

ZULULAND DISTRICT MUNICIPALITY

SETHEMBE LED STRATEGY

IMPLEMENTATION PLAN

PREPARED FOR:

Zululand District Municipality

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Ulundi

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1. INTRODUCTION

1.1. PURPOSE OF DOCUMENT

This document presents an Implementation Plan for Setheembe LED Programme of the Zululand District Municipality. The Implementation Plan follows from the Strategic Framework developed in Phase 3 of the process. The Implementation Plan presents the basic building block for future sustainable local economic development in the Zululand District Municipality.

1.2. OVERVIEW OF THE DISTRICT

The Zululand District is located on the northern regions of the KwaZulu-Natal province and it covers an area of approximately 14 810 km². Approximately half of the area is under the jurisdiction of traditional authorities while the remainder is divided between commercially-owned farms and conservation areas. The local municipalities forming part of the Zululand District are Ulundi, Abaqulusi, eDumbe, uPhongolo, and Nongoma (IDP 2012/2013).

The socio-economic reality in Zululand does not differ substantially from that found elsewhere in South Africa, however, in most instances the current reality represents the extremes of general trends found elsewhere. Most significant in terms thereof are high HIV/AIDS infection rates, high levels of poverty and high levels of unemployment.

The Zululand District Municipality, due to its location in relation to transport routes and its distance from major centres, is relatively isolated from the national economy. Further to this, access to basic factors of production such as raw materials, skilled labour and infrastructure is generally limited. Raw materials available in the area relate to coal mining and agricultural activities including maize, beef, timber and sugar production. Local beneficiation of raw materials is limited.

The area reflects the disparity in access to resources evident in all areas of KwaZulu-Natal where poverty stricken traditional authority areas border on well-established commercial farming areas. The five municipal centres, or key towns, are the focus of economic activity in each of the local municipalities and here the resource split between urban and rural areas is evident.

Despite the above the area has unique characteristics offering a range of opportunities for economic development. Most importantly the area of the Zululand District Municipality is viewed as the symbolic core, also referred to as the “warm heart”, of the wider area referred to as Zululand. This represents specific marketing opportunities. The district is home to a rich cultural diversity and numerous sites of historical significance, specifically relating to the Zulu nation. It has historically been and is still the home of the Zulu monarch. Further to this, the town of Ulundi, the base of the Zululand District Municipality, historically served as the capital of KwaZulu and the province of KwaZulu-Natal (together with Pietermaritzburg till 2004).

1.3. BACKGROUND TO THE LED PLAN

The preparation of a Local Economic Development Plan for the Zululand District Municipality focuses on activities ranging from basic investigations, strategy development, to project implementation planning and report writing.

The ultimate goal of the initiative is to develop clear direction on the future implementation of a number of key strategic LED programmes or projects. The terms of reference for this initiative note that the sustainable local economic development in the case of Zululand District implies the following objectives:

- Reducing income leakages;
- Increasing levels of investment;
- Promoting local business development and business interaction; and
- Increasing business opportunities and employment

The current initiative is a review of the 2004 Sethembe LED Strategy. The 2004 Strategy was aimed at establishing a Coordinated LED Framework for the Zululand District Municipality. The strategy was not intended to only inform future activities of the District Municipality relating to economic development, but also aimed to provide direction and guidance to all stakeholders in economic development in the District. The strategy developed was also not limited to economic development, but considered the relationship between economic development and other sectors, i.e. it was integrated.

2. SETHEMBE STRATEGY OVERVIEW

2.1. INTRODUCTION

In Phase 3 of this current initiative a comprehensive strategic framework for the Sethembe LED Plan was developed with input from a range of stakeholders. This strategic framework forms the basis of the Implementation Plan presented in this report and an overview of the framework is provided below in order to set the scene for the identification, design and prioritisation of projects and programmes.

2.2. OVERALL OBJECTIVE

The overall objective of the 2014 Sethembe LED Strategy is to **transform and build the Zululand Economy**.

This objective firstly acknowledges the developmental history of Zululand and the need for fundamental transformation before economic growth, benefitting all the people of the region, can be achieved. Colonial and apartheid development approaches shaped the spatial and economic environment over the past 150 years. Undoing the impact of these policies will require focused effort (as opposed to a 'scattering' of projects).

Once such transformation has been achieved the building of the economy can be focused on. Zululand possesses a number of economic sectors offering significant opportunities to impact positively on the development trajectory. Through the building of the Zululand economy the "Zululand story", featuring poverty, hopelessness and underdevelopment, can be fundamentally changed.

Thus, the 2014 Sethembe LED Strategy only has two goals in mind for the next five years, viz. to **transform and to build**.

GOAL: TRANSFORM

The goal aimed at transforming the environment in which future economic development will be achieved through implementing three strategies.

- Strategy 1: Transform the SPATIAL ECONOMY
- Strategy 2: Build the CAPACITY OF THE PEOPLE
- Strategy 3: Establish STRATEGIC LINKAGES

GOAL: BUILD

The goal aimed at building the economy will be achieved through implementing four strategies:

- Strategy 4: Consolidate and expand TOURISM
- Strategy 5: Grow AGRICULTURE
- Strategy 6: Develop BUSINESS
- Strategy 7: Explore MINING

These strategies are further discussed in the sections following.

2.3. GOAL 1: OVERVIEW OF STRATEGIES TO TRANSFORM

This section provides a brief overview of the strategies aimed at transforming the Zululand economy. Each of the strategies is discussed in terms of

- The situation that the strategy responds to;
- The impact this situation has had on economic development; and
- The solution / approach to addressing the situation and impact.

The strategies are:

- Strategy 1: Transform the SPATIAL ECONOMY
- Strategy 2: Build the CAPACITY OF THE PEOPLE
- Strategy 3: Establish STRATEGIC LINKAGES

2.3.1. STRATEGY 1: TRANSFORM THE SPATIAL ECONOMY

The situation:	The Zululand District Municipality reflects a spatial economic structure inherited from colonial and apartheid planning systems. Key characteristics of this spatial structure are (1) the established formal towns historically located to service the commercial agricultural sector (Pongola, Vryheid, Paulpietersburg), (2) the limited number of service centres established for the majority of the population on Ingonyama Trust Land (Ulundi and Nongoma), (3) the settlement of the vast majority of the population on land with marginal or no agricultural potential (any economic development potential of note), and (4) the underdeveloped nature of infrastructure in areas outside of formal towns.
The impact:	The spatial structure is not conducive to supporting economic development impacting positively on the lives of the majority of the people in the District. Rather, the spatial structure impacts negatively on economic development activities in a number of ways. Firstly, rural households spend excessive amounts of money and time on transport in order to access service centres (the apartheid structure of towns has a similar impact for people in urban areas). Secondly, the majority of the population has limited or no access to sustainable economic opportunities such as formal employment, business opportunities, education / training and related support.
The solution:	A town and village development programme, guided by the District and Local Spatial Development Frameworks, are to be implemented. The town and village development programme will be aimed at establishing “nests of economic activity” or <i>Isidleke Sezomnotho</i>. Locations for the establishment of <i>Isidleke Sezomnotho</i> will be identified primarily based on three informants, viz. ▪ the current spatial structure, ▪ the planned spatial structure (SDFs) and ▪ population catchments. The focus in each town and village node will be to offer access to at least retail services, social services and opportunities for production (as opposed to historic approaches focussing on providing access to services).

2.3.2. STRATEGY 2: BUILD THE CAPACITY (OF PEOPLE TO ENGAGE IN THE ECONOMY)**The situation:**

As a result of poverty, inadequate education and the mind sets of people the ability of a large section of the population to participate in the formal and/or informal economy is limited. This is particularly evident when considering the 2011 Census employment figures confirming that only 19% of the workforce is employed, 13% is classified as unemployed (i.e. seeking work) and a significant 68% is not seeking employment.

The impact:

The dependency of the Zululand population on income obtained through the government grant system, as well as the formal employment (public and private) sector often outside the District, continues to increase. At the same time the ability of people to successfully engage in self-employment, often in the informal sector, decreases.

The solution:

In order for broad based economic development to be achieved the capacity of the population to engage in both the formal and informal economy must be built. In order to achieve this a focused social development programme, building on the existing activities of the Department of Education, Department of Social Development, the Department of Health, non-governmental agencies and the private sector, must be initiated. This programme will be focused on building the capacity of people to engage in both the formal and informal sectors and could include 'poverty graduation programmes', entrepreneurship development programmes etc.

2.3.3. STRATEGY 3: ESTABLISH STRATEGIC LINKAGES**The situation:**

The Zululand District is generally viewed as an isolated region not having strong regional linkages. To a large extent this perception is brought about by a number of key transport linkages not established or not functioning optimally. This refers specifically to the following linkages:

- the Ulundi-Empangeni road link (P700/P701),
- the Nongoma-Pongola link,
- the Nongoma-Abaqulusi link,
- the air link between Ulundi / Vryheid and other regional airports, and
- the Coal Line (railway) passing through the area with limited local linkages.

Positive developments that flowed out of the initial Sethembe planning process in 2004 are:

- The tarring of the P700 from the junction with the Ulundi Airport Precinct all the way to Cengeni Gate of the Hluhluwe-Imfolozi Park
- The multi-million upgrade of the Ulundi Airport which is now fully operational
- The creation of air linkages since the introduction of daily scheduled flights in 2012 and 2013 which now service routes between OR Tambo Airport (Johannesburg), Oribi Airport (Pietermaritzburg) and Virginia Airport (Durban).

The impact:

The Zululand economy is isolated and does not benefit substantially from linkages with regional economic development opportunities in Swaziland, Umkhanyakude, the Isimangaliso Wetland Park, Richards Bay / Empangeni and elsewhere.

Scheduled flights to key regional airports are providing quick and safe links for business people and government employees and connectivity to national and international markets. The impact of the operational airport at Ulundi goes far beyond the direct effect of the airport's operations to the wider benefits that air accessibility brings to regional business interests, consumers and essential service delivery mandates.

A functioning airport plays a vital role in almost every aspect of a developing population centre. They serve as gateways for economic activity and service deliver; enhance efficiency; and provide a stimulus for development of new business enterprises. Thus the introduction of scheduled flights coupled with the development of the surrounding airport precinct combines to lay the ground work for a far bigger socio – economic benefit package.

The strategy to establish strategic linkages is closely linked to consolidating and expanding tourism (Strategy 4). The flight offerings and the road linkage via the P700 to the Hluhluwe-Imfolozi Park also present new opportunities for tourism flow through the region.

The solution:

The establishment of strategic linkages / infrastructure must be placed high on the development agenda of the Zululand District Municipality. Although it is not the mandate of the District to establish these linkages it should use all the resources available to ensure that the necessary linkages are prioritized and provided by relevant line function departments or agencies. Most importantly here would be the Department of Transport.

In terms of strategic linkages that can alter tourist traffic flow, the creation of new linkages will need to be backed up by strong marketing and awareness campaigns to influence itinerary planning by self-drive leisure travellers and in-bound tourism operators who currently bypass most of Zululand District (with the exception of Pongola) due to the lack of efficient road access from the N2 into the rest of the district.

2.4. GOAL 2: OVERVIEW OF STRATEGIES TO BUILD THE ECONOMY

This section provides a brief overview of the strategies aimed at transforming the Zululand economy. Each of the strategies is discussed in terms of

- The situation that the strategy responds to;
- The impact this situation has had on economic development; and
- The solution / approach to addressing the situation and impact.

The strategies are:

- Strategy 4: Consolidate and expand TOURISM
- Strategy 5: Grow AGRICULTURE
- Strategy 6: Develop BUSINESS
- Strategy 7: Explore MINING

2.4.1. STRATEGY 4: CONSOLIDATE AND EXPAND TOURISM

The situation:	While the Zululand District has a wealth of cultural, heritage and natural attractions that are authentic and different, these tourism products are underrepresented in the marketing of KwaZulu-Natal. The status quo assessment highlighted how the key obstacles to tourism growth lie in: ▪ lack of awareness and information, ▪ lack of accessibility into the district from the N2, and ▪ the failure to package these assets in an attractive way that distinguishes them from the other two districts forming the greater Zululand: uThungulu and uMkhanyakude. These two districts currently attract the overwhelming majority of tourists travelling north of the Tugela. Yet Zululand is the only district which can make the claim to being the birthplace of the Zulu nation.
The impact:	Cultural and heritage products in particular have substantial potential to trigger the further development of the sector but in Zululand District these remain largely unrealised. The National Strategy on Heritage and Cultural Tourism (Department of Tourism 2012) provides strategic direction for the development and promotion of heritage and cultural tourism in the context of rural development. Internationally, the trend is towards forms of tourism that educate the tourist about history, the environment, and cultures. This trend provides opportunities for communities in rural areas to re-evaluate their opportunities for tourism development and to bring wider sections of the community into profitable activities connected with tourism. In the past decade, business tourism to Zululand has flourished and new lodges have opened. There are also a handful of new entrants into the local tourism sector who have built ventures around weddings, events, royal heritage and game viewing. Yet Zululand District lags far beyond its neighbours in terms of the economic impact of tourism. Currently Zululand District has less than 15% of the total tourist overnight stays (domestic and international) in the Greater Zululand Region.
The solution:	A renewed focus on marketing the tourism attractions of the District, together with actively facilitating development of authentic, focused and sophisticated tourism assets, is proposed. Future marketing must address the strategic themes for tourism development outlined in the National Rural Tourism Strategy: ▪ Access – promoting transport linkages and actively setting out to change tourism flow into the district ▪ Market intelligence – a commitment to ongoing research in order to: monitor tourism volumes; segment markets effectively; and drive development of assets based on market demand. ▪ Anchor attractions – Zululand District to facilitate development of major tourism assets, focusing on Hluhluwe / Imfolozi Game Reserve; the Pongolapoort Dam (Lake Jozini); the Ithala Game Reserve; and the eMakhosini Opathe Heritage Park. ▪ The Tourism Network – addressing skills development and the level of service standards in the Zululand District. ▪ Tourism Marketing - providing sophisticated and comprehensive information via mobile and internet technology; through tourism agencies and publications; and via physical information offices.

2.4.2. STRATEGY 5: GROW AGRICULTURE

The situation:	Owing to limitations on climate, soils and slope it appears as if there is limited arable land potential in the District. The more arable land is confined to the wetter high lying western areas of the municipality located at eDumbe, Abaqulusi and parts of Ulundi municipalities where plantation crops such as sugar and commercial timber are produced. The remainder of the District includes lower rainfall areas resulting in production levels being marginal, perhaps sufficient for food security under dry land production. Livestock and game operations are successful in the drier areas, although stocking rates are lower due to sparser vegetation cover than in the higher rainfall areas.
The impact:	From interviews with Councillors it was established that agriculture is viewed as a key sector for achieving local economic development. However, from the assessment of the agricultural potential of the sector, it was established that great care will have to be taken in planning for the growth of the sector as opportunities for small scale agriculture is limited. This implies that providing small-scale growers with appropriate support will be essential if the sector is to be grown.
The solution:	The suggested approach is then to: ▪ Facilitate agricultural development support: Local Government has limited impact on the support provided by the Department of Agriculture, but can facilitate improved levels of communication between communities and the Department, as well as provide farmers with improved access to information, land, water and general support. ▪ Build the capacity of emerging farmers to market produce: Through spatial restructuring and the establishment of development nodes the potential exists for improved local marketing of agricultural produce. More specifically it is suggested that the District, with support of other stakeholders, promote the concept of collective marketing.

2.4.3. STRATEGY 6: DEVELOP BUSINESS

The situation:	The commercial sector is well established in the towns of the District, however, is not easily accessible for the majority of the rural population. A number of potential commercial markets exist. The lack of business support services will, however, limit entry of emerging entrepreneurs into these markets. Pre-requisites for the development of the sector include the development of planning frameworks focused on achieving spatial transformation, the provision of business support and informal sector support.
The impact:	The high existing levels of income and education inequality in Zululand will continue to place emerging entrepreneurs at a disadvantage when trying to enter the formal business sector. Emerging entrepreneurs will thus continue to be relegated to the informal sector.
The solution:	Government, and therefore the Zululand District, must focus its efforts for developing the business sector in areas where it is intimately involved in. Public sector spending on infrastructure, facilities and housing represents an ideal opportunity for creating new sustainable jobs and emerging enterprises (contractors) in the District. Despite 20 years of active investment in infrastructure, housing and facilities the number of businesses focused on the maintenance of infrastructure and facilities (e.g. plumber, electricians etc.) are limited and due to the distance of Zululand from major centres it is difficult to access these skills. It is thus proposed to establish a programme that will support the establishment of local businesses focusing on the maintenance and improvement of infrastructure.

