tourism investment supported by the DBSA includes the following categories:

- Attractions (natural, cultural or man-made)
- Facilities and services (e.g. Accommodation)
- Transport (air, road, water, rail)
- Supportive services (e.g. Safety, information)
- Enabling infrastructure (e.g. Transportation, telecommunication, water)
- Institutional infrastructure (e.g. Education and training, capacity building).

E.   DEPARTMENT OF ARTS AND CULTURE

The department is responsible for the management of the arts and craft sector on local and district government levels, mandated through both national and provincial legislation and other policy directives. To grow the economy and to narrow the gap between the first and second economies, the Department of Arts and Culture has invested 31, 5% (of available funds) in cultural projects in nodal municipalities to support the Integrated Sustainable Rural Development and Urban Renewal programmes. The department also offers the following programmes:

- Arts and Craft Development Programmes
- Skills programmes
- Arts and Culture Business Training Programme

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- Arts and culture aftercare programme for emerging artists
- Arts and culture learnerships.

F.   ARTS AND CULTURE TRUST (ACT)

ACT is the oldest funding agency in South Africa. It was established to secure financial and other resources for arts, culture and heritage and to project the needs and role of the sector into the public domain. The ACT development has been designed to enhance the continued development of arts and culture in South Africa and provides support for artistic excellence in creative production, professional development and training for the youth in the form of once-off grants up to a maximum of R60, 000, or three year grants of up to R30, 000 per annum. Grants for creative practitioners, arts managers or professional arts organisations for training in any of the following:

- Technical skills related to creative production (especially in new technologies)
- Arts administration and management (including financial and strategic management, office administration and organisational management)
- Arts marketing, publicity and public relations
- Arts fundraising & financial management
- Short-term internships (at professional arts organisations in South Africa).

Grants for training young people under the age of 25 in any of the following:
- Craft
- Dance
- Music
- Theatre
- Literature
- Visual art.

G   NATIONAL TREASURY

The National Treasury provides funding for infrastructure projects; these should be budgeted for by the Local Municipality and forwarded to Provincial Government for final delivery to National Treasury, which ensures that such projects are captured for the National Budget.

H.   TOURISM KWAZULU-NATAL (TKZN)

The activities of TKZN are directed and guided by the KwaZulu-Natal Tourism Act of 1996 (amended in 2002). This Act vests responsibility for the development, promotion and marketing of tourism in the province to TKZN. The workings of the public entity are therefore outlined in the sections below when the KZN Tourism Act that established the entity is discussed. Furthermore, it is important here to note that the majority of policy and institutional directives for tourism in the province emanates from TKZN, and most of this section of the report will therefore focus on TKZN policies and strategies. Some of the functions of TKZN are as follows:

- Ensure responsible tourism development, marketing and promotion of tourism products within the province and in municipal areas
- Ensure the implementation of National and Provincial tourism policies

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- Promote the integration of marketing and development of the tourism industry within the province
- Ensure that tourism operators and tourism establishments are adhering to the provincial policies and legislation.

I. SECTOR EDUCATION AND TRAINING AUTHORITIES (SETA)-

Sector Education and Training Authorities have been established to ensure that the skill needs for every sector of the South African economy are identified and that training is available to provide for these skill needs. A SETA's main function is to contribute to the raising of skills - to bring skills to the employed, or those wanting to be employed, in their sector. They have to do this by ensuring that people learn skills that are needed by employers and communities. There is no value in training people if they cannot use the skills they have learnt. Training must be to agreed standards, within a national framework wherever possible. All training, wherever it is provided, should be subject to quality control and where appropriate be compared to the best international standards.

CATHSSETA, the Culture, Art, Tourism, Hospitality and Sport Education and Training Authority, is the Sector Education and Training Authority established under the Skills Development Act (No 97 of 1998) for the Tourism, Hospitality ,Sports and Arts and Culture economic sectors. In terms of its constitution, theta aims to:

- Develop the skills of workers in the sector
- Increase the levels of investment in education and training in the tourism and hospitality sector (aiming directly at tourism)
- Encourage employers in the sector to train their employees, provide opportunities for work experience and employ new staff
- Encourage workers to participate in learnership and other training programmes
- Improve the employment prospects of disadvantaged people
- Ensure the quality of education and training in and for the sector workplaces
- Assist work seekers to find work and employers to find qualified employees
- Encourage providers to deliver education and training in and for the sector workplaces
- Cooperate with the South African qualifications authority.

J. DEPARTMENT OF TRANSPORT (DoT)

An efficient and effective transport system is considered a necessary condition for economic growth and development. It is common cause that a major legacy of the apartheid and separate development era is that our democratic Government inherited a situation in which the majority of rural communities, as well as some urban and peri-urban communities did not have adequate access to transport facilities. The department has initiated a number of programmes to address these imbalances. One such programme is the African Renaissance Road Upgrading Programme (ARRUP) where communities actively participate in the planning and implementation of the programme through their Project Liaison Committee (PLC). These represent stakeholders including Abantwana Abakhulu (Traditional leaders), local government, local business and other community interest groups.

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The African Renaissance Roads Upgrading Programme creates opportunities for emerging contractors to become involved in higher order road construction. This is done by teaming emerging contractors with established firms, thus bringing huge opportunities for skills development and growth to Contractors.

Increasingly, ARRUP "development corridors" are resulting in a wide range of government Departments co-operating in planning and pooling their resources in the best interests of beneficiary communities. The introduction of "development corridors", through ARRUP, promotes a more integrated response to the multi-dimensional and complex nature of poverty.

Thus the African Renaissance Roads Upgrading Programme will:
- Promote cultural and eco-tourism and a diversified local economy
- Develop a competitive transportation market
- Act as a catalyst for future investment decisions
- Improve access to markets and open new markets
- Diversify and create new types of employment
- Enhance access to health, education, extension services, banks, etc.
- Raise the standard of living in rural areas to a more equitable level
- Change consumer patterns
- Reduce rural/urban migration.

K. KWAZULU-NATAL DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM (KZNDEDT)

Tourism within the province previously fell under the Provincial Department of Arts, Culture and Tourism (DACT). Since 2008, tourism now falls under the Department of Economic Development and Tourism (DEDT). The application of tourism legislation and policies within the province has been mostly been delegated by DACT to the KwaZulu-Natal Tourism Authority. The objective is the development and transformation of the Tourism Sector, and packaging of KwaZulu-Natal as the choice destination. Programmes that are running include:

- Tourism Safety Awareness Programme
- Tourism Graduate Programme
- Tourism Mentorship Programme
- Local Government Programme
- Tourism Educators Empowerment Programme
- Service Excellence
- Tourist Buddies
- Tourism BEE Awareness.

The registration of tourism business as legal tourism activity also falls with the DEDT mandate.

L. INDUSTRIAL DEVELOPMENT COOPERATION (IDC)

The IDC's Tourism Business Unit finances capital expenditure in tourism businesses. This finance is focused towards businesses offering accommodation to bona fide tourist but also extends to other capital-intensive tourism projects with the potential to significantly impact on the growth of the tourism industry.

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The main criteria for selection are:
- Projects must be economically viable
- The IDC loan amount must be larger than R1 million
- An owner's contribution of at least 40% of the total project value is needed. This can be reduced to 20% for empowerment projects.

The type of projects that would qualify for funding include:
- Accommodation facilities
- Buildings
- Furniture, fittings and equipment
- Renovations
- Refurbishments

M.   DEPARTMENT OF ENVIRONMENTAL AFFAIRS

The department's objectives revolve around the promotion, conservation and sustainable utilisation of the country's natural resources to enhance economic growth, protecting and improving the quality and safety of the environment., promoting a global sustainable development agenda and finally, transformation. It has initiated a number of programmes, such as the following:

- **National Environmental Education Programme (NEEP)**

The National Environmental Education Programme is a collaborative project coordinated by the Department of Education. Its purpose is to support teachers in implementing environmental education at schools, and integrate it with the outcomes-based curriculum. The supports NEEP with resource materials on contemporary environmental issues.

- **Social Responsibility Programme**

The purpose of the Social Responsibility Programme is the creation of temporary employment and skills development opportunities in the sphere of environment and tourism for unemployed people through the implementation of labour intensive projects under the auspices of the Expanded Public Works Programme (EPWP).

- **CoastCare**

The CoastCare programme consists of projects and products that contribute to the goals and objectives of the department's coastal policy.