2.4.4. STRATEGY 7: EXPLORE MINING**The situation:**

From a relatively prominent coal mining area in the late 1980s the industry has all but ceased activity in major parts of the District. The so-called Vryheid and Zululand Coalfields are located in the Zululand District Municipality area. The Vryheid Coalfield stretches from west of Vryheid in a broad band to the east of Louwsburg and is further divided by into the Zuinguin Mountain area, the Hlobane/Matshongololo area, the Thabankulu/Enyati Mountain area and the Ngwibi Mountain area. The Zululand Coalfield starts to the north of Nongoma town and stretches in a broad band to the south. Portions of the eDumbe Municipality is further included into the Utrecht Coalfield (Whyte 2003). Whyte's 2003 assessment concluded on the future potential of coal mining in the area that *"...there are still mining opportunities available for small to medium sized operators in the coalfield, in areas which large companies discarded as being uneconomical. The profitability will be dependent on the cost of mining and rehabilitation, coal quality, marketability and export opportunities. A large pool of skills still exists"*

The impact:

Because of the drastic decline of the mining sector in the District over the past two decades relatively limited attention has been afforded the future potential of the sector. Private sector companies have generally driven mining activities and there is no integrated approach to realizing opportunities in the sector.

The solution:

The Zululand District Municipality, with the support of the National Department of Minerals, should conduct an assessment of the further development of the sector in the Zululand District Municipality. Should it be established that opportunities in the sector exist the assessment must further provide guidance to government as to what it can do to support the re-establishment of the sector in Zululand.

3. THE PROJECTS

3.1. INTRODUCTION

Within the context of the Strategic Framework and the development reality in Zululand this section identifies and elaborates on the various project priorities as identified through the planning process. Each of the prioritised projects is further unpacked in a Project Sheet aimed at providing a thorough understanding of who will be responsible for a project, what it will entail and how it is to be implemented. The Project Sheet information will then also serve as the basis for monitoring implementation progress.

Section 4 onwards presents more detailed Concept Business Plans for a number of the priority projects identified and presented in this section. The Concept Business Plans are viewed as adequate for accessing the funding necessary for implementing the priority projects / programmes.

3.2. LIST OF PROJECTS

The table below presents a list of the prioritised projects and then also provides an indication of the projects / programmes for which Concept Business Plans have been prepared.

TABLE 3.1: SETHEMBE PROJECT SHEETS AND CONCEPT BUSINESS PLANS

NO	PROJECT NAME	CONCEPT BUSINESS PLAN	SETHEMBE STRATEGY
0.1	Sethembe LED Implementation Capacity		Institutional Readiness
0.2	Sethembe Marketing		
0.3	Establishment of District Development Agency		
0.4	Informal Sector Support Programme		
1.1	Isidleke Sezomnotho Programme	Section 4	Strategy 1: Transform the Spatial Economy
1.2	Town and Village Development: Mona Market		
2.1	Grass Roots Entrepreneurship Development Programme	Section 5	Strategy 2: Build the Capacity of People to Engage in the Economy
3.1	Roads Upgrading Programme		Strategy 3: Establish Strategic Linkages
4.1	Tourism Marketing and Implementation Plan	Section 6	Strategy 4: Consolidate and Expand Tourism
4.2	Tourism Database		
4.3	Tourism Bill Boards and Cell Phone Info Technology		
4.4	Tourism Road Signage		
4.5	Continued Professional Development programme for Tourist Information Staff		
4.6	Develop Tourism Marketing Products		
4.7	Emakhosini Heritage Park		
4.8	Pongolapoort Dam Development		
4.9	Ulundi Airport Marketing Plan	Section 7	
4.10	Ulundi 19: Tourism "Gateway" Development		
4.11	Royal Household Tourism		
4.12	Cengeni Gate Tourism Project		

NO	PROJECT NAME	CONCEPT BUSINESS PLAN	SETHEMBE STRATEGY
5.1	Establish Zululand Agricultural Working Group		Strategy 5: Grow Agriculture
5.2	Identification and Support to Pilot Land Reform Projects		
5.3	Irrigation Feasibility		
5.4	Access to Water Programme		
5.5	Collective Marketing Programme	Section 8	
5.6	Beef Market Access Programme		
5.7	Aloe Processing Facility		
5.8	Seedling Nursery		
5.9	Nongoma Poultry Project		
5.10	Zululand Agri-Processing Hub (Business Plan under preparation)	Section 9	
6.1	ZDM Contractors Development Programme	Section 10	Strategy 6: Develop Business
7.1	Zululand Mining Sector Programme		Strategy 7: Explore Mining

3.3. INSTITUTIONAL READINESS PROJECT SHEETS

PROJECT SHEETS

o.1 Setheembe LED Implementation Capacity



PROJECT BASICS

STRATEGY	Institutional Readiness	PROJECT CATEGORY	District
PROJECT TYPE	Capacity	EST. PROJECT VALUE	In-house
PROJECT DRIVER	Human Resources	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	EDTEA		
	COGTA		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The capacity of the District to plan and manage the implementation of a diverse range of LED initiatives is severely constrained and the District lack skills in areas such as agriculture, capacity building, informal economy etc. The District will in future also 'compete' with the proposed District Development Agency for resources and it is therefore essential that the District capacity required to implement the Setheembe programme is established as a matter of priority.
CURRENT STATUS	To initiate
DISTRICT MUNICIPALITY ROLE / APPROACH	Review LED organogram in Municipality specifically considering capacity to implement the programmes and projects reflected on here and the impact of the proposed establishment of the Economic Development Agency.
APPROACH TO FUNDING	Acquiring additional capacity will have to be funded from available budgets for Human Resources. This may require a re-allocation of resources for this purpose.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Approval of Setheembe Implementation Plan	Council		
2.	Review of LED Organogram to align to Setheembe Programme	Human Resources		
3.	Develop job descriptions	Human Resources		
4.	Advertise positions and appoint			
RELATED PROJECTS				

PROJECT SHEETS

0.2 Sethembe Marketing Campaign



PROJECT BASICS

STRATEGY	Institutional Readiness	PROJECT CATEGORY	District
PROJECT TYPE	Marketing	EST. PROJECT VALUE	R 500 000 (p.a.)
PROJECT DRIVER	LED Manager	CONTACT DETAILS	035 870 0812
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		Facilitate
	Bongani Sibiya		Facilitate

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	Up until now, individual landowners, small towns and communities have battled to attract investment because the district is fairly isolated and does not have high recognition in main centres where investment decisions are made. There are also negative perceptions relating to crime and low volumes of tourists. All of these factors have made it very difficult for people to attract investment to the district. It is for this reason that in Phase 1 of the Sethembe programme the support team developed an Investor Presentation on CD Rom which combined well animated maps and video and paints a different picture – one of a district where the district municipality is firmly committed to doing the things that will make the area more conducive for investment. This tool was vital to gain the interest of potential investors and assist local people in attracting funding support.
CURRENT STATUS	The Sethembe investor presentation is outdated and must be recreated using recent video material and information.
DISTRICT MUNICIPALITY ROLE / APPROACH	The Zululand District Municipality will use this investor presentation when they travel to trade shows and on trade visits. They also wish to make such a presentation available to any levy payer who wants to present an overall picture of what is taking place in the district.
APPROACH TO FUNDING	Funding to be secured from appropriate National and Provincial resources, as well as major corporates active in Zululand.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Review Sethembe Investment Presentation			
2.	Appoint agency to update / recreate presentation			
3.	Launch Presentation and Distribute			
4.	Actively Market District with Presentation			
RELATED PROJECTS	Roadshows and information sessions Opportunity to refocus political attention on Zululand District Opportunity to package opportunities for potential tourism and agriculture investors Promotional activities should simultaneously advance awareness of the scheduled flight services to and from Ulundi by flying in political decision makers, journalists and potential investors			

PROJECT SHEETS

0.3 Establishment of District Development Agency



PROJECT BASICS

STRATEGY	Insitutional Readiness	PROJECT CATEGORY	District
PROJECT TYPE	Capacity	EST. PROJECT VALUE	R5 million p.a.
PROJECT DRIVER	Municipal Manager	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	COGTA		Planning and funding support

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	KZN COGTA is driving a process with the objective to establish an Economic Development Agency in each of the Districts in KwaZulu-Natal, this included the Zululand District Municipality. The focus is on establishing an Agency on the District level that will take responsibility for the implementation of primarily projects of a catalytic nature. The intention is that the Agencies should be self-funding, but it is also realised that this will only be possible (if at all possible) over the long term.
CURRENT STATUS	KZN COGTA funded and completed a feasibility study for the establishment of an Economic Development Agency in Zululand.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District is to take the lead in the establishment (and potentially funding) of the Economic Development Agency.
APPROACH TO FUNDING	Funding for the establishment and ongoing operation of the agency is currently under discussion.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Secure funding for establishment of Agency			
2.	Clearly ring-fence Agency projects			
3.	Establish Agency			
4.	Implement Agency Plan			
RELATED PROJECTS				

PROJECT SHEETS

o.4 Informal Sector Support Programme



PROJECT BASICS

STRATEGY	Institutional Readiness	PROJECT CATEGORY	District / Local
PROJECT TYPE	Implementation	EST. PROJECT VALUE	R2million p.a.
PROJECT DRIVER	LED Manager	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	EDTEA		
	DSBD		
	Private Sector		
	Public Sector Agencies		
	Non-profit Organisations		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	On a national and provincial substantial emphasis is placed on the important role the informal economy can fulfil in supporting economic development. Both national and provincial government is currently formulating informal economy strategies suggesting government afford the informal economy much more attention. It is then suggested that the ZDM should also establish an Informal Economy programme. This programme will be aimed at supporting the informal economy activities of the local municipalities. The District programme will specifically support information sharing, strategic planning, capacity building and, where possible, capital development aimed at supporting the informal economy. The KZN Informal Economy Strategy will serve as a basic guideline for the formulation of the District programme.
CURRENT STATUS (DATE)	To be initiated
DISTRICT MUNICIPALITY ROLE / APPROACH	To plan and implement an Informal Economy Programme to support and coordinate implementation on the local municipality level.
APPROACH TO FUNDING	

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.				
2.				
3.				
4.				
RELATED PROJECTS				

3.4. PROJECTS SHEETS FOR TRANSFORMING THE SPATIAL ECONOMY

PROJECT SHEETS

1.1 Isidleke Sezomnotho Programme



PROJECT BASICS

STRATEGY	Strategy 1	STRATEGY NAME	Transform Spatial Economy
PROJECT TYPE	Operational	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Range of government departments		
	Private sector investors and businesses		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The ultimate goal for the establishment of Isidleke Sezomnotho is to establish a service point within each rural settlement that will provide local residents with access to an appropriate level of commercial and social services, as well as presenting opportunities for enterprise / economic development related to such a service point. The proposed <i>Isidleke Sezomnotho</i> consists of three main components. The components of the system are: ▪ Services system: The services system is to be developed and maintained by the municipality and will essentially be the “glue that keeps everything together”. The system will provide basic guidelines to stakeholders and where necessary coordinate the activities of stakeholders between the various <i>Isidleke Sezomnotho</i>. The development and implementation of the system will be facilitated by the municipality. ▪ Services provision: Service provision is at the core of the concept and could potentially include community, commercial, government and non-government service provision. The extent of service provision at a specific service point will be guided by the needs of the community. ▪ Services point: This is the physical point at which the service provision will be provided. The infrastructure and facilities to be developed at the service point over time will be determined by the specific needs of the community and the extent to which the service point is utilised.
CURRENT STATUS	SEE ATTACHED CONCEPT BUSINESS PLAN
DISTRICT MUNICIPALITY ROLE / APPROACH	
APPROACH TO FUNDING	

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	SEE ATTACHED CONCEPT BUSINESS PLAN			
2.				
3.				
RELATED PROJECTS				

PROJECT SHEETS

1.2 Town and Village Development: Mona Market



PROJECT BASICS

STRATEGY	Strategy 1	Strategy Name	Transform Spatial Economy
PROJECT TYPE	Implementation	EST. PROJECT VALUE	R6 million
PROJECT DRIVER	Nongoma Municipality	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Zululand District		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The Mona Market is the most significant periodic market in KwaZulu-Natal. It is a market both visited by regional traders and the local community and historically used to be the focus of substantial activities in the last week of every month including the cattle auction of the King. Management of and the facilities at the market have not evolved with the growing popularity of the event. Various attempts to facilitate the improved management of the market have failed. Drawing on historic proposals attempts at improving management of the market should be revived in order for it to continue fulfilling its role as a regional and local market. The Mona Market could also potentially serve as an 'anchor' for the establishment of a larger regional periodic market system. The Mona Market remains a potentially unique tourism attraction.
CURRENT STATUS	Indications are that funding has been allocated for the Mona Market project, but that various challenges with implementing proposed developments have been experienced.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District is to fulfil a facilitating role in ensuring that the allocated funding is utilised for intended purposes.
APPROACH TO FUNDING	Major capital development is required to ensure that the market continue to function effectively. External resources will have to be secured for this purpose.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Reconsider historic proposals for management / development of the market			
2.	Confirm status of current processes			
3.	Develop a basic 'road map' for moving forward with the Mona Market development			
4.	Implement			
RELATED PROJECTS				

3.5. PROJECTS SHEETS FOR BUILDING THE CAPACITY OF PEOPLE TO ENGAGE IN THE ECONOMY

PROJECT SHEETS

2.1 Grass Roots Capacity Building + Awareness (Street Theatre Programme)



PROJECT BASICS

STRATEGY	Strategy 2	STRATEGY NAME	Build people capacity
PROJECT TYPE	Capacity Building	EST. PROJECT VALUE	R 750 000 (p.a.)
PROJECT DRIVER	District Municipality (Sethembe LED)	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	RESPONSIBILITY	CONTACT PERSON
	Sethembe		
	Local Municipalities		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The District wishes to establish a culture of entrepreneurship within the District and to this end wishes to communicate basic principles of entrepreneurship to the people of Zululand (on a grass roots level). A street theatre programme, whereby a group of actors do a 15-20 minute performance in strategic locations such as taxi ranks, public gatherings etc has previously been conducted by the District and its constituents with great success. Through this approach four basic concepts relating to entrepreneurship was conveyed to audiences of up to 2 000 people in a non-confronting way, the message was supported by a visual leaflet providing more information. SEE ATTACHED CONCEPT BUSINESS PLAN
CURRENT STATUS	The Sethembe Programme of the ZDM has previously secured funding for the development of the Street Theatre Programme and the running of the programme in 30 locations across the District. Through this approx 20 000 people were reached directly and up to 100 000 indirectly.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District aims to secure funding to continue running this programme on an annual basis, improving continually on the message and the reach of the message
APPROACH TO FUNDING	It is estimated that R750 000 is required per annum to continue to improve and run this programme in 50 locations (per annum). EDTEA and donors will be approached for support.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Secure funding for annual repeat of programme			
2.	Appoint Service Provider to develop / coordinate programme			
3.	Review Street Theatre Programme			
4.	Run programme in 50 locations per annum			
RELATED PROJECTS				

3.6. PROJECTS SHEETS FOR ESTABLISHING STRATEGIC LINKAGES

PROJECT SHEETS

3.1 Roads Upgrading Programme



PROJECT BASICS

STRATEGY	Strategy 3	STRATEGY NAME	Establish Strategic Linkages
PROJECT TYPE	Facilitation	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Dept of Transport		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	A key strategy of the District in support of economic development is the improvement of access within the District and between the District and neighbouring areas. A number of roads upgrading initiatives are already underway or planned. The Roads Upgrading Programme is viewed as a facilitation initiative aimed at ensuring that relevant government departments are familiar with the priorities of the District and establishing a clear implementation plan. Key road linkages to be focussed on include: Golela Border Post to uPhongolo, the P701 between Hluhluwe-Umfolozi Park and Empangeni, the R66 between Nongoma and uPhongolo, the Nongoma Vryheid link, the R618 between Hlabisa and Nongoma (through the Hluhluwe-Umfolozi Park), a 4km section of the district road running from the R66 to Dingaanstat Gate within the Emakhosini-Opathe Heritage Park.
CURRENT STATUS (DATE)	A number of the mentioned link roads are already being upgraded, or have received some attention, but projects are not concluded.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District will establish a clear picture of the current and future planned activities of the Department of Transport and together with the Department consider future priorities in terms of road upgrading and maintenance. Based on the above cooperation the District will ensure that investors and communities are kept informed of current progress and future plans.
APPROACH TO FUNDING	The Roads Upgrading Programme will continue to benefit from the allocated funding of the Department of Transport. Where required the District will facilitate obtaining additional funding for the upgrading of key linkages.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Meeting with DoT to establish Status Quo			
2.	Compile Status Quo Report on road upgrading			
3.	Facilitate consultation with key stakeholders and potential funders and develop photographic record of the access gaps.			
4.	Monitor Implementation of key road upgrading projects			

RELATED PROJECTS

3.7. PROJECTS SHEETS FOR CONSOLIDATING AND EXPANDING TOURISM

PROJECT SHEETS

4.1

Tourism Marketing and Implementation Plan



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Marketing Implementation	EST. PROJECT VALUE	R500 000
PROJECT DRIVER	ZDM Tourism Manager	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Local Tourism Offices		
	Tourism Product Owners		
	KZN Tourism		
	AMAFA Heritage		
	EKZN Wildlife		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The district understands the critical need to grow tourism in the district. A district tourism hub has been built within the Ulundi Airport Precinct, the new Cengen Gate entrance to the Hluhluwe Imfolozi Park is complete, and a new tourism manager was appointed in 2014. However, the Tourism Marketing Plan is outdated and difficult to implement and as a result many opportunities are being missed and little consultation with partners and investors is taking place. A refocused Tourism Marketing plan needs to be backed by a range of implementation plans, relevant to current market conditions and trends. These should clearly spell out the way forward and provide mechanisms for monitoring progress.
CURRENT STATUS	The current Tourism Marketing Plan is outdated
DISTRICT MUNICIPALITY ROLE / APPROACH	SEE CONCEPT BUSINESS PLAN
APPROACH TO FUNDING	

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Secure funding for a Tourism Marketing and Implementation Plan			
2.	Review existing tourism-related plans			
3.	Appoint agency to assist the Tourism Manager with the development of the plan			
4.				
RELATED PROJECTS				

PROJECT SHEETS

4.2 Tourism Database



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Tourism Development	EST. PROJECT VALUE	R500 000
PROJECT DRIVER	ZDM Tourism Manager	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Local Tourism Offices		
	Tourism Product Owners		
	Tourism KZN		
	AMAFA Heritage		
	EKZN Wildlife		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	A well maintained Tourism Data base is essential to effective tourism management in the district
CURRENT STATUS	Currently there is no single tourism data base which includes detailed information on all the tourism assets, accommodation, suppliers, travel agencies and key tourism development and marketing agencies. Date bases have been developed on an ad hoc basis, are frequently stored on a single staff person's laptop and this information is often lost or overlooked.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District Tourism Information staffs need to be supported by the District in the development, ongoing updating and careful storage of such a data base.
APPROACH TO FUNDING	Internal function for which the District Tourism Manager is responsible

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Create and maintain data base of all tourism attractions with full contact information, detailed information on facilities and hours of operation			
2.	Create and maintain data base of all tourism accommodation full contact information, detailed information on facilities, number of beds etc.			
3.	Create and maintain data base of all potential and existing tourism partners: Tourism Marketing agencies, travel operators, airlines etc.			
4.	Create and maintain data base of all government departments involved in the marketing and development of tourism.			
RELATED PROJECTS				

PROJECT SHEETS

4.3 Tourism Bill Boards and Cell Phone Info Technology



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Capital Investment	EST. PROJECT VALUE	R 1.2 million
PROJECT DRIVER	Zululand District Municipality	CONTACT DETAILS	035 870 0812
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		Facilitate
	Sethembe		Facilitate
	Cell Phone Company		Sponsorship / Technology
	Cell Phone Agents		
	Tourism KZN		Support / Funding
	Dept of Transport		Approval

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	Travellers don't know what to expect when they visit the Zululand District. It is difficult to get information about the area. They feel nervous when travelling because there are long stretches of road with no confirmers. There is no information available to tourists after hours. In the Zululand District, not all of the Tourist Information offices are easily accessible or clearly marked and the standard of service differs from town to town. These offices are closed at night and on weekends when they are most needed. The National Rural Tourism Strategy (2012) specifically addresses the need for Rural Tourism Information and Communications technology (ICT) stating that one of the principal hindrances to the development of rural tourism in South Africa is the lack of communication material and infrastructure. This results in revenue loss where tourism is taking place. THE SOLUTION: <i>A partnership with a Cell Phone network which would pilot an innovative tourist information system in the Zululand District. A single cell number which is publicised on all the road networks on huge billboards would be available for tourists to phone 24 hrs a day and obtain information from an operator or via sms on the nearest accommodation to where they are, attractions in the area and details of events. This would be a first in the country</i>
CURRENT STATUS	Preliminary meetings with cell phone technology agencies show that this is possible to implement. However, Cell phone companies and their associates will need to be convinced that sufficient call volumes can be generated to merit the investment. Unless the long-term opportunities are clearly spelled out, there will be hesitation to outlay the funds for the 30+ Billboards required at a cost of +- Forty Thousand Rand each. There are also initiatives underway at a national level to find solutions to the ICT challenge and these can be investigated to see if there is opportunity for the District to access systems which are already working. One of these is the START-Net concept generated by the University of Pretoria in partnership with the North Carolina State University.

PROJECT SHEETS

4.3 Tourism Bill Boards and Cell Phone Info Technology



DISTRICT MUNICIPALITY ROLE / APPROACH	To approach Cell phone companies with the investment opportunity. To consider and source funding for the accompanying bill board development. The appointment of a co-ordinating agency will be crucial to the success. Such an agency would create the tourist information data base required and to get all the Tourist product owners on board.
APPROACH TO FUNDING	This is viewed as a private sector development with the involvement of district tourism product owners. There is an opportunity for this project to create new income streams for tourism for the ZDM. This can be achieved by earning a percentage of all cell phone calls made and by the ZDM providing the capital outlay for the Billboard and then renting them to advertisers.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Meet with Cell phone technology agencies			Done
2.	Obtain cost estimates for Bill Boards			Done
3.	Detailed investigation of the available technology			
4.	Determine Dept of Transports' policy towards Bill Boards			
5.	ZDM , KZN Tourism and DEAT to back proposals to Dept of Transport.			
RELATED PROJECTS		Road Signage Community Tourism Awareness Tourism Media Publicity Campaign		

PROJECT SHEETS

4.4 Tourism Road Signage



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Capital Investment	EST. PROJECT VALUE	R 200 000 (Seed funding)
PROJECT DRIVER	Zululand District Municipality	CONTACT DETAILS	035 870 0812
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		Facilitate / Fund
	Sethembe		Facilitate
	Transport Authorities at national, Provincial		Siting Approval
	Local Municipalities		
	Tourism Product Owners		
	Tourism marketing / PR Agrncy		Long term facilitation

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	There are long stretches of road with no confirmers for the traveller who is unfamiliar with the District. Very few information lay-byes exist. Many tourism destinations can only be reached by dirt roads where signage is infrequent and unclear. Road Signage is frequently not reflective so travellers at night have great difficulty in reading signage. Signposting of tourism attractions and accommodation is inadequate with too little advance signs and junctions which are not well signposted.
CURRENT STATUS (DATE)	The various Transport authorities have in the past funded tourism signage but in recent years, tourism destinations that have wanted a well marked area have had to find funding from their local municipalities and from individual tourism product owners.
DISTRICT MUNICIPALITY ROLE / APPROACH	To launch a thorough investigation into signage requirements throughout the district. To make a single, application to the relevant authorities for regional signage needs and the needs of individual tourist product owners. To liaise with tourism product owners and receive payments for road signage To consider and source funding district signage needs in conjunction with each municipality in the district.
APPROACH TO FUNDING	The District will need to find funding for district signage and private sector Tourism Product owners will need to pay for signage leading to and at their facility. Funding will also be required for in-depth facilitation of this project. These type of projects typically take a minimum of 10 months to implement.

PROJECT SHEETS

4.4 Tourism Road Signage



PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Prepare questionnaires and application forms for Tourism Product owners			
2.	Private Sector and Tourism Information officers to determine district signage needs			
3.	Approach the provincial authorities for guidance on applying for road signage on provincial roads.			
4.	Complete detailed mapping of requirements			
5.	Do the same with local authorities			
6.	Process all applications, submit application, monitor and manage the project			
RELATED PROJECTS		Tourism Bill Boards		

PROJECT SHEETS

4.5 Continued Professional Development programme for Tourist Information Staff



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Capacity Building	EST. PROJECT VALUE	
PROJECT DRIVER	ZDM	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM Tourism Staff		
	Local Municipality Tourism Staff		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	Addressing skills development and the level of service standards is one of the strategic themes for tourism development outlined in the National Rural Tourism Strategy. Tourist information staff required a range of specialised skills which include: tourism marketing expertise; product development in partnership with the private and public sectors; and research ability to coordinate and manage market intelligence and measure achievement of strategic outcomes. The implementation of a Tourism Information Staff Continued Professional and Development programme in the District would nurture and support the next generation of tourism professionals. Such a programme would include: • Planning for continued professional development in the area of destination marketing and tourism development and research • Identifying skills gaps and the possible need for further formal education • A mentoring process for tourism managers • Networking and best practice learning from destination staff in other areas
CURRENT STATUS (DATE)	To date there has not been a programme specifically designed to develop a mentoring and professional development programme for staff in the District who are responsible for providing tourism information and management of / liaison with the tourism sector.
DISTRICT MUNICIPALITY ROLE / APPROACH	In view of the critical importance of tourism growth it behoves the District to invest in a high-level marketing mentoring and development program for staff members who are at the forefront of tourism and implementation. The HR Department should help to drive this project considering each individual and the position and responsibilities they have.
APPROACH TO FUNDING	Tourism SETA? Internal funding by ZDM

PROJECT SHEETS

4.5 Continued Professional Development programme for Tourist Information Staff



PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Analyse the skills and knowledge of tourism employees and identify their development needs			
2.	Implement a Continued Professional Development Programme for Tourist Information Staff			
3.	Involve a mentoring agent who can bring together a diverse range of tourism professionals in the CPD project and also develop a reciprocal learning programme with tourism information staff at other destinations			
RELATED PROJECTS				

PROJECT SHEETS

4.6 Develop Tourism Marketing Collateral



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Marketing	EST. PROJECT VALUE	Product Brochure R 500 000
PROJECT DRIVER	ZDM	CONTACT DETAILS	035 870 0812
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		Facilitate
	Sethembe		Facilitate
	Tourism KZN		Fund and Facilitate
	Tourism Product Owners		Fund and Facilitate

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	In light of the need for more sophisticated tourism packaging and marketing, there is an urgent need to refresh and update the marketing collateral currently used by Zululand District Municipality. The areas of greatest concern include the need for a stronger internet presence and physical brochures which provide the information tourists need to make destination decisions and book their trips and accommodation. It is also imperative that proper planning is in place to continuously update and increase ZDM tourist information on internet travel sites, in travel guides and on maps produced by tourist agencies like EKZN Wildlife. In the past, the Zululand District area was very closely linked to Tourism marketing with the neighbouring districts of Umkhanyakude (Hluhluwe) Uthungulu (Richards Bay/Eshowe). While KZN Tourism markets Umkhanyakude as a separate destination called "The Elephant Coast", Zululand District and Uthungulu District are bundled together as "Zululand". As a result the District does not have its own distinctive marketing tools which brand the district and set it apart with a clearly differentiated brand as the Heart of the Zulu Kingdom.
CURRENT STATUS (DATE)	There is a Zululand Generic Brochure, however, this brochure merely gives an overview with and does not facilitate booking decisions or provide in-depth product information and contact details. There is currently no Product Marketing brochure for the Zululand tourism industry. While it is accepted that funding for a product brochure comes mainly from tourism product owners, this is a special case where there is huge disparity in the marketing budgets of upmarket loges in uPhongolo and outfits like fledgling B&B's and tour operators in Nongoma. We therefore need to source funding which will subsidise the participation of PDI product owners. The ZDM Tourism office has secured funding for and is currently co-ordinating a complete overhaul of the old Zululand tourism website. Much of the content that is developed for this website can be readily duplicated in a print product brochure, reducing costs and duplication of effort. Having sound tourism product content in place also makes it easier to achieve reciprocal links on other travel websites and extend the ZDM tourism footprint. The majority of tourists use the web to make their tourism decisions. While Tourism publications like maps and travel guides (produced by publishers like Lonely Planet, Fodor, Rough Guide and Dorling Kindersley) are updated only at annual or even longer-spaced intervals, they all have online versions which can be updated very quickly. The advantage of keeping these reciprocal websites updated is that when the print updates are done, the newer website information is used.

PROJECT SHEETS

4.6 Develop Tourism Marketing Collateral



DISTRICT MUNICIPALITY ROLE / APPROACH	The ZDM is committed to funding of district tourism marketing collateral and will consider and source additional funding for this purpose, working with partners, the ZDM tourist office and a co-ordinating marketing agency.
APPROACH TO FUNDING	TKZN Tourism and other sponsors will be approached for funding support. The balance of the funding required will come from ZDM, tourism product owners and advertisers. Other aspects like continually updating travel websites should be part and parcel of the everyday tasks of tourism information staff.