N.   WILDLANDS CONSERVATION TRUST

The Wildlands Conservation Trust is a non-profit organisation working to conserve bio-diversity. The Trust aims to achieve this through the development and facilitation of innovative solutions which take into account the unique biodiversity and socio-economic needs in South Africa today. These initiatives are centred around four core programmes namely Conservation SPACE, Indigenous Trees for Life, Biodiversity Management Support and Green Leaders, which are making a significant contribution to the consolidation and growth of the regional biodiversity conservation footprint. The Trust works closely with Ezemvelo KZN Wildlife and other leading conservation NGO's and partners.

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- **Conservation SPACE**

The Conservation SPACE programme is dedicated to consolidating and extending the conservation landscape by working with communities. In particular, the Trust contributes to the sustainable management of communal areas through training and management assistance. New areas are also being actively brought under formal conservation thus contributing to the conservation of critical habitats and the many threatened and endemic species they house. Wildlands is currently working with 7 communities in Zululand and the KwaZulu-Natal Midlands including the Gumbi, Mandlakazi, Mathenjwa, Mdletshe, Myeni, Ngome and Tembe communities, towards the consolidation of over 75 000 ha of land.

- **Indigenous Trees For Life**

Indigenous Trees For Life is a livelihoods programme that helps poor and vulnerable members of our township and rural communities to grow a future for themselves. The Trust facilitators teach individuals in these communities how to grow indigenous trees from seed and care for the plants until they reach a certain height. These individuals are referred to as 'tree-preneurs'. The trees are then traded back to Wildlands for food, clothes, bicycles, agricultural goods and tools, school and university fees. The trees are then either planted back into the communities or planted out in Wildlands' forest restoration projects. The programme was started in 2004 in KwaJobe in northern Zululand with just 300 tree-preneurs.

- **Biodiversity Management Support**

Biodiversity Management Support is a programme dedicated to supporting formal conservation initiatives. Wildlands Conservation Trust works closely with Ezemvelo KZN Wildlife to support their ability to manage KwaZulu-Natal's spectacular network of conservation areas and the species residing there. Within this context, the bulk of our support goes towards the research and monitoring of threatened and endangered species with a total grant of R4,400,000 which runs until June 2010.

- **Green Leaders**

Green Leaders is focused on nurturing environmental awareness and leadership amongst partners, including our tree-preneurs and community and business leaders. Projects involve direct hands-on learning experiences, exposure to the region's spectacular biodiversity as well as volunteer working weekends and summer camps for Unilever and Lufthansa staff. The formal extension of Green Leaders into Indigenous Trees For Life includes an environmental education rewards programme for tree-preneurs and enterprise development capacity building for Indigenous Trees For Life facilitators.

2.5.2   SMME SUPPORT

Small to medium enterprises are known for their potential to generate job opportunities. Therefore, the Nongoma municipality LED and Tourism department needs to be in a position to give mentorship to such enterprises or at least to direct them to where they can receive assistance.

- **KZNDEDT:** The KZN Department of Economic Development and Tourism's Enterprise Development programme comprises two components: the Small Business Development and the Co-operatives Development. The Small Business Development and the Co-operatives

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Development components provide integrated business support services to small enterprises, both existing and start-ups, to improve their capacity to contribute to economic growth in the province.

One Stop Shop Business Support Centres: The district offices are scientifically called One Stop Shop Business Support Centres as they provide an integrated information service to communities in which they are located. This ranges from details relating to how to start a business to how to access funds for the establishment of an SMME or co-operative and general information on the Department's activities. Initially, the focus was SMMEs and co-operatives, but the composition of information services would include other functions such as consumer education, liquor licensing, advice on specific economic sectors that could be considered when establishing a business as well as details on opportunities relating to partnerships and investments. The One Stop Shop Support Centres provide the following services to the SMMEs and cooperative, in particular, in the region:

• General business advice
• Training, in the form of business management and technical skills training
• Tender advice
• Access to finance and referrals to funding and finance institutions
• Business incubation and mentoring
• Access to government grants for community and business projects
• Institutional capacity building for SMMEs
• Access to markets
• Business registration, in the case of cooperatives
• A client advisory service.

The DEDT has secured the buy-in, support and partnership of the key stakeholders in small enterprise development in the province. These include the Small Enterprise Development Agency (seda), district and local municipalities, the National Youth Commission Youth Fund, the Ithala Development Finance Corporation, the KZN Department of Education and FET Colleges and various government departments under the economic cluster. While the support centres play a pivotal role in the development of SMMEs and other small entrepreneurial enterprises, the role also extends to the benefit of established businesses in the region. The centres will prove to be the ideal point of contact for big businesses seeking to invest in small start-ups or those established companies seeking to conclude BEE deals and enter into joint ventures with BEE companies.

• The **Small Enterprise Development Agency (SEDA)** was established in December 2004 in terms of the National Small Business Amendment Act. A key function of SEDA is to provide information to small enterprises and prospective entrepreneurs that will help and encourage them to start and build sustainable businesses. Information is provided online on the SEDA webpage, on a daily radio show on Ikwekwezi FM (0830 – 0845 hours) and by way of brochures and newsletters. There is also a National Information Centre contactable by telephone on 0860 103 703. The SEDA Technology Programme provides support services and incubation facilities to small technology enterprises. The Lejweleputswa

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SEDA office is located in Welkom.

- The **Department of Labour** also provides support to employers including SMMEs through legislature that guides employment conditions (Department of Labour website, 2009).

- **Business Partners** is a specialist investment company which provides debt and equity investment, mentorship and property management services to SMEs in South Africa (Business Partners website, 2009).

- **Independent Development Trust (IDT)** is a development agency which supports government in managing the implementation of development programmes that are directed at poverty reduction, employment creation, and local economic development. The IDT also acts as a link between poor communities and government in meeting resource needs and invests in enhancing institutional capacity for programme delivery and for sustainable development.

- **The NAMAC Trust** is an SMME support agency within the DTI which provides advisory and information services to new and existing SMMEs in line with best practices globally.

- **Business Referral and Information Network (BRAIN)** gives up-to-date information for business owners on everything from guidelines on starting a small business, to where to find finance. They locate news on tenders and advise on how to find out about drawing up a business plan.

- **Council for Scientific and Industrial Research (CSIR)**: Assists business owners who want to improve on or develop a product with market-related research and product testing.

- **The National African Federated Chamber of Commerce (Nafcoc)**: Represents the interests of black business and provides networking and lobbying for small business members.

- **The SA Bureau of Standards (SABS)**: Assists small business with accreditation of products and services with a 50% subsidy.

- **National Youth Development Agency**: The national youth development agency is a result of the merger between the National Youth Commission (NYC) and Umsobomvu Youth Fund (UYF). The agency was created with the view to consolidate the work of the National Youth Commission and Umsobomvu Youth Fund and maximise and accelerate high-impact new and existing youth development programmes. The strategic objectives of the agency include the following:
  - Advance youth development through guidance and support to initiatives across sectors of society and spheres of government.
  - Embark on initiatives that seek to advance the economic development of young people.
  - Develop and coordinate the implementation of the Integrated Youth Development Plan and Strategy for the country.

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Enterprise Finance: SME Funding - Enterprise Finance aims to promote entrepreneurship among young people, so it provides funding to the youth (18-35 years old) to help them start a new business or grow an existing one. To achieve this Enterprise Finance provides finance ranging from R100 000 to R5 000 000 to expand, buy into or buy out existing businesses or start new businesses which allow significant economic benefits to youth. Finance is provided directly and through intermediaries, the SME Fund, the UYF-FNB Progress Fund and the Masisizane Women's Enterprise Fund.

The following criteria apply:
− Youth (35 and younger) must hold greater than 26% of the shares in the company
− Must be a previously disadvantaged South African youth
− The youth must be operationally involved in the business
− Must demonstrate commitment to the venture
− The venture must be economically viable.

2.5.3 Establishment of a One-Stop Shop in Nongoma

Small tourism start-ups and existing businesses have a major role to play in the growth of the tourism sector in terms of employment creation, income generation and output growth. An SMME Support desk should be set up in the municipality to bring the support services they may need closer to local entrepreneurs. It should serve as a one-stop information centre to all tourism start-ups in the municipality. The table below lists some of the services that it may offer.