PROJECT ACTIONS				
NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Submit funding application to TKZN			
2.	Begin Concept designs			
3.	Contact all Tourism Product Owners			
4.	Finalise brochure design			
5.	Publish and distribute			
6.	Review Internet footprint and identify internet marketing collateral which needs development			
RELATED PROJECTS		Tourism Marketing and Implementation Plan		

PROJECT SHEETS

4.7 Emakhoshini Heritage Park



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Capital Investment	EST. PROJECT VALUE	R 25 million
PROJECT DRIVER	Amafa in partnership with Ezemvelo KZN Wildlife	CONTACT DETAILS	035 8702052
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		Facilitate
	Sethembe		Facilitate
	AMAFA		
	Ezemvelo KZN Wildlife		
	Tourism KZN		
	Tourism Developers		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The development of eMakhosini Opathe Heritage Park is viewed as the catalyst for putting the District on the world map. The eMakhosini – Valley of the Kings – Heritage Park represents a unique blend of cultural, historical and natural experiences not available anywhere else in the world. This part of Zululand is the historical heartland of the mighty Zulu nation built by King Shaka in the 1800's. seven great Kings of the Zulu nation were buried in this valley. The valley of Kings saw various epic battles and major events which impacted on the historical development of southern Africa as a whole. Nearby is the current residence of the reigning Zulu monarch, King Goodwill Zwelithini.. The Valley represents the core of Zulu culture and pristine nature areas in the District. The development of the eMakhosini Valley is aimed at creating a "must-see" attraction in the Zululand District that will attract overseas and local tourists to the area. This will in turn create other opportunities for local entrepreneurs and will improve the sustainability of current small tourism businesses in the area. Other existing attractions in the park or linked to the park include: ▪ The Opathe Game Reserve (8 825ha) which was proclaimed in 1991 ▪ The grave of Piet Retief and his followers ▪ A reconstruction of King Dingaans' residence ▪ A world-class Multi-media centre at uMgungundlovu
CURRENT STATUS (DATE)	The project is currently a partnership between Amafa and EKZN Wildlife. Implementation progress to date has been limited due to the meagre budgets available to the two government institutions partnering the development. Key achievements in recent years, however, include: ▪ the acquisition of the majority of land forming the core of the Heritage Park; ▪ fencing of large sections of the park; ▪ the development of the "Spirit of eMakhosini" Memorial; ▪ the establishment of an interpretive centre;

PROJECT SHEETS

4.7 Emakhoshini Heritage Park



DISTRICT MUNICIPALITY ROLE / APPROACH	While the Zululand District Municipality is not the land owner or main driver, it has a crucial co-ordinating role to play with regards to marketing the investment opportunities, assisting with infrastructural development and project management in conjunction with other bodies such as Tourism KZN and the Department of Economic Development, Tourism and Environmental Affairs.
APPROACH TO FUNDING	A capital investment of approx. R25 million is required to re-launch this project. Progress with project implementation is currently severely hampered due to the lack of funding. The inability of stakeholders to provide basic infrastructure impacts on the ability of the project to attract private sector investment to the various lodge and hotel development opportunities on offer in the eMakhosini. The capital investment of R25m million has the potential to attract a further R100 million of investment to areas in and around the park, through hotel, lodge developments and land investments. Both direct and indirect job opportunities will be created in all phases of development. It is envisaged that an amount of R4 000 000 (over and above current contributions of the various government institutions) will be required to cover the operational costs for the park for the next 4 years, i.e. until the park is fully operational and the various concessions have been allocated. Options for dispersing funding to the above project is to be further investigated.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Meet with TKZN, AMAFA and EDTEA to discuss the way forward			
2.				
3.				
4.				
RELATED PROJECTS				

PROJECT SHEETS

4.8 Pongolapoort Dam Development



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Consolidate and Expand Tourism
PROJECT TYPE	Destination Marketing and Tourism Product Development	EST. PROJECT VALUE	
PROJECT DRIVER	Uphongolo Municipality	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Zululand District		
	Tourism Product Owners		
	Communities situated around Pongolapoort Dam		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The Pongolapoort Dam (commonly known as Lake Jozini) is the third largest dam in the country and a major economic asset within the Province of KwaZulu-Natal. It was the first game reserve proclaimed in South Africa and the dam was constructed in the 1970's to supply water to the Makhathini Flats. The dam is located in the north-eastern corner of the Zululand District Municipality with a northerly section stretching across the border into Swaziland. A number of rural towns are located around the dam and will be impacted by development. These include Pongola, Mkhuze, Jozini and Golela. There are a range of landowners relating to the dam including: Public Works; Water Affairs and Forestry; Ezemvelo KZN Wildlife; private landowners included within the Pongola Game Reserve who have established high-end game and fishing lodges; tribal authorities located on Ingonyama Trust land; and the Gumbi Tribal authority which owns substantial tracts of land to the west of the dam. Stakeholders in the area believe that the Pongolapoort Dam can fulfil a far larger role in economic growth and empowerment for local communities surrounding the dam. This will allow for focused and coordinated development ensuring maximum benefit for local residents working in partnership with investors.
CURRENT STATUS	In 2008 the Department of Local Government and Traditional Affairs supported the Uphongolo Municipality with funding for an in-depth study of the dam's potential as a destination. A brand audit and destination marketing strategy was completed. The study found that rebranding the dam as Lake Jozini and development of the dam as a destination was highly feasible and desirable to stakeholders. The marketing strategy focused on: Differentiating the Dam from its competitor destinations based on its physical, heritage and cultural capital; refreshing the dam image/reputation and redefining what it offers; providing a platform for economic and social development; attracting Tourism investment and activity assets. Subsequently the project has stagnated and needs to be reenergised. The destination development of Pongolapoort Dam is included in the list of tourism projects in the Uphongolo local municipality IDP but so substantial steps forward have been taking towards realising this development. DWA recently completed a Business Plan for the Water Users Associations.

PROJECT SHEETS



4.8 Pongolapoort Dam Development

DISTRICT MUNICIPALITY ROLE / APPROACH	The District has a role to play in championing the destination development of Lake Jozini in packaging and pitching development opportunities to communities and investors.
APPROACH TO FUNDING	The District to assist in sourcing funding for further development.

PROJECT ACTIONS				
NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.				
2.				
3.				
4.				
RELATED PROJECTS				

PROJECT SHEETS

4.9 Ulundi Airport Marketing Plan



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	
PROJECT TYPE	Economic development	EST. PROJECT VALUE	
PROJECT DRIVER	ZDM	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Airport Manager		
	Airline, Federal Air		
	Airport Tourism Hub Manager		
	Restaurant owner at the airport		
	Avis Car Rental		
	Tourism product owners		
	EKZN Wildlife		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	Ulundi regional airport is situated 1 km south west of the entrance to the Ulundi Central Business District at the intersection of the R66 and the P700. The vision underpinning development of the Ulundi Airport is to create a self-sustaining, ring fenced, socio / economic hub that acts to support the national government mandate for the economic and social upliftment of the people of the district through high value industry, employment, added value to education and better access to healthcare. Its official name is the Prince Mangosuthu Buthelezi Airport. The Ulundi airport was built as an international gateway to the Zulu kingdom and its main runway can accommodate jet planes. The airport fell into disuse when the centre of government moved to Pietermaritzburg in 2003. In 2006 provincial government handed the airport over to Zululand District Municipality. The airport was fully upgraded and brought back to operational readiness though funding obtained from KZN treasury. It now has a fully staffed and equipped rescue and fire department is on site and is qualified to operate at category 4 – 5 levels. The Airport Precinct has extensive terminal facilities, hangar space, land for development, parking for aircraft and automobiles, a fuel depot, hangar space and a fully operational radio navigational approach system. Construction of a tourism hub, administrative offices and restaurant space has been completed. Avis Car rental has offices at the hub and a restaurant and conference centre operated by local business people will open in December 2014.
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PROJECT SHEETS

4.9 Ulundi Airport Marketing Plan



CURRENT STATUS (DATE)	An Airport Master Plan completed in 2014 provides strategic guidance for marketing of the airport. To date this has been undertaken by airport consultants who have supported the District with the redevelopment of the infrastructure and established regular scheduled flights. The airline, Federal Air has also played an active role in marketing the airport facilities and flights. However there is a lack of internal capacity to sustain vigorous, people-based marketing at the airport. Thus it is critical that District Tourism Management also plays a role in the ongoing promotion of the airport and that it is championed by District leadership. In 2012 an MOU was signed between ZDM and EKZN Wildlife to jointly promote flights that maximise the linkage between Ulundi and Cengeni Gate.
DISTRICT MUNICIPALITY ROLE / APPROACH	The role of the District is to ensure competent and creative marketing of the airport facilities, investment opportunities and flights. The District will continue to monitor and measure progress which is directly linked to passenger volumes and take-up of business and investment opportunities at the airport.
APPROACH TO FUNDING	The District is best placed to continue funding marketing and technical support rendered by aviation consultants who should also play a mentoring and skills transfer role to build internal marketing capacity. Additionally the appointed airline should continue to part-fund marketing activities related to promotion of flights and EKZN Wildlife, as per the MOU should fund fly-in tourist packages into the Hluhluwe-Imfolozi Park.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.				
2.				
3.				
4.				
RELATED PROJECTS				

PROJECT SHEETS

4.10 **Ulundi 19: Tourism "Gateway" Development**



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	Business Sector
PROJECT TYPE	Project Basics	EST. PROJECT VALUE	R 5 million
PROJECT DRIVER	ZDM	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		Facilitate
	Ulundi LM		Facilitate
	Sethembe		Facilitate
	Private Sector (Fuel/Bus Transport)		
	Amafa		
	Tourism KZN		Funding info. centre
	ZDM		Facilitate

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	In the past there has been a dire lack of tourist information available inside the district and the existing tourist offices are mainly inaccessible and not open after hours and on weekends. The construction of the new District Tourism Hub at the Ulundi Airport has provided a well-located source of physical tourism information but the Tourism Hub is not manned 24 hours a day. The tourist information offices at Paulpietersburg and Vryheid and the ZDM tourism information hub at the Ulundi Airport are well located in buildings which are signposted and visible. These offices are manned at all times so tourists have good access to information during working hours. In the other towns in the district, namely Ulundi, Uphongolo and Nongoma, the tourism information offices are located within the municipal offices. They are not manned at all times as the tourism officer also has to attend meetings and travel to other cities. While the district tourism office does not maintain visitor statistics for the local municipality information offices, it has advised that in any event, very few tourists are likely to go to municipal buildings to get tourist information. There is no tourist information available between the N2 turn off to Gingingdlovu and Vryheid – a distance of 180 km along a road which makes tourists feel insecure and nervous, particularly at night. A regional Tourist Information office at Ulundi 19 would channel tourists into the eMakhosini and into the rest of the district. The Ulundi 19 site has also been identified as an ideal location for a 24 hour tourism information centre. The location of the site within the eMakhosini Heritage Park presents further opportunities for a unique development on the site which would include a Filling station, restaurant, internet café and up market craft shops. The Ulundi 19 site could also facilitate access to long distance bus services connecting Ulundi to incoming tourists from Durban and Johannesburg. Greyhound Luxury Bus currently has a route between Melmoth and Vryheid and could therefore be approached to establish an addition stop at Ulundi 19.
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PROJECT SHEETS

4.10

Ulundi 19: Tourism "Gateway" Development



CURRENT STATUS (DATE)	Architectural proposals for the development of the site have previously been done and planning applications submitted. Approaches have previously been made to funders to make funding available for a tourism gateway development. This was not successful and needs to be re-energised. The land in question (approx. 10 ha.) is currently used for agricultural purposes, but the owner has indicated his willingness to sell the land which can be incorporated into the Emakhosini-Opathe Heritage Park. Amafa is currently engaging in exploratory discussions with various private landowners situated close to Ulundi 19 who are interested in becoming part of the EOHP, possibly on a concession basis.
DISTRICT MUNICIPALITY ROLE / APPROACH	To assist the landowner to market the site with appropriate fuel companies / developers and service providers considering the district wide impact of this development. To consider and source funding for upmarket craft outlets, a restaurant, a tourism information centre and a bus stop. The above to take place in consultation with Ulundi LM
APPROACH TO FUNDING	The Ulundi 19 development is viewed as a private sector development with good potential for a BEE partner. Funding support for upgrading of road access (DoT), the establishment of a tourism information centre (TKZN), market stalls (local authorities and/or donor agencies) will be investigated.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Meet with landowner to establish way forward			
2.	Identify funding sources for tourism info centre			
3.	Confirm interest of fuel company			
4.	Structure and package project			
5.	Market to potential investors			
RELATED PROJECTS		Emakhosini Opathe Heritage Park		

PROJECT SHEETS

4.11 Royal Household Tourism



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	
PROJECT TYPE	Tourism Marketing and Branding	EST. PROJECT VALUE	
PROJECT DRIVER	Royal Household	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		
	KZN Tourism		
	Amafa		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The role of the reigning monarch "King of the Zulus" is a big draw, particularly for international tourists. The value of Royal palaces and the opportunity to glimpse a queen or king is recognised worldwide and substantial tourism activity is built around it.
CURRENT STATUS (DATE)	His Majesty, King Goodwill Zwelethini has a keen interest in tourism development and actively uses his influential position to champion tourism enterprise at his royal palaces, in his home town of Nongoma, and as an ambassador for KZN Tourism's marketing of the province as the Zulu Kingdom. His majesty has travelled extensively abroad to promote tourism and trade in KZN. King Zwelethini developed Thokazi Royal Lodge in Nongoma which is managed by an operator on his behalf. Thokazi was historically a cattle farm and its main homestead has been renovated and improved so that it can serve as a lodge and guest house for visiting dignitaries and travellers to the area. With a direct link to the ancestral kings, King Zwelithini takes a close interest in the development of the eMakhosini-Opathe Heritage Park where 7 Zulu kings lie buried and memorialised in the Emakhosini (valley of the kings). As the park develops, he is committed to the positive positioning of the Zulu cultural brand and to extending his footprint in the eMakhosini. As the custodian of Zulu traditions and customs, King Zwelithini has revived cultural functions such as the uMkhosi woMhlanga, the colourful and symbolic reed dance ceremony; and the Ukweshwama first fruits ceremony. Over the years substantial development has been undertaken to upgrade the public facilities around the Enyokeni Palace where these festivals are held, attracting thousands of participants each year. In May 2014 the Department of Arts and Culture announced that a further R300-million will be spent by the department on upgrading the area known as the Enyokeni Cultural Precinct surrounding King Zwelithini's palace at Nongoma in order to reap long term tourism and economic benefits.

PROJECT SHEETS

4.11 Royal Household Tourism



DISTRICT MUNICIPALITY ROLE / APPROACH	While the District does not have direct responsibility for Royal Household projects it recognises that the Zulu household represents the single biggest iconic brand in Africa and supports its promotion given that the District is called Zululand and is synonymous with Zulu culture. Others may claim the fame, but Zululand District has the name.
APPROACH TO FUNDING	As Royal household projects impact on the local economy by developing and deepening the cultural tourism offer in the district, the District municipality should play a supporting role in terms of funding decisions.

PROJECT ACTIONS				
NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.				
2.				
3.				
4.				
RELATED PROJECTS				

PROJECT SHEETS

4.12 Cengeni Gate Tourism Project



PROJECT BASICS

STRATEGY	Strategy 4	PROJECT CATEGORY	
PROJECT TYPE	Tourism Product Development	EST. PROJECT VALUE	
PROJECT DRIVER	ZDM	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Tourism Investors/developers		
	Existing Tourism Entrepreneurs (Local)		
	KZN Tourism		
	AMAFA Heritage		
	EKZN Wildlife		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The District Municipality has made a sizeable investment in upgrading the Cengeni Gate entry into the southern Imfolozi section of the Hluhluwe-Imfolozi Park. The infrastructural upgrade includes a new entrance and a visitor's information centre with space for retail activity and administration offices. The p700 which runs from the Ulundi Airport precinct to the park over a distance of 36kms has already been tarred and the vision is to develop community-based tourism around the Cengeni Gate. This strategic linkage between Zululand District and the Cengeni Gate is an important one because it establishes Ulundi as an entry way into the world-renowned game park and enhances tourism flow into the Zululand district. In 2012 a MOU was signed between ZDM and EKZN Wildlife to jointly promote flights and packages to the Park in order to maximise the linkage between Ulundi and Cengeni Gate. EKZN Wildlife is now beginning to promote this entry via its websites and maps as an outflow of Ulundi airport marketing that has been undertaken over the past three years. Tourists will be able to connect with the N2 once the road is tarred all the way through the southern section of the park.
CURRENT STATUS (DATE)	A business plan was developed but interest has petered out and no further progress has been made with attracting investors to develop community-based tourism at Cengeni Gate.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District is to fulfil a facilitating role in packaging and pitching the development opportunities to potential investors and ensuring that any development involves and benefits local communities.
APPROACH TO FUNDING	Provide support to investors in identifying and pursuing sources of funding for community-based tourism development.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Review the existing Business Plan	ZDM		
2.	Update the Business Plan	ZDM		
3.	Package and pitch the Business Plan to potential investors	ZDM		
RELATED PROJECTS				

3.8. PROJECT SHEETS FOR GROWING AGRICULTURE

PROJECT SHEETS

5.1

Establish Zululand Agricultural Working Group



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Facilitation	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Zululand District		Facilitate
	Local Municipalities		Participate
	Department of Agriculture		Lead
	Representative Farmer Organisations		Participate

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The Agriculture Status Quo Assessment confirmed that effective agricultural planning depends upon the availability of good quality information on: resources, existing and planned projects, markets and marketing, institutions involved in agriculture, successes and failures in terms of projects. The agricultural sector assessment established that there is information available in the District, but that it is not easily accessible and requires substantial research to locate and record what is taking place in the sector. A programme to collect and disseminate information relating to the agricultural sector is to be established, specific emphasis is to be placed on information relating to the commercial sector, irrigation schemes and land reform projects. It is for this purpose that the establishment of an Agricultural Working Group is proposed. The Working Group will focus on the dissemination of information, but will then also be responsible for undertaking / guiding longer term planning for the sector in Zululand.
CURRENT STATUS	Following the initial Setheembe Programme an Agricultural Working Group was established. This however ceased to exist due to the absence of a clearly defined role and objectives.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District Municipality will facilitate the establishment of the Agricultural Working Group.
APPROACH TO FUNDING	Additional funding for the ongoing functioning of this group is not required.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Identify key agricultural stakeholders			
2.	Launch Agricultural Working Group			
3.	Ongoing Management of the Agricultural Working Group			
4.				
RELATED PROJECTS				

PROJECT SHEETS

5.2 Identification and Support to Land Reform Projects



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Capacity Building	EST. PROJECT VALUE	
PROJECT DRIVER	DRDLR	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Zululand District		Facilitate
	DRDLR		Support
	Department of Agriculture		Agricultural Extension
	Non-profit Organisations		Support

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	There are a large number of existing land reform projects that are at various stages of implementation within the district. Some of these projects were established as far back as the 1990s. The majority of these are restitution and redistribution projects. SEE INFORMATION PROVIDED OVERLEAF Considering the extent of land reform already undertaken in the District it is essential that a formal programme to support specifically land reform related projects with the establishment of functioning agricultural enterprises. A number of models are already in place as to how this can be achieved, viz. ▪ Through mentorship; ▪ Equity in agricultural enterprises; ▪ Land leasing; etc. The most appropriate approach for establishing agricultural enterprises relating to each land reform initiative must be established.
CURRENT STATUS	The current information on Land Reform projects in the Zululand District is reflected OVERLEAF.
DISTRICT MUNICIPALITY ROLE / APPROACH	The district is to play a monitoring and facilitation role. If an agreement can be achieved with DLA the ZDM could also play a role of project managing facilitation in the future
APPROACH TO FUNDING	This project does not require specific funding but needs the co-operation of a number of local stakeholders as well to be driven by the DLA and the ZDM.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Conduct assessment of status of Land Reform projects			
2.	Update database of all projects (including criteria for project prioritisation)			
3.	Develop a Land Reform Sustainability Plan			
4.	Facilitate implementation of the Plan and monitor progress			
RELATED PROJECTS				

LAND REFORM PROJECTS IN ZULULAND DISTRICT

The restitution projects: The restitution projects listed in Annexure 5a of the Agricultural Sector Report (in the Status Quo Analysis Report) were obtained from the offices of DRDLR: SPLUM in Pietermaritzburg and are included in the map overleaf. Unfortunately no information on the type of agricultural activities taking place on these projects could be obtained from the Regional Land Claims Commission. Further detailed investigation is required to establish current land use related to these projects.