Table 1.2: Suggested SMME Support Desk Services

SERVICES	DETAILS
Effective guidance and information on the tourism sector	• SMME set up, registration and tax compliance • Business plans • General information
Access to finance	• Information and advice, documentation and forms to access funding from financial institutions and government.
Training and workshops	• Identify training needs for SMMES in the municipality • Conduct free seminars and workshops for business skills and development
Networking opportunities	• SMME networking Forums for interactions, sharing ideas and establishing business and government contacts • Facilitate business linkages between tourism start-ups and existing businesses • Presentations by large business on a number of business-related issues, such as procurement BEE
Mentorship programmes	• Inviting local businesses to come and mentor local SMMEs from time to time.

Source: Adapted from ABSA SMME Support Desk's model of SMME Support

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2.5.4   Co-Operatives

Tourism start-ups and community tourism initiatives at grassroots level in the municipality can be strengthened through the creation and development of co-operative organisations. The task of the municipality would be to promote, to support and to facilitate the co-operative development process in the local municipality. This does not mean that these structures are a decision-maker for co-operatives since they should not intervene in the internal co-operative affairs, such as determining objectives and activities, deciding upon the use of profits/surplus, intervening in the election processes of co-operative leaders and other management decisions, which must be left to co-operative members themselves. The structures should not strive at forming co-operatives itself but leave it to interested members. Thus, it should also be avoided to look for quantity or co-operative numbers instead of quality. The municipality and other funding agencies should also not provide direct subsidies to co-operatives. This might prevent co-operatives from generating their own resources and will compromise the self-help nature of co-operatives. Instead, funds should be made available to support the capacity building process within co-operatives. The municipality should also provide assistance to qualified service providers that can provide genuine co-operative training, consultation, advice, extension services, market information and other services. Emphasis should be laid upon indirect financial and technical assistance.

2.6.   ENABLING ENVIRONMENT FOR TOURISM DEVELOPMENT

An enabling environment looks at how the surrounding environment in Nongoma can be improved in order to foster the implementation of tourism projects. Successful projects require the provision of complementary policies, institutions and infrastructure. Definitions of what an enabling environment are numerous, and range from all-encompassing to narrow. A typical general definition is as follows: "An enabling environment is a set of interrelated conditions—such as legal, bureaucratic, fiscal, informational, political, and cultural—that impact on the capacity of ...development actors to engage in development processes in a sustained and effective manner." [1]

2.6.1   Key Features of an Enabling Environment

The following lists some of the key features of an enabling environment:
- To ensure close co-operation and partnerships amongst key stakeholders of the tourism sector to ensure co-ordinated planning and marketing of the sector
- Ensure that the tourism industry can be bench-marked to assess growth and trends in the sector and that supply is geared towards meeting demand
- Transformation of the industry to enable local communities to access and take part in the tourism business through interventions and skills development.
- Transformation of the industry to accommodate female entrepreneurs in the core business of the tourism industry

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[1] Thindwa (2001: 3) in Brinkerhoff, D. (2004) 'The Enabling Environment for Implementing the Millennium Development Goals. Government Actions to Support NGOs. Research Triangle Institute

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- Raise awareness of the current and potential impacts of tourism, both economic and social and ensure all services in the district are geared towards service excellence
- To ensure that tourists can be assured of their time in Nongoma being safe and free of crime
- Ensure that the tourism products are marketed in a professional targeted manner through the co-ordination role of the district
- To ensure alignment of local, district and provincial marketing strategies
- To ensure that all potential tourists have easy access to information on tourism offerings within the municipality and that all tourism signage within the area are relevant, directive, and markets the municipality tourism initiatives
- To expand the marketing strategy to target and include new emerging tourism market, in particular, the Black middle class
- Facilitate and co-ordinate the development of new tourism products in the rural area.

2.6.2   Creation of an Enabling Environment through Infrastructure Development

The following infrastructural development is required in the municipality:

- Investment in modern and efficient economic and physical infrastructure.
- Telecommunications systems (ICT)
- Bulk infrastructures – water and electricity infrastructure, particularly in rural areas
- Transport and Logistics – additional roads and other transport infrastructure to be built.

Nongoma and the district should strengthen its efforts to seek alternative sources of funding. Forming partnerships with such sources as development finance will increase its chances of obtaining funding for its infrastructure projects. Sources of funding for infrastructure include:

- The Development Bank of Southern Africa (DBSA)
- Industrial Development Corporation
- Emerging Africa Infrastructure Fund
- Southern Africa Infrastructure Fund
- AIG Africa Infrastructure Fund
- ESKOM.

The municipality should also consider using Public-private partnerships (PPPs) financing schemes for funding its infrastructure projects. One of the major advantages of PPP schemes is that they help clients achieve value for money and to deliver better quality of services without having to pay too much money for them. Another advantage is that makes it easier for municipalities to provide increased infrastructure provision and services within imposed budgetary constraints by utilising private sources of finance via off balance sheet structures, and to accelerate delivery of projects, which might otherwise have to be delayed.

2.7.   PRIVATE SECTOR PROJECTS

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In the previous section, private sector projects were identified. For the successful implementation of private sector projects, it is important to clearly define the role of the Nongoma Municipality in the implementation of these projects.

ROLE OF THE MUNICIPALITY	
"SHOULD"	**"SHOULD NOT"**
Establish a Tourism Forum as a Subcommittee of LED to coordinate tourism initiatives	Run businesses or quasi businesses ("Projects")
Remove government –created obstacles to business	Create an unfair advantage for some businesses e.g. direct funding to single companies
Provide infrastructure	Pick "winners"
Remedy market failure	Develop and hand out business plans to wannabe -tourism entrepreneurs
Encourage public participation in Tourism	
Promote interdepartmental collaboration	
Promote and facilitate PPPs	
Development facilitation	

Source: GTZ

While the national government has a significant role in fostering economic development, district and local municipalities are essential to the economic development process. As such it is important to explore creative means to increase the role of municipalities in determining their future. When the public sector chooses to proactively spur economic development, a common approach is to enter into so called public private partnerships. Simply defined, Public Private Partnerships (PPPs) are contractual agreements between public and private entities in which the "partners" join together to use the assets and skills of each to create a development project which achieves their distinct objectives with an appropriate sharing of risk. The projects that were identified during the potential analysis can be public private partnership arrangements were there is a strong and clear need for such assistance.

2.7.1   Role of the private sector

The private sector has and will continue to play a critically important role in the further development and promotion of tourism. The private sector bears the major risks of tourism investment as well as a large part of the responsibility for satisfying the visitor. The delivery of quality tourism services and providing the customer with value for money are largely private sector responsibilities. Furthermore, the private sector is in a position to promote the involvement of local communities in tourism ventures by, inter alia, establishing partnership tourism ventures with communities. The government is committed to providing a climate conducive to the further growth, development and profitability of the tourism private sector. Specific private sector functions include:

• Investment in the tourism industry
• Operate and manage the tourism plant efficiently and profitably
• Advertise and promote individual tourism services as well as the country - locally, regionally and internationally

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- Continuously upgrade the skills of the workforce by continuously providing training and retraining
- Continuously refurbish plant and equipment
- Satisfy customer needs by providing quality products and services
- Develop and promote socially and environmentally responsible tourism
- Ensure the safety, security and health of visitors in collaboration with the government and other private sector members
- Collaborate with the government in planning, promoting and marketing tourism
- Involve local communities and previously neglected groups in the tourism industry through establishing partnership ventures with communities, out-sourcing, purchase of goods and services from communities (e.g. Poultry, herbs, vegetables and other agricultural supplies, entertainment, laundry services, etc.)
- Enable communities to benefit from tourism development, for example communities benefiting directly from new reticulation systems and village electrification programmes developed through tourism investment in rural areas
- Operate according to appropriate standards
- Efficiently organise itself to speak with one voice
- Represent the interests of private business on the boards of the major national and provincial tourism bodies.

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3. PRIORITY PROJECTS

A number of projects and project ideas were identified and listed during the strategy formulation process.

However, projects cannot be implemented simultaneously since financial and human resources would not be sufficient. Even if there were sufficient funds, the quality of projects may be compromised by attempting all at once. This leads to the point that tourism projects will need to be prioritised.

Projects were therefore identified based on the SWOT of the Municipality, and ranking by tourism stakeholders and the PSC. These priority projects are listed and conceptualised below.

1. 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)

2. Develop a heritage centre in Matheni, Mandlakazi, 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.

3. Development of a Royal Palaces Route: Consult with Royal Family and each palace authority for possibility of developing each palace into a tourism attraction, with KwaKhangela Mankengane Royal Palace as the anchor catalyst attraction.

4. Facilitate the establishment of a tourism leisure facility in Nongoma Town, including activities such as Zulu karaoke, Zulu games, board games, etc. Link this to the tourism office (project below) to ensure that it is primarily a tourism product.

5. Strategic Infrastructure: Develop a tourism office in central and visible location in Nongoma Town.

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PROJECT 1:

PROJECT NAME:	TOURISM UPGRADE OF UMKHOSI WOMHLANGA CULTURAL FESTIVAL
BENEFICIARIES:	Tourist accommodation and leisure facility businesses in Nongoma, including tourism start-ups ad SMMEs
SPATIAL LOCATION:	Enyokeni Royal Palace, Nongoma 27°57'30.09S, 31°31'07.89E
DESCRIPTION:	UMkhosi Womhlanga is a traditional ceremony that promotes and celebrates the chastity of young Zulu women. In addition to the event increasing tourism in the Nongoma area, to date it has been primarily a cultural heritage event which mainly draws a large local and domestic tourist, or government dignitary audience. There is more capacity for the event to be a fully-fledged tourism product that draws more conventional tourists, by upgrading the event such that it is more tourist friendly and encourages more markets segments to visit. There is also opportunity to encourage longer stays in Nongoma by offering a mix of leisure and cultural activities to tourists prior and post the event such as low key Zulu Dancing and singing and partaking in traditional Zulu activities and customs. This project acknowledges that the Royal Household has prohibited all potential events and formal activity which may occur in this time, presumably to ensure maintained respect for this important cultural practice. The project proposes a plan formulated through communication with the Royal Household, to develop Zulu cultural themed tourism activities which will build up to and complement the Reed Dance (therefore attracting more respectful attention to it), and making Nongoma and its surrounding region into a tourism destination in this period. This project will take the form of the provision of concessions to community tourism businesses, for the hosting of tourism activity during this period; administered through the surrounding municipalities, and subject to the Royal Household authorities.
Key Implementation Partner	KZN DAC and Tourism KZN
OBJECTIVES:	1) To showcase, educate tourists and provide an interactive experience on the diversity of African culture and heritage 2) To provide a leisure facilities for tourists such as restaurants and entertainment areas 3) To increase bed nights spent by domestic and international tourists in Ulundi and Nongoma

DETAIL OVERVIEW			Capital Expenditure			Operating Expenditure			IMPLEMENTATION AGENCY
ACTIVITIES	START	ACC	2014	2015	2016	2014	2015	2016	
Consultation with Royal Household	Mar-2014	NLM/ ULM/ZDM	-	-	-	-	-	-	Nongoma Municipality, Ulundi Municipality, Zululand Tourism
Compilation of upgrade plan for Reed Dance, including tourist facility plan, detailed layout drawings, and conceptualisation of packaged tourist activities for concession, in liaison with Royal Household	May-2014	TKZN, KZN DAC, ZDM	R 200 000	-	-	-	-	-	Service Provider

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PROJECT NAME:	TOURISM UPGRADE OF UMKHOSI WOMHLANGA CULTURAL FESTIVAL									
Open communication and consultation with tourism businesses through CTO and Municipality to offer concessions. Encourage application for concessions.	Sep-2014	KZN DAC, TKZN, NLM, ZDM	-	-	-	-	-	-	Nongoma Municipality
Ensure selected businesses are informed timeously for sufficient planning.	Dec-2014	NLM	-	-	-	-	-	-	Nongoma Municipality
Commence with upgrade/ construction	Jan-2015	KZN DAC TKZN		R5 million					Service Provider
Training of selected tourism businesses to ensure standard of tourism offerings during this period.	Jan-2015	CATHSSETA	-	-	-	-	-	-	CATHSSETA
Advertising campaign	Jul-2015	TKZN	-	-	-	-	R21 000		TKZN
Maintenance of Facilities	Annual	NLM/ Royal Household			-	-	R105 000	R110 000	NLM/ Royal Household
TOTAL COST PER YEAR			**R200 000**	**R5 million**	**-**	**-**	**R126 000**	**R110 000**	
TOTAL COST PER YEAR (CAPEX AND OPEX COMBINED)			*R200 000*	*R5.126 million*	*R110 000*				

IMPACTING VULNERABLE GROUPS	(Y/N)	COMMENTS		
		It provides income generation opportunities for groups which have access to resources, but also offers employment opportunities for the most economically disadvantaged for women in rural areas who are often isolated from traditional employment opportunities in the formal sector.		
Local rural community and women	Y			
FUNDING SOURCES	GOVERNMENT	EXTERNAL	COMMENTS	
KZN DAC, KZN DEDT	x		Should assist with the studies and implementation of the project and Financial Support	
Overseas donors		x	Should at all times strive to obtain foreign funding e.g. USAID, World Bank	

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PROJECT 2:

PROJECT NAME:	DEVELOPMENT OF HERITAGE CENTRES IN USUTHU, MANDLAKAZI AND MATHENI AREAS
BENEFICIARIES:	Tourism SMMEs and the Traditional Council communities
SPATIAL LOCATION:	Matheni, Mandlakazi and Usuthu Traditional Council Area, however the site must still be identified.
DESCRIPTION:	The establishment of the Heritage Centre in the Traditional Council Area will increase the available tourism offerings in the Nongoma Local Municipality and develop the area as a heritage destination for which people throughout South Africa, particularly those interested in Zulu culture such that they are able to can be able to trace, understand, celebrate and appreciate their heritage. Particularly for those who stem from one of these three clans (Usuthu, Mandlakazi, Matheni), these heritage centres provide the opportunity to take a heritage holiday, to discover one's origin. Especially people of Zulu descent throughout the country will appreciate the opportunity to be able to educate themselves and their families on the dynamic history of their culture. This therefore speaks to "Well-to-do Mzansi families", noted as nationally having growing interest in cultural products. Such markets can be attracted through marketing campaigns using phrases such as "Zazise Umlando Wakho". The location of each centre has not yet been finalised, but should be in close proximity to natural attractions. Activities should be simultaneously planned for each centre, to complement the tourism product. Restaurants will be located nearby as well; initially likely to be home based restaurants.
Key implementation Partner	Heritage KwaZulu-Natal (AMAFA) and Ingonyama Trust Board and Tourism KZN
OBJECTIVES:	1) To increase available tourism offerings 2) To attract Zulu people in South Africa and other tourists to experience and appreciate heritage and culture 3) To provide an opportunity for tourism start-ups in the area to develop supplementary tourism activities

DETAIL OVERVIEW			Capital Expenditure			Operating Expenditure			IMPLEMENTATION AGENCY
ACTIVITIES	START	ACC	2015	2016	2017	2015	2016	2017	
Conduct feasibility study and sites identification	Jan 2015	KZN DAC/KZN DEDT	R500 000	-	-	-	-	-	Service Provider
Compilation of business plans	June-2015	KZN DAC/KZN DEDT	-	R110 000	-	-	-	-	Service Provider
Develop layout plan, including architectural plans and detailed layout drawings, civil engineering plan,	Jan-2016	KZN DAC/KZN DEDT	-	-	-	-	-	-	

PROJECT NAME:	DEVELOPMENT OF HERITAGE CENTRES IN USUTHU, MANDLAKAZI AND MATHENI AREAS									
institutional plan, quantity surveying plan, security management, heritage management, and facilities maintenance plan.										
Construction of heritage centers	Jun-2016	LM/DM		R25.2 million					Service Provider
Recruiting and training of staff, site and tour guides, appointment of heritage management company to manage facilities as tourism products	Jun-2016	CATHSSETA	-	-	R1. 05 mill ion	-	-	-	Service Provider
Advertising and marketing campaign	Jun-2016	TKZN	-	-	R500	-	-	-	LM
Maintenance of facilities including HR	Annual	KZN COGTA				-	-	R1 million	Service Provider
TOTAL COST PER YEAR			**R500 000**	R25.31 million	R1.55 million	-	-	**R1 million**	
TOTAL COST PER YEAR (CAPEX AND OPEX COMBINED)			*R2.5 million*	*R25.31 million*	*R2.55 million*				