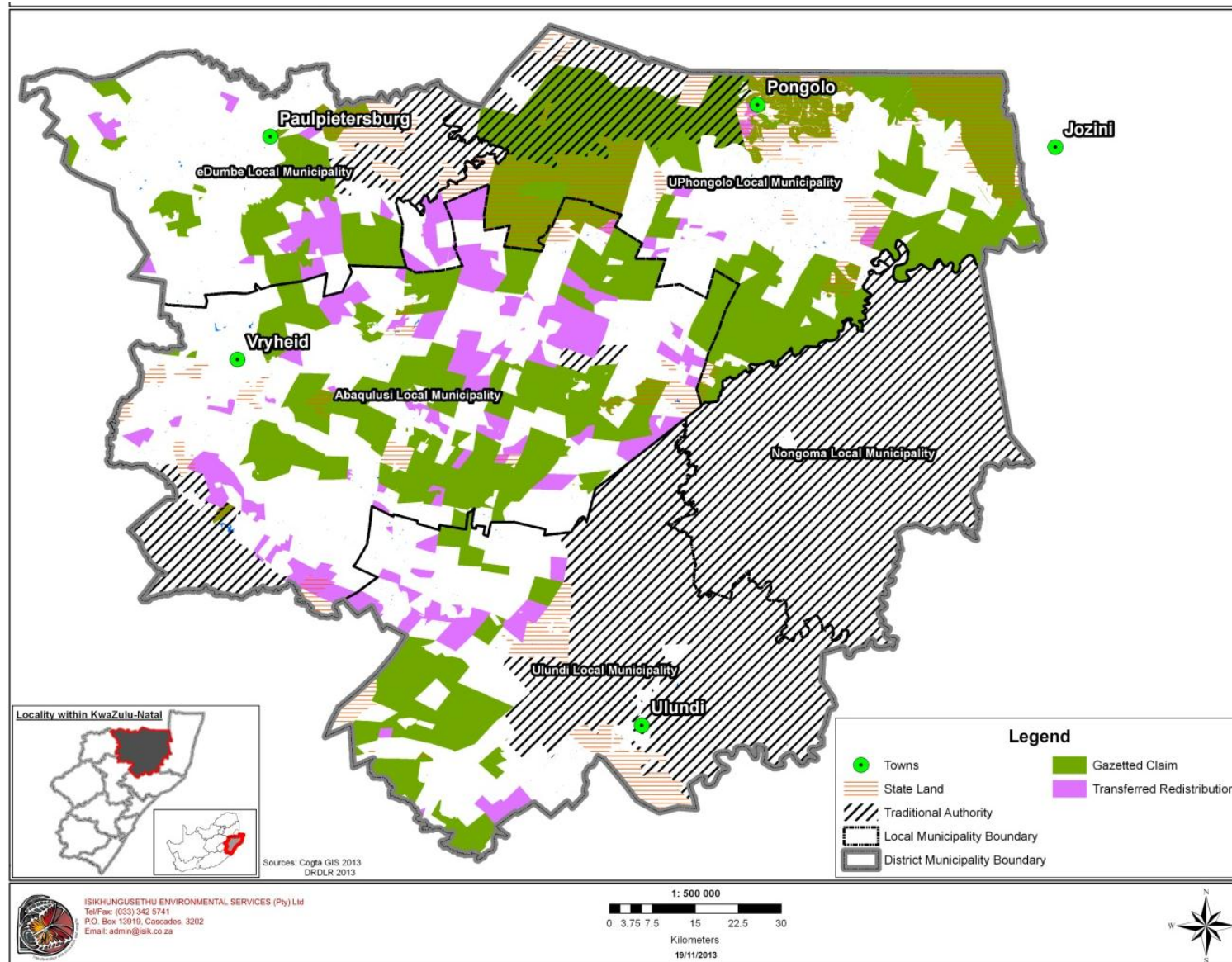
418 Redistribution projects: These were identified in Zululand and included in the Map overleaf with further detail provided in Annexure 5b of the Agricultural Sector Report in the Status Quo Analysis. Tables are also provided that summarises the type of agricultural activities taking place on the land in which these projects are located. The types of crops produced in the local municipalities are a function of the BRUs and BRGs in which they are located. It is useful to note that the smaller agricultural plots are located in areas with irrigation potential and the larger lots in the dryland areas of the District where rainfall and therefore stocking rates may be lower.

The table below provides information on the number of projects per municipality, the type of farming activities envisaged at project planning stage and the hectares involved (total and [average]) in this type of land reform programme.

TABLE 3.2: REDISTRIBUTION PROJECT SUMMARY

NUMBER OF PROJECTS	TYPE OF FARMING	HECTARES (HA) AVERAGE PER PROJECT
Abaqulusi: 223	(i) Mixed 42 (ii) Timber 22 (iii) Game & tourism 13 (iv) Poultry 3 (v) Commercial 13 (vi) Livestock 13 (vii) Settlement & mixed 37 (viii) No info 80	(77 818) [349]
eDumbe: 44	(i) No Info 17 (ii) Maize, beef, game 27	(13 605,16) [309]
Ulundi: 31	(i) No info 6 (ii) Settlement & commercial farming 7 (iii) Livestock, game, maize 13 (iv) Food Security 5	(13 785,94) [445]
uPhongolo: 120	(i) Sugar Cane 85 (ii) Maize, soya, livestock 2 (iii) Food security 2	(13 273,49) [110]

MAP 3.1: LAND REFORM IN ZULULAND DISTRICT MUNICIPALITY



PROJECT SHEETS



5.3 Irrigation Feasibility

PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Implementation	EST. PROJECT VALUE	
PROJECT DRIVER	Department of Agriculture	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Department of Agriculture		
	Zululand District		
	Public sector funders		
	Private / NPO funders		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	Based on a review of projects and interviews conducted to obtain information on irrigation in the District, it appears that an in depth investigation is urgently required to properly locate, describe and quantify agricultural projects that are taking place in the District. In a limited survey at least seven irrigation schemes were identified in this brief review of projects and very limited information could be obtained on these schemes from the authorities contacted (DWA, DAEA, KWANALU, Cedara, etc.). Based on the understanding of the status of existing irrigation projects, and an understanding of the soil potential and the available water sources (specifically the White Mfolozi and Black Mfolozi), a comprehensive irrigation plan will be developed to provide guidance on the most appropriate irrigation system components to be provided in specific localities. Care should be taken to ensure that the appropriate technologies be considered when developing the Irrigation Plan. The Irrigation Plan will also develop a programme for implementation that is realistic and that will achieve maximum impact in the shortest time period possible. The ongoing implementation of this plan will be the responsibility of the Department of Agriculture in close cooperation with the various identified stakeholders.
CURRENT STATUS	A number of irrigation schemes are located in the District, but the status quo relating to these projects could not be confirmed.
DISTRICT MUNICIPALITY ROLE / APPROACH	Support the activities of the Department of Agriculture in the establishment of irrigation schemes.
APPROACH TO FUNDING	

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Collect relevant information			
2.	Develop Irrigation Plan for the District			
3.	Facilitate the implementation of projects			
RELATED PROJECTS				

PROJECT SHEETS

5.4 Access to Water Programme (Earth Dam Construction)



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Implementation	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Zululand District		
	Municipalities		
	Department of Agriculture		
	Department of Public Works		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	From investigations and discussions with stakeholders in specific traditional authority areas it has been confirmed that a key issue impacting negatively on agricultural potential in the area is access to water. Historically a number of earth dams in rural areas provided relatively easy access to water for agriculture, but the majority of the existing dams are not operational (some were damaged by floods more than 25 years ago and since has not been repaired). The initial phases of the project will be focussed on the upgrading / rehabilitation of these existing earth dams in the P700 area. This upgrading process will be done using labour intensive methods, giving the project a Public Works focus possibly benefitting from funding allocated for public works type projects (through the Extended Public Works Programme). By establishing a dam building skills base in the area similar programmes, benefitting from the skills developed, can be established in other areas of the Ulundi Municipality and the Zululand District. Once the dams have been repaired systems for encouraging agricultural production in areas surrounding the dam will be established. Through access to water substantially longer periods of the year it is envisaged that crop farming in the area will be more sustainable.
CURRENT STATUS	The EPWP currently makes a limited contribution to infrastructure development in the Zululand District and this should be addressed.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District will develop an approach to the repair and maintenance of existing dams, followed with a focus on the provision of new dams.
APPROACH TO FUNDING	The Extended Public Works Programme will specifically be targeted to access resources for the implementation of the programme.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Prepare a priority list of dam repair / development projects			
2.	Engage with Department of Works to formulate approach and secure resources			
3.	Monitor implementation of the Earth Dam Construction Programme			
RELATED PROJECTS				

PROJECT SHEETS

5.5 Collective Marketing Programme



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Operational	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Department of Agriculture		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The overall objective of the project is to facilitate the linking of farmer's groups with sustainable markets for agricultural products and to build local capacity for the on-going successful marketing of agricultural products. The project is focussed on facilitating collective agricultural product marketing in the Zululand District Municipality, with a specific focus on Ulundi and Nongoma Municipalities. This will be done by engaging, through a workshop and capacity building programme, with existing farmer groups and facilitating the linking of these groups with new or established markets. At least one group in each of six identified project areas will be targeted in a first one-year pilot phase. The final deliverable for the project is (1) six farmer's groups with clear product marketing objectives and related action plans (developed through a facilitated process) and (2) six farmers groups linked to markets for products. This project will link to the existing farmer support programmes. SEE CONCEPT PLAN ATTACHED
CURRENT STATUS (DATE)	The need for a programme of this nature has been identified more than a decade ago. However, resources for implementation has not been made available.
DISTRICT MUNICIPALITY ROLE / APPROACH	The LED Team of the District is well placed to facilitate a initiative of this kind. However, a service provider will have to be appointed to manage specifically the initial phases of the initiative.
APPROACH TO FUNDING	Funding for this type of initiative is generally not available. It is suggested that the Provincial Treasury should be lobbied with a view to them allocating funding for this pilot initiative in the Province (similar to allocation made to support regional airport developments).

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Submit funding applications (using Concept) and secure funding			
2.	Appoint Service Provider			
3.	Operationalise Initiative			
4.				
RELATED PROJECTS				

PROJECT SHEETS

5.6 Beef Market Access Programme



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Facilitation	EST. PROJECT VALUE	R500 000 p.a.
PROJECT DRIVER	Zululand District (initial)	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	Based on a review of agricultural projects and interviews conducted to obtain this information, it was concluded that an in depth investigation is urgently required to properly locate, describe and quantify agricultural projects that are taking place in the District. In the limited survey undertaken as part of the Status Quo Assessment for this initiative it was established that there is a dynamic red meat industry in the region and yet very little information could be collected on red meat producers in both the commercial and traditional sectors. The Zululand area is largely suited for the raising of livestock and is a very important beef-supplying region. Off take from small scale farmers is however less than it should be because of a range of factors, but the most important being the lack of open and equitable access to markets. The options of supplying feedlots and abattoirs directly needs to be investigated further and then market linkages taken to farmers. A marketing facilitator may be needed to communicate information with farmers.
CURRENT STATUS (DATE)	Farmers find it very difficult to market beef animals and a co-ordinated with a facilitator could achieve a considerable amount in opening market access for beef.
DISTRICT MUNICIPALITY ROLE / APPROACH	Support and monitor and assist in raising funding for the market linkages facilitator.
APPROACH TO FUNDING	Funding for this type of initiative is generally not available. It is suggested that the Provincial Treasury should be lobbied with a view to them allocating funding for this pilot initiative in the Province (similar to allocation made to support regional airport developments).