IMPACTING VULNERABLE GROUPS	(Y/N)	COMMENTS			
Local rural communities	Y	It provides an additional channel to market the municipality and create income generation opportunities for rural local communities. It is important that this tourism product is launched after the building of KwaKhangela Mankengane tourism attraction, such that its building and marketing coincides (and therefore benefits from) the increase in foot traffic in the area.			
FUNDING SOURCES	GOVERNMENT	EXTERNAL	COMMENTS		
DAC/KZN COGTA	x		Should assist with the studies and implementation of the project		
KZN Treasury	x		Should provide financial support where possible		
Overseas donors		x	Should at all times strive to obtain foreign funding e.g. USAID, World Bank		

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PROJECT 3:

PROJECT NAME:	ROYAL PALACES ROUTE
BENEFICIARIES:	Local Tour Guides, Arts and Craft community SMMEs.
SPATIAL LOCATION:	**Attractions:** KwaKhangela Mankengane Palace (Anchor attraction) (S27°44'26.74) , KwaLindizulu Palace (S 27°55'22.28"), Enyokeni Palace (S 27°57'30.09") , KwaDlamahlahla Palace (S 27°52'27.08"), KwaKhethomthandayo Palace (S 27°57'15.34"). **Routes:** R66 (KwaKhangela Mankengane Palace), R66 (KwaLinduzulu Palace), P736 (Enyokeni Palace), D1818 (KwaDlamahlahla Palace), D1856 (KwaKhethomthandayo Palace).
DESCRIPTION:	The establishment of a Royal Palaces Route for tourists to view and discover authentic lifestyles of current Zulu Royalty. This route includes the anchor attraction of KwaKhangela Makengane, the residence for Queen Mantfombi and Queen kaMafu. The Palace is already scheduled for tourism upgrades and will be launched as an attraction in 2016. It will offer tourists a unique experience on the dynamic Zulu and Swazi Royal culture. It is envisaged that the route will link all the King's palaces, which will be upgraded as tourism attractions based on the model of KwaKhangela Mankengane Royal Palace. The tourist will be able to explore and discover the culture, life and ways of Zulu royalty in the 21st century by visiting each (or some of the) palace along the route, and stop in between the palaces to buy arts and crafts, interact with the community and learn about the lives of communities in the Zulu monarchy.
Key Implementation Partner	The authorities of the Royal House assisted by KZN DAC and Nongoma LM.
OBJECTIVES:	1) To develop tourism products linking palaces and royal Zulu theming in the municipality 2) provide tourists with an opportunity to experience the lifestyle of Zulu Royalty 3) To provide an opportunity for tour operators to increase their service offerings 4) Provision of infrastructure support as well as marketing support through Nongoma CTO

DETAIL OVERVIEW			Capital Expenditure			Operating Expenditure			IMPLEMENTATION AGENCY
ACTIVITIES	START	ACC	2014	2015	2016	2014	2015	2016	
Consultation with Royal Family Authorities	Mar-2014	-	-	-	-	-	-	-	NLM
Conduct pre-feasibility and feasibility study/market research	Jan-2015	KZN DAC/KZN DEDT	-	R210 000	-	-	-	-	Service Provider
Develop detailed business plans of palaces, including preliminary drawings and designs	Jun-2015	KZN DAC/KZN DEDT	-	R200 000	-	-	-	-	Service Provider

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PROJECT NAME:	ROYAL PALACES ROUTE									
Planning of route (including detailed signage audit, and other professionals)	Jun-2015	KZN DAC/KZN DEDT	-	R 525 000	-	-	-	-		Service Provider
Development of four remaining palaces	Jan 2016	KZN DEDT/COGTA, TIKZN	-	-	R 400 000 -	-	-	-		Service Provider
Development of facilities en route (crafter stalls, street lights (cost not included))	Jun 2016	TIKZN	-	-	R945 000	-	-	-		Service Provider
Recruiting and training of staff, site and tour guides, appointment of heritage management company to manage facilities as tourism products (R1 050 000)	Jan-2017	CATHSSETA	-	-	-	-	-	-		Service Provider
Maintenance of route (annually) R 210 000	Jan-2017	LM/DM	-	-	-	-	-	-		NLM
TOTAL COST PER YEAR			-	R 935 000	R400 945					

IMPACTING VULNERABLE GROUPS	(Y/N)	COMMENTS
The unemployed youth	Y	There will be increased employment opportunities through the implementation of this project such as in the upgrading of R66 routes, hiring of tour guides and security personnel through the Royal House, tourism upgrade at the each Royal Palace will also be required to accommodate tourists.

FUNDING SOURCES	GOVERNMENT	EXTERNAL	COMMENTS
DEDT, DBSA, DoT, COGTA	x		Should assist with feasibility study, business plan & implementation
Sponsors and Donors		X	Should assist with funding the construction of the tourism facilities.

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PROJECT 4:

PROJECT NAME:	LEISURE FACILITY IN TOWN
BENEFICIARIES:	Small businesses in Nongoma, Tourists, and community of Nongoma
SPATIAL LOCATION:	Nongoma Town preferably on Route 66 site is to be identifies
DESCRIPTION:	Facilitate the establishment of a leisure facility in Nongoma Town Precinct, including activities such as Zulu karaoke, Zulu games, board games and other entertainment. This will ensure that Nongoma is not only a daytime attraction but an evening destination as well.
Key Implementation Partner	KZN DAC supported by Nongoma LM and Tourism KZN
OBJECTIVES:	1) To increase tourism offerings in Nongoma LM 2) To improve the marketing of Nongoma as a leisure tourism destination 3) To increase the profitability of small businesses in the area 4) Increase weekend and week night leisure activity in Nongoma Town by tourists and residents

DETAIL OVERVIEW			Capital Expenditure			Operating Expenditure			IMPLEMENTATION AGENCY
ACTIVITIES	START	ACC	2014	2015	2016	2014	2015	2016	
Conduct feasibility study/market research	Jun 2014	DAC/KZNDEDT	R 210 000	-	-	-	-	-	Service Provider
Finalise budget/business plan	Aug 2014	DAC/KZNDEDT	R50 000		-	-	-	-	Service Provider
Find suitable property or land	Dec 2014	LM/DoT	R 1 million	-	-	-	-	-	Service Provider
Design informative signage/material	Dec 2014	LM/DoT	R 42 000	-	-	-	-	-	Service Provider
Safety and security considerations	Jan 2015	LM	-	R 24 000	-	-	-	-	SAPS and Service Provider
Building of facility (link to tourism information office)	July2015	DAC/KZNDEDT	-	-	-	-	-	-	Service Provider
Maintenance of facility (annually) R 210 000	Jan-2017	LM/DM	-	-	-	-	-	R210 000	NLM
Advertising campaign/signage installation	Apr2015	LM/DoT	-	R 25 000	-	-	-	R210 000	Service Provider

PROJECT NAME:	LEISURE FACILITY IN TOWN							
TOTAL COST PER YEAR			R1.302 million	R 44 000	R210 000			
IMPACTING VULNERABLE GROUPS	(Y/N)		COMMENTS The provision of a leisure facility in Nongoma Town will market Nongoma as an attraction of increased spend from existing business markets, therefore increasing job opportunities in the area.					
Local rural community	N							
FUNDING SOURCES	GOVERNMENT	EXTERNAL	COMMENTS					
DEDT, DBSA, DoT, COGTA	x		Should assist with feasibility study, business plan & implementation					
Sponsors and Donors		X	Should assist with sponsorships of events					

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PROJECT 5:

PROJECT NAME:	NONGOMA TOURISM OFFICE							
BENEFICIARIES:	Tourists and hospitality and accommodation establishments in the area							
SPATIAL LOCATION:	Nongoma Town; however exact site needs to be identified							
DESCRIPTION:	Develop a tourism office in central and visible location in Nongoma Town							
Key Implementation Partner	DEDT and Tourism KZN							
OBJECTIVES:	1) To have an identifiable place for marketing Nongoma as a tourist destination offering both cultural heritage and leisure activities and attractions 2) To increase the number of tourists coming to visit Nongoma and take part in activities and attractions on offer 3) To increase the number of bed nights spent by tourists in the area							

DETAIL OVERVIEW			Capital Expenditure			Operating Expenditure			IMPLEMENTATION AGENCY
ACTIVITIES	**START**	**ACC**	**2014**	**2015**	**2016**	**2014**	**2015**	**2016**	
Appoint service provider to develop detailed business plan for tourism office, including architectural design and layout, soft infrastructure such WI-FI, services infrastructure requirements, human resources requirements and costs, such as 7 day staff members, etc. Use VIC framework.	May 2014	DEDT/ DAC	R185 000	-	-	-	-	-	Nongoma Municipality/ Service provider
Conduct skills training of tourism office personnel for effective reception of visitors	May 2014	CATHSSETA	-	-	-	-	-	-	Nongoma Municipality/ CATHSSETA
Development of tourism office; basic initial services; information access desk and basic administrative facilities	Sept 2014	NLM	R2 million						Nongoma Municipality
Relocate tourism personnel to new primary office, once development is complete	Dec-2014	NLM	-	-	-	-	-	-	Nongoma Municipality
Maintenance of tourism information office, including staff (annually)	Annual		-	-	-	R9 000	R105 000	R110 000	Nongoma Municipality

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PROJECT NAME:	NONGOMA TOURISM OFFICE								
Extension of tourism office to include upgrade of tourism facilities; interactive information facilities, computer access and internet and booking facilities, upgrade of leisure facilities; including trip planning assistance, visitor's lounge link to project 4 (for detail, see Visitor's Information Centre Framework)..	July 2015	DEDT, ZDM, NLM		R3 million					
TOTAL COST PER YEAR		-	R2.185 million	R3 million	-	R9 000	R105 000	R110 000	
TOTAL COST PER YEAR (CAPEX AND OPEX COMBINED)			*R5. 194 million*	*R3.105 million*	R110 000				

IMPACTING VULNERABLE GROUPS	(Y/N)	COMMENTS	
Small businesses	N	The provision of a tourism office will benefit the tourists coming into Nongoma orientate themselves with the town and its attractions and offerings. The facility will also be responsible for marketing the municipal area as a place that has unique attractions of cultural heritage and activities and attractions	
FUNDING SOURCES	GOVERNMENT	EXTERNAL	COMMENTS
KZN DEDT, DBSA and KZN DAC	x		Should assist with feasibility study and business plan

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4. IMPLEMENTATION PLAN

The phasing on projects is particularly important. The explanations below assist with the interpretation of the table below; which indicates all the projects and actions identified for implementation throughout the project process. Key stakeholders, implementation timeframes, and potential funding sources are identified for each project. It is presented in a summary table in order that the projects are better presented for Nongoma the tourism practitioner.

4.1. PROJECT PHASING

The following is the project phasing for the identified projects.

QUARTER 2 AND 3 IMPLEMENTATION

Projects phased for immediate implementation are either institutional projects, whose success will affect the success of other implementation projects, potential tourism products those for which the market already currently exists, and for which the only hindrance to the project success is the implementation of the project itself. These projects are therefore either not dependent on the prior implementation of other projects, or are dependent on projects which can be successfully implemented and completed within the second quarter of 2014.

QUARTER 4 IMPLEMENTATION

Projects phased for this implementation phase are those that require only a short lead time before they are implemented. These are projects that are dependent on other projects. In the case of a tourism product, for example, generally, the market for these projects exists, but would still need to be made aware of the product in their various locations, and then be given a number of months to react to the marketing initiatives.

2015/ 16 IMPLEMENTATION, AND BEYOND

Projects within this phase are typically those which will only be viable to implement once leisure tourism foot traffic within the Municipality has increased significantly. These projects are often secondary tourism attractions, which will be successful, dependent on the success of primary attractions. These are therefore projects suitable for a more mature tourism industry. Where these projects are marketing projects, projects to be implemented in this phase are those for which solid tourism products must exist, or be due for completion in the short term before they are advertised.

SHADED IMPLEMENTATION

Implementation shaded in textured shading in the table below indicates projects which will be periodically or regularly repeated; such as training, or continual marketing.

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	PROJECT/ INTERVENTIONS	NONGOMA LM ROLE	TYPE OF PROJECT	ESTIMATED BUDGET		KEY PARTNERS	POSSIBLE SOURCES OF FUNDING
1.1.1	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.	Facilitation	Marketing	R 300 000	PA	Nongoma CTO, ZT	TKZN, NLM, ZDM, Nongoma CTO, KZN DAC, Amafa
1.1.2	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.	Facilitation/ Planning	Marketing	R 30 000	-	Nongoma CTO	TKZN, NLM, ZDM, Nongoma CTO, KZN DAC
1.2.1	Ensure branding is market driven: Intentionally market Nongoma as a business and heritage destination, by including this in branding.	Facilitation	Marketing	R 30 000	-	Nongoma CTO, ZT	TKZN, NLM, ZDM, Nongoma CTO
1.2.2	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.	Facilitation/ Planning	Marketing	-	-	Nongoma CTO, Private Businesses	-
1.3.1	Intentionally place "authenticity", and "seat of Zulu Kingdom" as central themes to marketing Nongoma. Liaise with TKZN.	Facilitation/ Planning	Marketing	-	-	TKZN, Nongoma CTO	-
1.3.2	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.	Facilitation	Marketing	-	-	Nongoma CTO, TKZN, ZT	-
1.3.3	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.	Facilitation	Marketing	-	-	Nongoma CTO, TKZN, ZT	-
1.3.4	Intentionally target tour companies and offer packages, to ensure scheduled flow of international tourists for Zulu products.	Planning	Marketing	-	-	Nongoma CTO, TKZN, ZT	-
2.1.1	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)**	Capital	Product Development	R 5 440 000	-	TKZN, KZN DAC, ZT, Nongoma CTO	-
2.1.2	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.	Planning/ Capital	Product Development	R 1 000 000	-	Nongoma CTO, TIKZN, KZN DSR	ZDM, Nongoma CTO, TIKZN, KZN DSR
2.1.3	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.).	Capital	Product Development	To be determined through feasibility research	-	KZN DAC, Nongoma CTO	KZN DAC, Nongoma CTO
2.1.4				R 3 000 000	-		

	PROJECT/ INTERVENTIONS	NONGOMA LM ROLE	TYPE OF PROJECT	ESTIMATED BUDGET		KEY PARTNERS	POSSIBLE SOURCES OF FUNDING
	Develop arts and crafts centre opposite the Mona Market, at which Zulu dance and music festivals can be held.	Capital	Product Development			KZN DAC, Nongoma CTO, TIKZN, KZN COGTA	KZN DAC, Nongoma CTO, TIKZN, KZN COGTA
2.1.5	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.	Planning	Product Development	See existing plans	-	ZDM	ZDM
2.1.6	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.	Planning	Product Development	R 30 000	-	Nongoma CTO, TKZN, ZT	Nongoma CTO, TKZN, ZT
2.1.7	Facilitate the development of a conferencing facility within Nongoma Town, to complement business and leisure events (based on the results of a feasibility assessment).	Capital	Product Development	R 3 000 000	-	Nongoma CTO	NLM, KZN DEDT
2.2.1	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.	Capital	Product Development	R 8 850 000	-	KZN DAC, Amafa, KZN DEDT, Nongoma CTO, TKZN, ZT	KZN DAC, Amafa, KZN DEDT, Nongoma CTO, TKZN, ZT
2.2.2	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.	Capital	Product Development	R 8 850 000	-	KZN DAC, Amafa, KZN DEDT, Nongoma CTO, TKZN, ZT	KZN DAC, Amafa, KZN DEDT, Nongoma CTO, TKZN, ZT
2.2.3	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.	Capital	Product Development	R 8 850 000	-	KZN DAC, Amafa, KZN DEDT, Nongoma CTO, TKZN, ZT	KZN DAC, Amafa, KZN DEDT, Nongoma CTO, TKZN, ZT
2.2.4	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.	Capital	Product Development	R 3 000 000	-	KZN DAC, NLM, TIKZN, KZN COGTA	KZN DAC, NLM, TIKZN, KZN COGTA
2.2.5	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.	Capital	Product Development	R 150 000	-	KZN DAC	TKZN, NLM, TIKZN, KZN COGTA
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.	Capital	Product Development	to be determined based on consultation	-	Royal Household	-
2.3.2	Consult with Royal Family and each palace authority for possibility of developing each palace into a tourism attraction.	Facilitation	Product Development	-	-	Royal Household, Nongoma CTO, ZT, TKZN	-
2.3.3	Explore possibility of developing a Royal Palaces Route; including signage, facilities, etc. **	Planning/ Capital	Product Development	R 401 880 000	-	Royal Household, Nongoma	TKZN, TIKZN, KZN COGTA