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Submit funding applications and secure funding			
2.	Appoint Service Provider			
3.	Operationalise Initiative			
4.				
RELATED PROJECTS				

PROJECT SHEETS

5.7 Aloe Processing Facility



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Implementation	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	To be determined		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	This project is a current initiative of the Zululand District Municipality. A detailed business plan has been prepared for this project.
CURRENT STATUS (DATE)	Business Plan to be implemented
DISTRICT MUNICIPALITY ROLE / APPROACH	The Zululand District Municipality will facilitate this initiative
APPROACH TO FUNDING	Funding sources to be confirmed

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Confirm funding availability			
2.	Implementation of initiative			
3.				
4.				
RELATED PROJECTS				

PROJECT SHEETS

5.8 Seedling Nursery



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Implementation	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	To be determined		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	This project is a current initiative of the Zululand District Municipality. A detailed business plan has been prepared for this project.
CURRENT STATUS (DATE)	Business Plan to be implemented
DISTRICT MUNICIPALITY ROLE / APPROACH	The Zululand District Municipality will facilitate this initiative
APPROACH TO FUNDING	Funding sources to be confirmed

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Confirm funding availability			
2.	Implementation of initiative			
3.				
4.				
RELATED PROJECTS				

PROJECT SHEETS

5.9 Nongoma Poultry Project



PROJECT BASICS

STRATEGY	Strategy 5	STRATEGY NAME	Grow Agriculture
PROJECT TYPE	Implementation	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	To be determined		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	This project is a current initiative of the Zululand District Municipality. A detailed business plan has been prepared for this project.
CURRENT STATUS (DATE)	Business Plan to be implemented
DISTRICT MUNICIPALITY ROLE / APPROACH	The Zululand District Municipality will facilitate this initiative
APPROACH TO FUNDING	Funding sources to be confirmed

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Confirm funding availability			
2.	Implementation of initiative			
3.				
4.				
RELATED PROJECTS				

3.9. PROJECTS SHEETS FOR DEVELOPING BUSINESSES

PROJECT SHEETS

6.1 ZDM Contractors Development Programme



PROJECT BASICS

STRATEGY	Strategy 6	STRATEGY NAME	Develop Business
PROJECT TYPE	Implementation	EST. PROJECT VALUE	
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	Economic Development, Tourism and Environment		
	To be identified		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	The overall objective of the Programme is to create sustainable employment opportunities and enterprises in construction and related industries that will contribute to improving service delivery in the District. The more specific objective is to ensure the establishment of adequate technical construction capacity in the District. The approach to be adopted must be coordinated and will build technical construction capacity. With reference to the LED Programme the project will (1) improve the ability of emerging contractors to participate in specifically public sector tenders, thereby contributing to the establishment of an enabling environment, (2) contribute to greater focus of the District in terms of local economic development, and (3) build on the development of the construction sector identified by the Sethembe LED programme of the ZDM as a key sub-sector in the "business sector". The target groups for the development of the Contractors Development Programme will include the unemployed, with a specific focus on the youth (school leavers) and women; SMMEs related to the construction industry; and households in the Zululand District Municipality that will have access to better maintained services. Specific groups that will benefit from the Contractors Development Programme will include existing SMMEs involved in the construction industry listed on the ZDM Suppliers Database; individuals / entrepreneurs interested in establishing businesses in the construction industry; individuals currently working in the construction industry that wishes to establish their own businesses; and construction industry workers whose skills are to be improved. SEE CONCEPT BUSINESS PLAN FOR MORE INFORMATION
CURRENT STATUS (DATE)	The District through its infrastructure and facilities development activities is already a key player in the development of local contractors. This programme will focus and expand the current activities.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District Municipality will be central to the implementation of this initiative and aim to formalise and expand existing activities in this regard.
APPROACH TO FUNDING	Various funding sources to be considered

PROJECT SHEETS

6.1

ZDM Contractors Development
Programme



PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Develop Programme Implementation Plan			
2.	Access Funding			
3.	Implement Programme			
4.				
RELATED PROJECTS				

3.10. PROJECTS SHEETS FOR EXPLORING MINING

PROJECT SHEETS



7.1 Zululand Mining Sector Programme

PROJECT BASICS

STRATEGY	Strategy 7	STRATEGY NAME	Explore Mining
PROJECT TYPE	Planning	EST. PROJECT VALUE	R 500 000
PROJECT DRIVER	Zululand District	CONTACT DETAILS	
OTHER STAKEHOLDERS	ORGANISATION	CONTACT PERSON	RESPONSIBILITY
	ZDM		
	Dept of Minerals		
	EDTEA		

PROJECT OVERVIEW

DESCRIPTION / MOTIVATION	Coal mining historically provided a major impetus into the local economy of Northern KwaZulu-Natal. However, over the past 15 years a number of mines in the area ceased operation impacting negatively on the regional economy. Although it is not financially viable for major corporates to mine existing coal reserves considerable opportunity for small scale mining still exists (in both Abaqulusi and Nongoma). The area has an exceptionally strong mining skills base in all communities that can be utilised. This project aims to identify and quantify the opportunities for small scale mining operators (with a focus on BEE) to become involved in the Abaqulusi and Nongoma municipalities. This will require undertaking an assessment of the existing coal reserves and its potential and undertaking basic project packaging.
CURRENT STATUS (DATE)	At present various small scale mining operators are active in the Abaqulusi municipal area. To date one BEE company has been established that have a key interest in pursuing the opportunities available.
DISTRICT MUNICIPALITY ROLE / APPROACH	The District Municipality views its primarily role as facilitating the establishment and participation of BEE companies in the small scale mining industry. The first step in this process will be to develop a comprehensive understanding of the opportunities available.
APPROACH TO FUNDING	The District will aim to source funding for undertaking preparatory work from relevant government departments. BEE ventures will be responsible for raising own funding from the various government programmes and financial institutions.

PROJECT ACTIONS

NO	DESCRIPTION	RESPONSIBILITY	DUE DATE	STATUS
1.	Source funding for preparation of mining sector plan			
2.				
3.				
4.				
RELATED PROJECTS				

4. CONCEPT BUSINESS PLAN: IMPLEMENTATION OF ISIDLEKE SEZOMNOTHO

4.1. INTRODUCTION

The Zululand LED Strategy (2014) places substantial emphasis on the need for spatial transformation. It is recommended that a town and village development programme, guided by the District and Local Spatial Development Frameworks, should be implemented. The town and village development programme will be aimed at establishing “nests of economic activity” or *Isidleke Sezomnotho*. Locations for the establishment of *Isidleke Sezomnotho* will be identified primarily based on three informants, viz.

- the current spatial structure,
- the planned spatial structure (SDFs), and
- population catchments for nodes.

The focus in each town and village node will be to offer access to at least retail services, social services and opportunities for production (as opposed to historic and current public sector approaches focussing on providing access to services).

This concept business plan presents an approach to the implementation of *Isidleke Sezomnotho* to be used as a basis for further engagement with stakeholders in the further development of the *Isidleke Sezomnotho* programme.

4.2. STATEMENT OF CHALLENGE

The majority of the rural population in the Zululand District Municipality reside in settlements located substantial distances of between 5 and 80 kilometres from service centres. Through research it has been established that the relationships of households to urban centres, and decision-making as to where commercial and social services are accessed, differ and is at least to some extent dependent on income levels. This range from the poorest households, with no access to any form of cash income that rarely visits a service centre, to the affluent households, with own transport that access the service centre when a specific need is to be met.

The basic problem that the development of a “settlement services system” aims to address is to provide all households in the rural areas of Zululand, where more the majority of the population resides, with an opportunity to access a basic range of commercial and social services, while at the same time improving local level income circulation within these settlements (allowing for the multiplier effect to support economic development within these settlements).

Despite strategic Spatial Development Frameworks being in place on the District and Municipal level the focus remain on service provision and economic development in the five municipal centres / towns of the District, viz. Ulundi, Nongoma, Vryheid, Pongola and Paulpietersburg. The focus is thus still “localities of economic growth and/or economic potential” and development nodes and corridors. Local government is, however, still faced with the reality of the places where people stay. The continued perceived focus on the provision of only access to basic services in populated rural areas is a concern and to some extent enforces and exacerbates the apartheid structure of our rural landscape.

Reynolds (2004) distinguishes between the marginalised economy of the countryside and the townships in South Africa where he observes “... there is no cash circulation”. He refers to poor communities as “cash deserts” dependent on economic centres for incomes, goods and services. He continues: “Money does not stay to work. It disappears to circulate and to work in the towns”.

Reynolds (2004) suggests periodic markets as an approach to promoting local income circulation. At present evidence of the positive impact of periodic markets to local income circulation, and of periodic markets related to pension payment points, has not been confirmed through research. This aspect of service delivery has received limited attention in terms of economic development planning.

The services centre concept, with primarily a focus on the delivery of government services at central places has received substantial attention over the past two to three decades. However, limited success has been achieved with the services centre concept. The current Thusong Centre programme clusters various government services, but at this stage is primarily located in the Municipal Centres where they serve the needs of the whole Municipality (there are exceptions to this such as Lindela in Nkandla and KwaDukuza in Okhahlamba). This does not provide the universal access to services always intended with the services centre concept.

The Zululand *Isidleke Sezomnotho* Programme is aimed at combining the concept of periodic markets and service centres on a settlement level to ensure residents have access to a range of commercial and social services locally.

4.3. THE ISIDLEKE SEZOMNOTHO CONCEPT

4.3.1. OVERVIEW

The ultimate goal for the establishment of *Isidleke Sezomnotho* is to establish a service point within each rural settlement that will provide local residents with access to an appropriate level of commercial and social services (whether periodic or permanent), as well as presenting opportunities for enterprise / economic development related to such a service point.

Primarily based on the failure of the more centralised approach to establishing appropriate service systems a number of principles to be adopted is proposed for the *Isidleke Sezomnotho*. The key focus is on:

- Establishing an incentive-based community-driven approach;
- Using local government or an agent of local government (potentially an NGO) as the facilitator of the system; and
- Ensuring maximum flexibility in the system as it is acknowledged that the situation in each settlement / community is different.

4.3.2. UNPACKING THE PRINCIPLES

The principles adopted are discussed in more detail below. This is followed by an overview of some of the challenges anticipated in establishing a system of this nature.

4.3.2.1. PRINCIPLE 1: INCENTIVE-BASED COMMUNITY-DRIVEN APPROACH

The success of a periodic service delivery system in any settlement will be dependent on the number of people making use of the services offered. It is contended that the only way in which it can be ensured that the system is adequately utilised will be to make the community responsible for the success of the system. The extent to which the community takes responsibility can be promoted through appropriate incentives.

Monetary and other incentives will be utilised to facilitate the establishment and management of service delivery points. A package of incentives will be made available and specific incentives will be accessed by communities once identified milestones in the development of the service point have been achieved in a community.

4.3.2.2. PRINCIPLE 2: LOCAL GOVERNMENT AS A FACILITATOR

It is suggested that local government is ideally placed to facilitate the establishment of the periodic service delivery system. Firstly, local government is well-positioned to both interact with communities and line function departments on their respective levels. For the establishment of a functional periodic service delivery system such interactions should take place on a regular basis and again it is suggested that local government is ideally placed for this purpose.

Secondly, the developmental role, as well as the coordinating role, that municipalities are required to fulfil in terms of current policy clearly mandates the municipality to undertake such a facilitation function. It is not necessarily envisaged that new capacity must be established for the purpose, but rather that existing activities in the municipality be refocused in order to ensure that implementation do occur, e.g. an LED officer to be deployed to manage the system.

4.3.2.3. PRINCIPLE 3: ALLOWING FOR MAXIMUM FLEXIBILITY IN THE SYSTEM

Successful periodic service delivery systems (*Isidleke Sezomnotho*) on the scale envisaged has not been previously implemented in South Africa. The setting up of such a system must therefore be viewed as a pilot and needs to be flexible enough to respond adequately to the various challenges that may be experienced in operationalising the system.

4.3.3. KEY ISSUES FOR CONSIDERATION

The establishment of *Isidleke Sezomnotho* in Zululand faces a number of challenges:

- The catchment of each service point should be greater than 1 000 households. The size of the catchment will impact on the number of times (days) within a given cycle that the service point will be operational.
- Commitment of government departments and service providers must be obtained. Securing commitment from the key government and non-government service providers to support and align with a periodic service delivery system may prove difficult. After nearly ten years of integrated development planning there has been limited buy-in from government departments into the concept.
- A number of locations for the establishment of *Isidleke Sezomnotho* must be identified as this will impact on the sustainability of the system.
- Current low levels of production in rural areas must be addressed as a parallel process. In order to improve levels of local income circulation, production levels will have to be improved. This would include agricultural and other forms of production.
- Lack of access to cash in rural settlements must be addressed. Cash can generally not be accessed in rural settlements and most rural households are dependent on trips to main service centres to access pensions, ATMs, financial institutions or micro-loan providers. The success of any local service initiatives will be dependent on the ability of the initiative to attract ATMs, mobile ATMs, pension payment points and micro lenders to the area, as well as establishing community based savings schemes.
- *Isidleke Sezomnotho* will necessitate the reorganisation of intra-settlement transport of people, goods and services.
- Municipal resources, both human and financial, are limited specifically for the implementation of new programmes. Existing resources will have to be redirected and / or additional funding will have to be sourced for the implementation of the programme.

4.4. THE COMPONENTS OF THE *ISIDLEKE SEZOMNOTHO* PROGRAMME

4.4.1. INTRODUCTION

The proposed *Isidleke Sezomnotho* consists of three main components. The components of the system are:

- **Services system:** The services system is to be developed and maintained by the municipality and will essentially be the “glue that keeps everything together”. The current Sukuma Sakhe Programme could potentially provide the impetus for the establishment of the system. The system will provide basic guidelines to stakeholders and where necessary coordinate the activities of stakeholders between the various *Isidleke Sezomnotho*. The development and implementation of the system will be facilitated by the municipality.
- **Services provision:** Service provision is at the core of the concept and could potentially include community, commercial, government and non-government service provision. The extent of service provision at a specific service point will be guided by the needs of the community.
- **Services point:** This is the physical point at which the service provision will be provided. The infrastructure and facilities to be developed at the service point over time will be determined by the specific needs of the community and the extent to which the service point is utilised.

Each of these components is discussed in more detail below.

4.4.2. SERVICES SYSTEM

As indicated, the services system is to be developed and maintained by the municipality and will essentially be the “glue that keeps everything together”. The system will provide basic guidelines to stakeholders and where necessary coordinate the activities of stakeholders between the various service points. The development and implementation of the system will be facilitated by the municipality.

The establishment of the *Isidleke Sezomnotho* Programme will include:

- The appointment of a *Isidleke Sezomnotho* Facilitator;
- The establishment of a service provider’s forum (eventually including public, private and NGO sectors);
- The drafting of guidelines for the implementation of the system;
- The drafting of guidelines for the development of facilities relating to service points; and
- Establishing a “roster” of market days (at service points).

4.4.3. SERVICES PROVISION

A range of community, commercial, government and non-government services could potentially be provided at service points. The cycle for the provision of services at the various settlements will be agreed to with communities and stakeholders. The extent of service provision at a specific service point will be guided by the needs of the community. The service points could also each have a distinctive focus.

As a starting point the potential list of services to be offered at periodic serviced points can be categorised as follows.

TABLE 4.1: LIST OF SERVICES OFFERED AT PERIODIC SERVICED POINTS

CATEGORY	TYPE	RANGE OF POTENTIAL SERVICES
Retail services	Informal retail (community based)	Fruit and vegetables, locally processed goods, crafts (e.g. grass mats, ukhezo, ukhamba etc.), building materials, traditional medicine (muthi), second hand clothes, locally made clothes and knit wear, fast food (e.g. vetkoek, mealies, tripe) etc.
	Informal retail (outside trader)	Clothes, second hand clothes, blankets, bags, shoes, general household goods, medicine, hair extensions
	Formal retail	Groceries, basic household goods
Commercial services	Informal services (community based)	Hair dressing (salon), Traditional healing / Herbalists, entertainment (pool tables etc.)
	Services (outside service providers)	Financial services (banks), micro-loans, medical services, driving schools, internet cafe, telecommunications services
Production centres	Production space	Industrial / service industry space, incubation centres
Social / government services	Social services	Department of Social Welfare Department of Health
	Administrative services	Department of Home Affairs Post Office
	Pensions and Grants	South African Social Security Agency Department of Social Welfare
	Other government services	District Municipality
	NGO Capacity Building	Save Act and others
Agricultural Services	Extension Services	Farmer's days Information services General information provision
	Marketing	Joint marketing of goods
	Agri-processing	Depending on the type of production in the area considering the establishment of processing hubs (e.g. mills, abattoirs, packing / processing facilities)
	Agri-inputs	Accessing agricultural inputs including feed, fertiliser, seeds, herbicides, fencing material etc.
Technology	ICT (Information and Communication Technology)	

From the above it is evident that it is not only government institutions that should be involved in service provision at the service point. NGOs and private sector organisations can potentially also have significant roles to fulfil in these areas.

4.4.4. SERVICES POINT

4.4.4.1. IDENTIFICATION OF A SERVICE POINT

A service point can offer access to a wide range of services and facilities. It is intended that the periodic service point in each settlement will, over time, become the focus point for social and commercial sector development in the settlement. For this reason the development of the service point must be carefully planned to ensure that it can in future provide the basis for further development. Key aspects to be considered in the identification of the service point include:

- Location of the service point relative to where the users / community reside;
- Location of the service point in relation to existing facilities (e.g. community facilities or Thusong Centres);
- Availability of adequate space to cater for immediate and future needs to be addressed at the service point; and
- Access to basic infrastructure such as water and electricity.

It is important that higher order service points be focused on initially as to ensure the strategic allocation of resources.

4.4.4.2. BASIC FACILITIES TO BE PROVIDED AT A SERVICE POINT

As a starting point facilities required for the establishment of a service point include:

- A large enough flat open space to accommodate mobile services (clinics, ATMs, pension points, informal market);
- Basic covered space for periodic services (offices, gathering space etc.);
- Access to water and electricity; and
- Ablution facilities.

The above is to be verified with each community. It is important that these basic facilities be developed in the context of a plan for the longer term development of the service point.