	PROJECT/ INTERVENTIONS	NONGOMA LM ROLE	TYPE OF PROJECT	ESTIMATED BUDGET		KEY PARTNERS	POSSIBLE SOURCES OF FUNDING
						CTO, ZT, TKZN	
2.4.1	Encourage each establishment to have after hours leisure activities (pool table, big screen televisions for sports screenings). Create incentives for entertainment facilities on site.	Planning/ Capital	Product Development	-	-	Nongoma CTO	-
2.4.2	Facilitate the establishment of a leisure facility (located at VIC), including activities such as Zulu karaoke, Zulu games, board games, etc. Market town as having leisure activities for business tourists. **	Capital	Product Development	R 1 350 000	-	Nongoma CTO, TKZN, ZT	TKZN, TIKZN, KZN COGTA
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.	Planning	Product Development	-	-	Royal Household, KZN DEDT, KZN DAC, ZT, ULM	-
2.5.2	Liaise with Ulundi Local Municipality to jointly table potential attractions and events; e.g. tours, build up celebrations, etc. for Reed Dance period. Incorporate into marketing of Nongoma Municipality.	Planning	Product Development	R 50 000	-	ULM, ZDM	NLM, KZN DAC, TKZN
2.6.1	Explore tourism potential of Umuzi kaBhova (speak to Office of the King for further information), 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.	Planning	Product Development	-	-	Royal Household, Nongoma CTO, Amafa	NLM
2.6.2	Explore tourism potential of Umuzi wasoSuthu (speak to Office of the King for further information), 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.	Planning	Product Development	-	-	Royal Household, Nongoma CTO, Amafa	NLM
2.6.3	Explore tourism potential of the site of Abantwana bakaBhusha (speak to Office of the King for further information), 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.	Planning	Product Development	-	-	Royal Household, Nongoma CTO, Amafa	NLM
2.6.4	Explore tourism potential of the Queen Nonono Clinic (speak to Office of the King for further information), 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.	Planning	Product Development	-	-	Royal Household, Nongoma CTO, Amafa	NLM
3.1.1	Lobby KZN DOT for the repair of the R66, together with Zululand DM	Facilitation	Infrastructure	-	-	KZN DOT	NLM
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.	Capital	Infrastructure	To be determined	-	KZN DOT, EPWP	KZN DOT, EPWP
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.	Capital	Infrastructure	To be determined	-	KZN DOT, EPWP, NLM	KZN DOT, EPWP, NLM

	PROJECT/ INTERVENTIONS	NONGOMA LM ROLE	TYPE OF PROJECT	ESTIMATED BUDGET		KEY PARTNERS	POSSIBLE SOURCES OF FUNDING
3.2.1	Conduct comprehensive signage audit of Nongoma LM, seek funding and install signage throughout the Municipality.	Planning	Product Development	R 2 000 000	-	TKZN, KZN COGTA	TKZN, KZN COGTA
3.2.2	Develop a tourist office/ information centre in the Municipality	Facilitation	Infrastructure	R 5 400 000	-	Nongoma CTO, ZT	KZN DEDT
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.	Facilitation	Infrastructure	-	-	Private Sector, Nongoma CTO	-
3.2.4	Provide support for, or ensure a tourist information 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. Regular checking of information facilities at each establishment.	Capital	Reception	-	-	Nongoma CTO	NLM
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.	Planning/ Capital	Infrastructure/ Product Development	R 1 000 000	PA	Amafa,	Amafa, NLM
3.2.6	Once heritage centre are up and running and have sufficient foot traffic, (*in the long term*), set up crafts stalls along routes to each centre for local crafters to display goods.	Capital	Infrastructure	R 2 000 000	-	TKZN, KZN COGTA, KZN DAC	TKZN, KZN COGTA, KZN DAC
4.1.1	Invite councillors, EXCO members, and Abantwana Abakhulu 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.	Planning	Institutional	-	-	NLM, Nongoma CTO	-
4.1.2	Ensure that interactive tourism training is funded for and included in council induction process.	Planning	Institutional	-	-	NLM, Nongoma CTO	-
4.1.3	Provide interactive tourism training for Abantwana Abakhulu .	Planning	Institutional	-	-	NLM, Nongoma CTO	-
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 and marketing of municipality.	Planning	Institutional	-	-	Nongoma CTO	-
4.2.2	Sell CTO to private sector to encourage more sign ups. Aim for 80% of products registered with CTO, including arts groups.	Facilitation	Institutional	-	-	Nongoma CTO	-
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	Planning	Institutional	-	-	Nongoma CTO	-
4.3.1	Provide training for Nongoma Municipality employees on effective sourcing of funding.	Planning	Institutional	-	-	KZN DEDT	-
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.	Planning	Institutional	-	-	KZN DEDT, NLM, Mthashana FET	-
4.3.3	Ensure sufficient tourism staffing for tourism development management and creation of enabling environment, and tourism 7 day tourism marketing.	Planning	Institutional	-	-	KZN DEDT, NLM, Mthashana FET	KZN DEDT, NLM, Mthashana FET

	PROJECT/ INTERVENTIONS	NONGOMA LM ROLE	TYPE OF PROJECT	ESTIMATED BUDGET		KEY PARTNERS	POSSIBLE SOURCES OF FUNDING												
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.	Facilitation	Institutional	-	-	Nongoma CTO	-												
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 CATHSSETA, for projects which require tour guiding.	Facilitation	Reception	-	-	CATHSSETA	-												
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).	Facilitation	Reception	-	-	Nongoma CTO, KZN DAC	KZN DAC												

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5. INSTITUTIONAL CAPACITY

The institutional framework of Nongoma Municipality is of much importance, as it indicates the capacity for the strategy to be carried out. The institutional framework of tourism in the local municipality indicates the capacity of that municipality to implement its tourism developmental plans. This is particularly true for all local municipal tourism units in Zululand Municipality where tourism development is primarily a local municipal function. For this reason, this section will focus mainly on the tourism capacity of the local municipality.

A range of interventions have been identified in the strategy, requiring various approaches from the local (with assistance from provincial and national) institutions mandated to address the tourism sector of the Municipality. Although the interventions are of a diverse range, the key functions of tourism which encapsulate the strategy's interventions can be very broadly summarised into two categories. These are namely *tourism development*; which primarily addresses the development of the municipal sector through the creation of an environment optimal for tourism growth, as well as efficient systems for those wanting to enter the sector as businesses and investors, to receive support; as well as *tourism marketing*, which primarily addresses the maintenance and monitoring of the existing tourism system through aftercare of existing businesses, representation of collective business interest, and marketing of the local area, for the purpose of sustaining existing business. Broadly speaking, tourism development primarily speaks mainly to the government institution at the local level (with support from other tiers of government), while tourism marketing primarily speaks to the private sector representation at the local level, with government assistance through resources and human capacity.

The local municipality being the primary institution mandated with tourism development at the local level (see Situational Analysis), it is important that the tourism unit in the municipality is able to handle all the tasks required of it in the strategy (both tourism development and tourism marketing, in correlation with private sector). With 49 projects identified, through the list of interventions, the municipality is not presently equipped to implement the strategy efficiently, and requires more capacity. At present there is one post filled in the tourism unit, with one temporary assistant, as indicated in the municipal organogram received from Nongoma Municipality below.

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PLANNING AND ECONOMIC DEVELOPMENT

Vacant posts
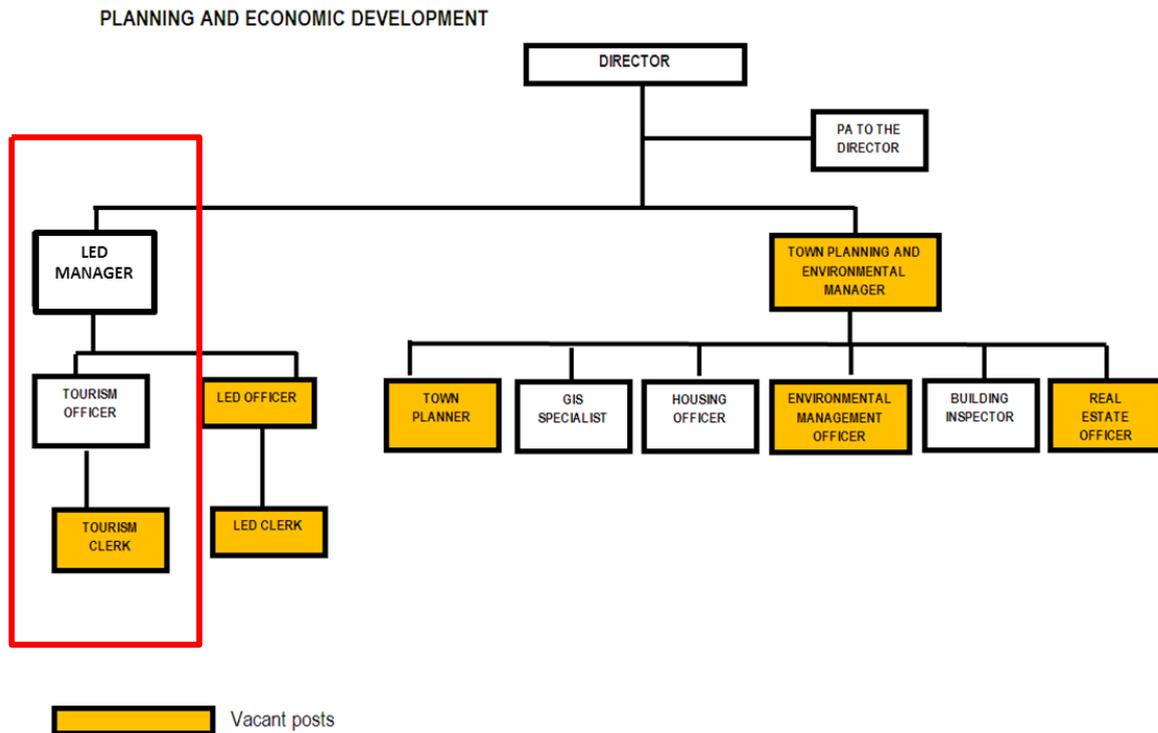
An optimal organogram has been developed for the municipal tourism unit, which ensures that capacity for all tourism sector development and tourism sector maintenance exists, where institutional structure is concerned within the municipality. The tourism unit is aptly placed within the LED unit, indicating that it is handled as an economic sector. It is recommended that in addition to the tourism development officer, a full time assistant are made available, who is able to focus on the following tourism developmental functions, as listed by the current Visitor Information Centre Framework (functions of a local tourism unit):

- provision and maintenance of tourist services, sites and attractions, e.g. camping and caravan sites, recreational facilities (parks, historical buildings, sports facilities, theatres, museums, etc.) and public services;
- license establishments in accordance with national framework; and
- responsible land-use planning, urban and rural development;
- control over land-use and land allocation;
- provision of road signs in accordance with nationally established guidelines;
- control public health and safety;
- facilitate the participation of local communities in the tourism industry;
- own and maintain certain plant, e.g. ports and airports;
- provide adequate parking, also for coaches;
- facilitate the establishment of appropriate public transportation services, e.g. taxi services;

- promote and financially support the establishment of local publicity associations /community tourism and marketing organisations to facilitate, market, coordinate and administer tourism initiatives. (a CTO exists.

A tourism marketing officer is also required to focus on the municipal tourism unit mandate (according to the VIC Framework) to "...market and promote specific local attractions and disseminate information in this regard", and in particular to manage and provide manpower for the tourism

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information office. The role of the VIC has been well captured by the VIC Framework as to;

- Provide accurate information on the tourism product offerings that could be consumed by visitors in a destination;
- Support tourism growth by influencing visitor flow throughout the country;
- Provide generic tourism material, a user-friendly e-business platform that provides the necessary tools for information and reservation management and professional tourism services to visitors;
- Assist SMME development by facilitating the sale of their goods and services;
- Assist in promoting the products of SMMEs to the world market; and
- Contribute to the local economic development of the region through the facilitation of higher spent by visitors to the area.

Where offsite tourism marketing is required, such as representation and marketing of the local area at tourism shows, conferences etc., the tourism marketing sub unit should partner with the Nongoma CTO.

Due to the need for the tourism information centre to be open over weekends and on public holidays, it is recommended that a tourism marketing assistant is made available, to cover these hours.
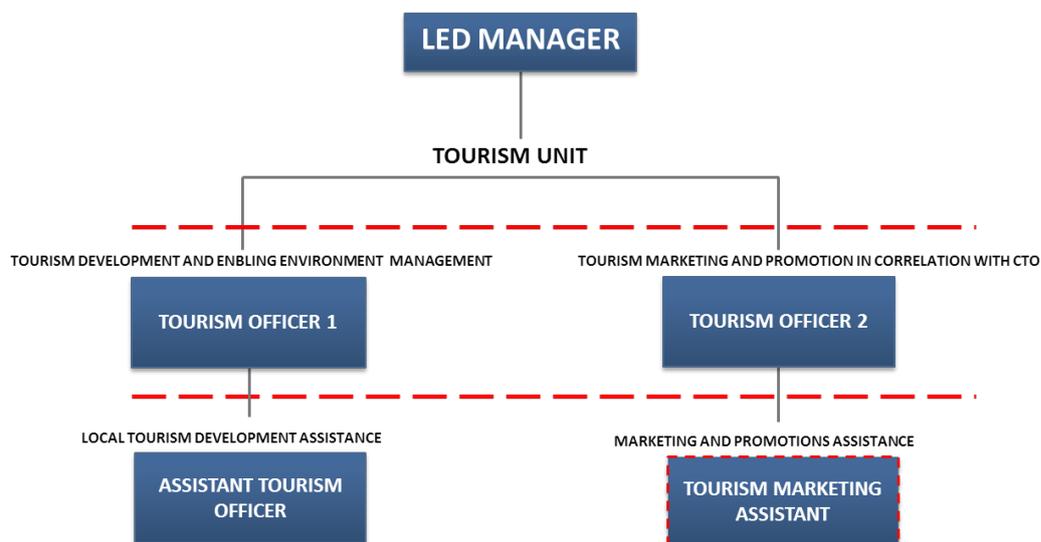
In general, all marketing functions of the municipality must be strongly carried out with the Nongoma CTO. According to the VIC, the CTO is the destination's single most important marketing organisation which must project the destination's image into the various markets. This function can be shared with the municipality, through the post of the tourism development officer.

Other functions of the CTO, according to the VIC Framework, are:
- investment in the tourism industry;
- operate and manage the tourism plant efficiently and profitably;
- advertise and promote individual tourism services as well as the country - locally, regionally and internationally;
- continuously upgrade the skills of the workforce by continuously providing training and retraining (in conjunction with the LM);
- continuously refurbish plant and equipment;
- satisfy customer needs by providing quality products and services;

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- develop and promote socially and environmentally responsible tourism;
- ensure the safety, security and health of visitors in collaboration with the government and other private sector members;
- collaborate with the government in planning, promoting and marketing tourism;
- involve local communities and previously neglected groups in the tourism industry through establishing partnership ventures with communities, out-sourcing, purchase of goods and services from communities (e.g. poultry, herbs, vegetables and other agricultural supplies, entertainment, laundry services, etc.);
- enable communities to benefit from tourism development, for example communities benefiting directly from new reticulation systems and village electrification programmes developed through tourism investment in rural areas;
- operate according to appropriate standards;
- efficiently organise itself to speak with one voice; and
- represent the interests of private business on the boards of the major national and provincial tourism bodies.

Following this core local framework for tourism development, will ensure more efficient and capacitated interventions as recommended by the strategy.

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6. CONCLUSION

In summary, it is noted that there are numerous development projects which must be implemented from scratch in order to draw leisure tourist attention to Nongoma. It is therefore important that funding sourcing training is offered to municipal staff, as this will be a core enabler of development of tourism in the Municipality. It is also important that the tourism unit is capacitated for tourism development and marketing, in correlation with the municipal CTO. Finally, interaction with the Royal Household is of much importance, as with buy in received from them, as the tourism strategic is heavily built around this competitive advantage of Nongoma. Care must therefore be taken to maintain harmony and respect with the Royal House, for the heritage, tourism, job creation and economic benefit of the municipality.