4.5. IMPLEMENTATION

4.5.1. THE KEY ACTIVITIES

The strategic intervention relating to the establishment of the *Isidleke Sezomnotho* is the management of the system. This intervention can be divided into a number of activities including:

- **Activity 1:** Obtaining the buy-in of all stakeholders in establishing the system
- **Activity 2:** Accessing resources for the establishment of the system
- **Activity 3:** Developing and establishing the *Isidleke Sezomnotho* system with stakeholders
- **Activity 4:** Engage with communities and obtain support
- **Activity 5:** Identifying service points in prioritised settlements and identifying minimum requirements
- **Activity 6:** Establishing basic infrastructure and services at service points
- **Activity 7:** Manage the ongoing operation of the system

The above activities are unpacked in more detail in the section that follows.

4.5.2. THE DETAILED IMPLEMENTATION TASK PLAN

TASK AREA	TASK DESCRIPTION
Activity 1: Obtaining the buy-in of all stakeholders in establishing the system	
Notification to Service Providers of intention to establish Settlement Services System	Prepare and forward notification of intention to establish <i>Isidleke Sezomnotho</i> to senior management of all sector departments potentially involved system. If possible obtain political buy-in for concept from Department of Cooperative Governance and establish project as a provincial pilot.
Service Providers Meeting	Establish initial meeting of Service Providers at which concept of the <i>Isidleke Sezomnotho</i> programme will be work shopped and buy-in of at least key sector departments obtained. Agree on future frequency of meetings and relevant communication channels. Request formal support and buy-in into concept.
Confirm buy-in of service providers	Obtain written confirmation from key department supporting the initiative. Where necessary follow up with senior management of Department.
Activity 2: Accessing resources for the establishment of the system	
Rework business plan and prepare relevant funding applications	Based on inputs from service providers the <i>Isidleke Sezomnotho</i> concept business plan is to be reviewed and funding applications is to be prepared. Key departments to be targeted with funding application include: - Department of Cooperative Governance and Traditional Affairs; - Department of Economic Development, Tourism and Environmental Affairs; - Department of Land Reform and Rural Development; - Department of Agriculture and Rural Development. Other government agencies to be targeted with funding applications include the DBSA and other parastatals.
Accessing funding for appointment of Facilitator	It is proposed that this position be a dedicated position within the municipality. A facilitator should be appointed on a three year contract to ensure that enough time is provided to get the programme up and running.
Accessing funding for design of services system	The municipality may require initial support for the design and establishment of the <i>Isidleke Sezomnotho</i> programme. This can potentially be achieved with the involvement of a private sector service provider or NGO over a period of six months.
Accessing funding for development of infrastructure and facilities around service points	Funding for the development and upgrading of facilities will be required on an ongoing basis. Funding for this purpose must be secured over a three year term. The funding will be utilised depending on the progress made with the establishment of the service point in each of the communities.
Activity 3: Developing and establishing the basic service centre system with stakeholders	
Appoint the facilitator	An appropriate candidate for the position is to be identified and appointed by the Municipality.
Appoint the public sector service provider / NGO	Through the normal procurement processes of the municipality an appropriately qualified service provider must be identified and appointed. This will be a minimum six month appointment.
Developing the services system	With the support of a private sector service provider and through interaction with relevant government service providers and communities engage in developing the guidelines for the establishment and operation of the services system.

TASK AREA	TASK DESCRIPTION
Prepare guidelines document	Based on interactions with stakeholders prepare the guideline document
Activity 4: Engage with communities and obtain support	
Identify appropriate forum responsible for implementation in each community	With the involvement of the various structures in each priority settlement identify the most appropriate structure for managing the service point on a settlement level.
Build capacity of community forum to take responsibility for key tasks in establishing the settlement level components of the services system	The focus will initially be on building the capacity of the community forums to participate in the <i>Isidleke Sezomnotho</i> initiative. This capacity building process will be the responsibility of the facilitator, if necessary support by a private sector service provider or NGO. The capacity building process should allow for four one day workshops / planning sessions over a one month period
Obtain support of community for development of service point at community meeting	Allow community forum members to introduce and discuss service system concept with larger community. Obtain support of community for implementation of service system in settlement.
Activity 5: Identifying service points in each settlement and identifying minimum requirements	
Develop guideline document for infrastructure and facilities at service points	Appoint architect / urban designer to develop concept plan for the establishment of <i>Isidleke Sezomnotho</i> . Consider different approaches to establishing service points and optimal configurations.
Assessment of space and facilities in each settlement	Assess space available in each pilot settlement and make recommendations to community forum on location of service point.
Agreement on location of service point	Facilitator to obtain commitment of community forum to most appropriate location for service point based on acceptable planning principles.
Prepare master plan for development of service point	A master plan for the development of each service point is to be developed. This master plan does not necessarily need to be developed before the implementation of the system, but should be in place before any new facilities are developed. The master plan will provide clarity on the location of future activities and facilities in the service point, the basic infrastructure requirements in the service point etc.
Activity 6: Establishing basic infrastructure and services at service points	
Community forums prepare annual applications for facilities / infrastructure requirements at service points	Funding will annually be made available for the development of service point infrastructure and facilities. Community forums responsible for service points will be required to apply for funding for specific facilities as prioritised in terms of service point master plan.
Assess applications and allocate available funding	The municipality, together with the service providers' forum, will make decisions on the allocation of funding. The decisions will be based on the progress made by the specific community in establishing and managing the service point, the number of users benefitting from the services at the point and the specific needs at the service point
Activity 7: Manage the ongoing operation of the system	
Monthly meeting of service providers forum	
Continued effort to attract more public and private sector service providers to be part of the <i>Isidleke Sezomnotho</i>	

TASK AREA	TASK DESCRIPTION
Bi-monthly meeting with community forum	
Ongoing sourcing of funding from government departments and agencies	
Continued updating of service point roster / programme	
Assessment of all aspects of the Isidleke Sezomnotho Programme on an ongoing basis	
Produce annual lessons learnt document	

4.5.3. ROLES AND RESPONSIBILITIES

Previous sections already alluded to who the key stakeholders should be in the establishment and management of the services system, viz. facilitator (the municipality), the service providers and the community.

4.5.3.1. THE FACILITATOR

The facilitator will have to be an individual that can communicate effectively with communities, government service providers and the non-governmental sector. Strong project management capabilities will be essential for this position. Initially, as this is viewed as a pilot project, the support of a development planning consultant (private sector service provider) could add value to the process. The focus of the private sector service provider must, however, be on providing support and not on managing the system on behalf of the municipality as this will not be financially feasible over the long term.

As facilitator one of the most important functions of the Municipality will be the sourcing of funding for the setting up and the management of the services system.

4.5.3.2. THE SERVICE PROVIDERS

The list of service providers will be developed and amended as implementation of the settlement service system progress. Below is, however, a list of the service providers that, in the KwaZulu-Natal context, could play a significant role in the establishment of periodic service points:

The Municipality and the District Municipality

Government Departments (making direct use of service points)

- Department of Agriculture and Rural Development
- Department of Social Welfare
- Department of Health
- Department of Home Affairs
- District Municipality

Government Departments (supporting settlement service system as part of development programmes)

- Department of Economic Development, Tourism and Environmental Affairs
- Department of Rural Development and Land Reform
- Department of Cooperative Governance and Traditional Affairs

Government Agencies

- South African Post Office
- South African Social Security Agency
- seda (Small Business Development Agency)

Private sector

- Major retailers
- Small retailers
- Informal sector
- Financial institutions

NGOs

- SaveAct
- Others

4.5.3.3. THE COMMUNITY

Involvement of the community in the establishment and operation of the service point is viewed as key to the ultimate success of the initiative. It is recommended that the community will initially be represented by the already established development committees and in the longer term by a service point / market committee established specifically for this purpose.

The community will be involved with and benefit from the market on a number of levels:

- Overall management of the market;
- Management of the area;
- Trading at the market (selling goods) – it is recommended that some areas of the trade be reserved for the community;
- Buying at the market;
- Accessing services at the market; and
- Other processing and marketing activities that may potentially be linked to the opportunity.

It is envisaged that the community will have full control of the service point, including the funds generated through the activities at the service point, the allocation of space at the service point, the management of the facility, the maintenance of the facility and the further development of the facility.

4.6. PROGRAMME AND BUDGET

A programme and budget for implementation is to be developed once stakeholder buy-in has been obtained.

4.7. CONCLUSION

The establishment of *Isidleke Sezomnotho* in the Zululand District Municipality is viewed as an important component of supporting sustainable rural development. This Concept Business Plan sets out the basic components of such a system and an approach to establishing the system.

Other than providing basic access to services the *Isidleke Sezomnotho* could potentially serve as the foundation for a more comprehensive / integrated rural settlement development programme, using the systems and structures established for the services system as a basis.

Central to the success of the future settlement services system is the extent of buy-in in the development of the system obtained from (1) the local communities and (2) the service providers.

5. CONCEPT BUSINESS PLAN: ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

5.1. INTRODUCTION

Emerging small businesses, in both the formal and informal economies, continue to operate in a hostile environment and are marginalised. This follows on more than a century of 'emerging business disruption' through the implementation of colonial and apartheid policies, as well as inappropriate town planning, development and business development models. The emerging small businesses, with the potential to impact on the lives of the majority of South Africans, is thus unable to contribute to building a healthy and diversified economy.

In order for potential and existing entrepreneurs to make their rightful contribution to developing a healthy and diversified economy it will be necessary to work towards establishing a nurturing environment. This environment is best established on the local municipality level where maximum impact can be achieved. A key challenge in this regard is then to make people aware of the challenges and opportunities relating to the establishment of small businesses.

5.2. STATEMENT OF CHALLENGE

In 2004 as part of the first Phase of the Sethembe Programme, a successful pilot implementation of an "entrepreneurship street theatre programme" took place in all 5 local municipalities of Zululand. Approximately 15 000 community members were reached directly through performances and a great deal of entrepreneurial enthusiasm and interest was generated.

Before and after surveys showed substantial increases in knowledge levels. For example, knowledge of "other ways" to earn a living besides a "formal job" rose from 28% to 94%. Understanding of key business set-up principles rose from 75% to 92%. In a way, the pilot theatre programme was ahead of its time, in that LED support centres were not established at that stage. In fact LED co-ordinators were often not appointed at Local Municipality Level at the time.

Thus, for the programme to succeed the workshop element at Municipality level is essential. It would be even more beneficial if the entrepreneurship street theatre awareness programme could be linked to the actual set up of "one stop shops".

5.3. THE ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

The project aims to raise awareness at grassroots levels of the principles of Local Economic Development. This project will not only help to create an entrepreneurial spirit in communities, but it will provide a practical way for local support units and LED officials to link with potential business entrepreneurs.

The core product of the programme will be a 20-minute street theatre production that highlights practical business opportunities in Zululand as well as what you need and how to go about setting up a business. In addition, through a workshop process, the project will assist relevant officials to be in a position to assist community members with practical business advice. Preferably this would ultimately result in the establishment of one-stop advice centres at local government level.

The key objectives include:

- Ensure participation and support from relevant Local Municipal offices
- Encourage people to consider starting their own businesses (entrepreneurial approach)
- Advertise a local business support system

The Zululand District Municipality aims to create an enabling environment for local economic development through a number of actions. This project will assist in the achievement of this aim by:

- Improving co-ordination between district municipalities, local municipalities and wards. Workshops will take place to explain the programme and the actions required by local municipalities to ensure the programme is a success. Workshops will be attended by district officials, local officials and local councillors
- Clarifying the requirements of the local economic role of local government. This will be achieved through workshops and through the theatre productions at grassroots level. Communities will then understand what support local government should be providing in terms of LED
- Assisting with the creation of an entrepreneurial spirit in communities – a willingness and a desire to set up small businesses

The key target groups are:

- Local Municipal officials (particularly LED Co-ordinators) 3 – 4 per Municipality
- Councillors, 5 – 10 per municipality (there are 5 municipalities in Zululand District)
- Community members – 4000 per Municipality (total of 20 000)
- Through the leaflet and word of mouth, an additional knock on reach of 40 000 beneficiaries is expected

The main target group of this project is community members. Very few projects target community members directly and consequently they are literally “in the dark” with regard to LED principles and provision of support by municipalities. Research in Zululand District has shown that there has been too much reliance on pensions and a shrinking formal sector. The project will indirectly put pressure on Local Municipalities to provide support to local entrepreneurs by raising awareness of community members with regard to small business opportunities. The theatre production will put practical attainable entrepreneurship examples on the table rather than trying to explain the meaning of entrepreneurship to community members.

5.4. THE COMPONENTS

COMPONENT 1: MATERIAL DEVELOPMENT

Develop the materials to be used in the various components of the programme.

COMPONENT 2: LED WORKSHOPS

A one-day workshop facilitated by a District Official and a LED specialist will take place in each Municipality prior to the implementation of the street theatre programme. This will ensure the following:

- understanding on the part of the councillors and officials of the role of Local Government in the provision of LED awareness and support
- tie in with the concept of a “one stop shop” for advice and support of small businesses
- “buy in” from officials and councillors of the community awareness campaign so that they provide support for the implementation and the resultant queries from community members can be given.

COMPONENT 3: STREET THEATRE DELIVERY

The core product of the programme will be a 20-minute street theatre production that highlights practical business opportunities in Zululand as well as what you need and how to go about setting up a business. In addition, through a workshop process, the project will assist relevant officials to be in a position to assist community members with practical business advice. Preferably this would ultimately result in the establishment of one-stop advice centres at local government level.

Street Theatre Production

- Allows for high retention of messages
- Helps target audience relate to the characters and information
- Uses comedy to tackle uncomfortable issues
- Involves audience and gets their full attention

The targeted communities will be more aware of:

- entrepreneurial opportunities (income generating)
- basic principles of establishing a business
- where to get professional advice and support

5.5. IMPLEMENTATION

5.5.1. KEY ACTIVITIES

The following key activities relating to the programme is envisaged:

1. Planning of approach and establishment of evaluation criteria
2. Amendment and printing of educational leaflet
3. Development of 1-day workshop material.
4. Liaison and arrangement of Local Municipality Workshops (5)
5. Implementation of LED Workshops
6. Casting and Rehearsals of theatre team
7. Scheduling and advertising of shows
8. Delivery of performances
9. Evaluation and Close out Report

5.5.2. DESCRIPTION OF ACTIVITIES

TABLE 5.1: DESCRIPTION OF ACTIVITIES

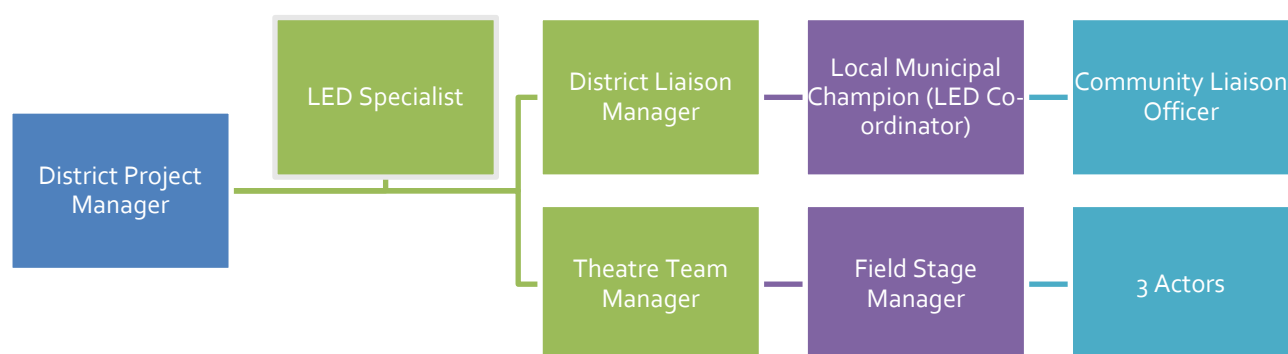
ACTIVITY	DESCRIPTION	RESPONSIBILITY
Planning of approach and establishment of evaluation criteria	Several meetings will be held to finalise the approach to be used and specifically the manner in which Local Municipalities will be targeted and Evaluation criteria (Key Performance Areas) will also be drawn up	
Amendment and printing of educational leaflet	Updating of information in the educational leaflet and the printing of required quantities (printer / subcontractor)	
Development of 1-day workshop material.	Material developed in previous phases of this initiative will be reviewed and relevance of content will be confirmed	
Liaison and arrangement of Local Municipality Workshops (5)	LED Co-ordinators at Local Municipalities of Pongola, Ulundi, Nongoma, eDumbe and Abaqulusi to be contacted and arrangements for workshops to be made. Invitations to be sent to Mayor, Councillors and relevant officials	
Implementation of LED Workshops	The workshops will focus on the following: - responsibilities of Municipality with regards to LED support - how to provide LED support - what kind of support to give - where to give support - how to reach community members and small businesses - aims and objectives of the awareness campaign - support required during implementation of community awareness campaign	
Casting and Rehearsals of theatre team	Using existing script and props, casting of a new team of three actors by a theatre production sub-contractor. Rehearsals will take place over two weeks	
Scheduling and advertising of shows	Liaison officials from each Municipality will target communities and then select venues for performances. Performances will be advertised using posters and by word of mouth. A schedule of performances will be produced on a weekly basis	
Delivery of performances	The theatre team will perform three shows per day as per the schedule over a five or six day week to audiences of 200 to 1000. After the educational performances, questions will be asked to ascertain how effectively the messages were transferred and understood. Prizes will be given for correct answers. Before and after surveys will provide an accurate measurement of changes in understanding levels	
Evaluation and Close out Report	The close out report will include an evaluation of each of the above activities. It will also include all delivery details such as venues, dates and audience statistics.	

5.5.3. ROLES AND RESPONSIBILITIES

A theatre Education Specialist Company will be contracted to provide professional actors and stage manager. The stage manager will also assist with research activities. Without a specialist service provider, the message transfer will be ineffective as the entertainment and educational content needs to be provided in a professional manner.

An LED specialist will assist with the conducting of the Local Municipality workshops.

DIAGRAM 5.1: IMPLEMENTATION TEAM REQUIRED



5.6. PROGRAMME AND BUDGET

TABLE 5.2: BUDGET PRESENTED ON A PER ACTIVITY BASIS

	ACTIVITY	BUDGET
1	Planning and Evaluation Criteria	R 20,000.00
2	Educational Leaflet	R 30,000.00
3	LED Workshop Material	R 30,000.00
4	Theatre Production - Casting and Rehearsals	R 40,000.00
5	Liaison with Local Officials	R 20,000.00
6	LED Workshop Delivery	R 50,000.00
7	Scheduling of Performances	R 30,000.00
8	Delivery	R 400,000.00
9	Evaluation and Report	R 20,000.00
SUB TOTAL		R 640,000.00

This project is an awareness campaign, which does not need to be continued at the same intensity once it is completed. The local municipalities have LED staff in place to assist local entrepreneurs and small businesses. The best case scenario is that each local municipality has in place a one stop shop for business advice and support. The LED co-ordinator may require limited funds to undertake small follow-up awareness activities such as workshops and presentations at a community level. The district or local municipality could fund these activities.

The LED co-ordinator will be in place at each local municipality. In addition, the co-ordinator will be well informed of the responsibilities and processes required to continue to provide support. Other key officials and councillors will, through the LED workshops and support of awareness campaigns, acquire ownership of the project outcomes.

It is envisaged that, in the short term the support and advice will be provided through the LED co-ordinator while in the long term it will be provided by a one stop shop “advice and support” centre.

5.7. CONCLUSION

This project will be a continuation of a successfully implemented first phase with the ultimate aim of promoting economic development at grassroots levels within the Zululand District Council. The project will achieve this by increasing the “institutional understanding, meaning, conceptualisation and implementation of LED”.

Key themes of the project will be to:

- Encourage people to consider entrepreneurial activities
- Advertise a support system for local business entrepreneurs
- Link with and encourage local municipalities to provide a support system for small businesses

The main activities of the project will be:

- Workshops with relevant local Municipal Officials and Councillors
- Street theatre performances in targeted areas in the local municipality
- Measurement and evaluation of key performance indicators

6. CONCEPT BUSINESS PLAN: TOURISM MARKETING IMPLEMENTATION PLAN

6.1. INTRODUCTION

The name of the project is “ZDM Tourism Marketing Implementation Plan”.

6.2. STATEMENT OF CHALLENGE

The district understands the critical need to grow tourism in the district. The Tourism Marketing Plan is outdated and difficult to implement and as a result many opportunities are being missed and little consultation with partners and investors is taking place. Currently Zululand District has less than 15% of the total tourist overnight stays (domestic and international) in the Greater Zululand Region.

A refocused Tourism Marketing plan needs to be backed by a range of implementation plans, relevant to current market conditions and trends. These should clearly spell out the way forward and provide mechanisms for monitoring progress.

6.3. THE PROJECT CONCEPT

A renewed focus on marketing the tourism attractions of the District, together with actively facilitating development of authentic, focused and sophisticated tourism assets, is proposed.

Future marketing must address the strategic themes for tourism development outlined in the National Rural Tourism Strategy:

- Access – promoting transport linkages and actively setting out to change tourism flow into the district
- Market intelligence – a commitment to ongoing research in order to: monitor tourism volumes; segment markets effectively; and drive development of assets based on market demand.
- Anchor attractions – Marketing should focusing on: the eMakhosini Opathe Heritage Park; the new regional airport at Ulundi and the through flow to Hluhluwe / Imfolozi Game Reserve; the Pongolapoort Dam (Lake Jozini); and Game reserves in the Northern part of the district; and a range of events- based tourism assets
- The Tourism Network – addressing skills development and the level of service standards in the Zululand District.
- Tourism Marketing - providing sophisticated and comprehensive information via mobile and internet technology; through tourism agencies and publications; and via physical information offices.

6.4. PROJECT BACKGROUND

In the past decade, business tourism to Zululand has flourished and new lodges have opened. There are also a handful of new entrants into the local tourism sector who have built ventures around weddings, events, royal heritage and game viewing. Yet Zululand District lags far beyond its neighbours in terms of the economic impact of tourism. A district tourism hub has been built within the Ulundi Airport Precinct, the new Cengeni Gate entrance to the Hluhluwe Imfolozi Park is complete, and a new tourism manager was appointed in 2014.

The development of eMakhosini Opathe Heritage Park (EOHP) is advancing steadily and this will finally realise the creating of the (up to now) missing “must-see” attraction in the Zululand District. The EOPH has huge potential to attract overseas and local tourists to the area. This will in turn create other opportunities for local entrepreneurs and will improve the sustainability of current small tourism businesses in the area.

Cultural and heritage products in particular have substantial potential to trigger the further development of the sector but in Zululand District these remain largely unrealised. This situation cannot be allowed to continue as culturally, Zululand holds the trump card which no other district can match due to the name “Zululand” - the most iconic tourism brand in Africa. Others may claim the name, but Zululand is the home of the reigning monarch, His Majesty, King Goodwill Zwelethini and the district needs to sharply differentiate itself as the place where the Zulu nation was founded, where the ancestral kings like buried and where the Zulu cultural offerings are richer and deeper than any place else.

The National Strategy on Heritage and Cultural Tourism (Department of Tourism 2012) provides strategic direction for the development and promotion of heritage and cultural tourism in the context of rural development. Internationally, the trend is towards forms of tourism that educate the tourist about history, the environment, and cultures. This trend provides opportunities for communities in rural areas to re-evaluate their opportunities for tourism development and to bring wider sections of the community into profitable activities connected with tourism.

6.5. IMPLEMENTATION

6.5.1. IMPLEMENTATION TO DATE

Implementation progress to date has been haphazard and unfocused. The marketing methods and tools have lacked sophistication and imagination. However it should be noted that the new Tourism Manager is working towards addressing some of the gaps and in this regard:

- The ZDM Tourism website is being completely overhauled and refreshed
- There is a new will to work in partnership with tourism product owners and potential investors in the identification, development and marketing of new tourism assets.

Of particular concern is the complete neglect over the past decade in assessing the impact of marketing activities through monitoring and evaluation. In this regard:

- ZDM Tourism has failed to establish an accurate baseline for tourism visitor volumes in the district. This means it is impossible to measure year-on-year growth and to identify gaps and opportunities in the tourism.
- There is no correlation between marketing activity (for example attendance at tourism shows) and the results achieved in securing new tourism business
- There is no evidence of market segmentation or a detailed description of the key tourism markets. There is an urgent need to identify markets and advance carefully planned, phased marketing activity directed at priority market segments
- Relationships with key partners Amafa and EKZN Wildlife need to be strengthened and mechanisms put in place for regular and vigorous interaction between these partners and ZDM tourism.

6.5.2. THE KEY ACTIVITIES

The key activities for this project include:

- Set strategic objectives
- Assess Product Offering and Investment Opportunities
- Understand the Tourism Markets
- Marketing Partnerships
- Marketing Implementation Plan
- Monitoring & Evaluation

6.5.3. THE DETAILED IMPLEMENTATION TASK PLAN

TABLE 6.1: MARKETING IMPLEMENTATION ACTIVITY

ACTIVITY	DESCRIPTION
Strategic Objectives	Set strategic objectives
Assess Product Offering and Investment Opportunities	Manage tourism products and experiences in a systematic way by means of a Tourism Product Development plan which will inform the strategic direction and improve the current tourism infrastructure and product packaging.
Tourism Markets	Identify and segment existing and potential markets in order to develop demand-driven tourism activity and assets
Marketing Partners	Develop a sound way forward for working with key marketing partners (e.g. KZN Tourism, Amafa, EKZN Wildlife, district tourism product owners, journalists, travel operators, airlines, car rental companies, potential investors and communities)
Marketing Activities	Develop marketing methods and tools for each market segment,
Marketing Implementation Plan	Develop a detailed implementation plan. Set objectives and targets for each market sector. Update annually
Monitoring & Evaluation	• Implement system of annual performance • Develop a research programme & impact assessments to monitor & measure the attainment of targets & objectives • Assign responsibility for M&E

6.5.4. ROLES AND RESPONSIBILITIES

TABLE 6.2: KEY STAKEHOLDERS TO PARTICIPATE IN DEVELOPMENT OF PLAN

ORGANISATION	TEL NO	POST ADDRESS	PHYSICAL ADDRESS
Zululand District Municipality	035 - 8745500	Pvt Bag X76, Ulundi, 3838	B400 Gagane Street, Ulundi
AMAFA	035 - 8702050	PO Box 523, Ulundi, 3838	King Cetshwayo Highway, Ulundi
Ezemvelo KZN Wildlife	033 - 8451999	PO Box 13053, Cascades, 3202	Queen Elizabeth Park, Duncan McKenzie Drive
Tourism KwaZulu-Natal	031 - 3667500	PO Box 2516, Durban, 4000	160 Pine Street Tourism Junction Building, Durban
The KZN Department of Economic Development & Tourism			

Amafa aKwazulu-Natali and Ezemvelo KZN Wildlife have established a partnership for the implementation of the project.

6.5.4.1. AMAFA AKWAZULU-NATALI

Amafa will continue to be the key partner in developing and packaging the cultural and heritage assets of the district. It can further play a role in advancing the participation of his majesty, King Goodwill Zululand as the champion of the Zululand brand.

6.5.4.2. EZEMVELO KZN WILDLIFE

KZN Wildlife will be responsible for advancing the biodiversity tourism assets of the district and assisting in the marketing of these as well as the linkages between the district and the Hluhluwe Imfolozi Park. It is recognised that although the latter falls outside of the district boundaries, the Park is potentially a means of redirecting tourism flow from two directions: from the N2 through the Park to Zululand District and from the airport at Ulundi via the P700 to the Park.

6.5.4.3. TOURISM KWAZULU-NATAL

The KwaZulu-Natal Tourism Authority, which operates under the name Tourism KwaZulu-Natal, is responsible for the development, promotion and marketing of tourism into and within the province. The Authority's statement of intent and direction is drawn from the mandate vested in the Organisation by the KwaZulu-Natal Tourism Act, 1996 (as amended, including No. 2 of 2002). At the national level, the National Department of Tourism utilises South African Tourism as its marketing arm with its role to market the country generically to international markets.

The vision of Tourism KwaZulu-Natal is to position the province of KwaZulu-Natal as Africa's leading tourism destination, nationally and internationally. It is committed to tourism growth which will achieve transformation of the tourism sector within the province, providing economic benefits to all stakeholders.

6.5.4.4. THE KZN DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

The KZN Department of Economic Development Tourism is a powerful partner as it strives to build a more conducive environment for the prosperity of the tourism industry and can provide significant resources and assistance with tourism investment and planning.

6.6. PROGRAMME AND BUDGET

To be developed with the participation of key stakeholders.

6.7. CONCLUSION

The tourism sector is recognised in the district IDP as one of the key mechanisms to grow the district economy and give the district a distinct brand, differentiated from its neighbours. Successful tourism growth can only be achieved through intensive and sustained tourism development and marketing interventions which should be prioritised and effected through ample budget allocation, able implementers and active participation by the pertinent departments and ZDM leadership.

7. CONCEPT BUSINESS PLAN: AIRPORT MARKETING PLAN

7.1. INTRODUCTION

The name of the project is "Ulundi Regional Airport Marketing Plan".

IMAGE 7.1: ULUNDI AIRPORT



7.2. STATEMENT OF CHALLENGE

A regional airport like Ulundi is not driven by commercial imperatives alone. As a municipal facility it must serve and bring benefit to the wider community. Thus rural Airport marketing and communication requires a well-thought out service involving strategic thought and implementation across all elements of the communication mix. If used judiciously and cost-effectively, it can create significant results for the district. Effectively implemented stakeholder relation strategies should be geared towards bringing together and keeping a wide range of players informed. These include: those involved with emergency and health services; tourism information services; restaurant, shuttle and car rental services; business people; freight providers; farmers; tourists, tour guides, travel bookers and tourism accommodation owners.

In the longer term, as the airport precinct is developed, specialised investor marketing will need to be undertaken. This needs to be a phased approach to marketing development opportunities at Airport Precinct.

7.3. PROJECT BACKGROUND

In the 2003 Sethembe LED Framework, limited road and air access to the ZDM Region was highlighted as a major obstacle to tourism growth. Therefore it is pleasing to report that a multi-million rand upgrade of the Ulundi Airport has brought it back up to international standards and regular scheduled flights are now provided between Ulundi and the major centres of Durban, Pietermaritzburg and Johannesburg

Zululand District Municipality has over the past decade undertaken careful and creative planning to maximise the impact of its regional airport was therefore able to successfully motivate for the allocation of the R30 Million rand provincial grant for critical infrastructural improvements at the airport in Ulundi. The provincial government has pledged to continue investing in airport upgrades because to compete in the global 21st economy, KwaZulu-Natal

needs a strong regional airport network to improve connectivity, stimulate economic growth, grow tourism and attract private investment.

Ulundi regional airport is situated 1 km south west of the entrance to the Ulundi Central Business District at the intersection of the R66 and the P700. The vision underpinning development of the Ulundi Airport is to create a self-sustaining, ring fenced, socio / economic hub that acts to support the national government mandate for the economic and social upliftment of the people of the district through high value industry, employment, added value to education and better access to healthcare.

Its official name is the Prince Mangosuthu Buthelezi Airport. The Ulundi airport was built as an international gateway to the Zulu kingdom and its main runway can accommodate jet planes. The airport fell into disuse when the centre of government moved to Pietermaritzburg in 2003. In 2006 provincial government handed the airport over to Zululand District Municipality.

The airport was fully upgraded and brought back to operational readiness though funding obtained from KZN Treasury. It now has a fully staffed and equipped rescue and fire department is on site and is qualified to operate at Category 4 – 5 levels. The Airport Precinct has extensive terminal facilities, hangar space, land for development, parking for aircraft and automobiles, a fuel depot, hangar space and a fully operational radio navigational approach system. Construction of a tourism hub, administrative offices and restaurant space has been completed. Avis Car rental has offices at the hub and a restaurant and conference centre operated by local business people will open in December 2014.

7.4. THE PROJECT CONCEPT

The strategies and implementation methods for improving awareness of regional airports are by the nature of rural aviation orientated towards engaging with niche markets where marketing efforts are concentrated on small but well defined segments of the population with the most potential to a) drive the sustainability of the flights and b) build the airport into a catalyst for economic activity.

Only certain groups of people have an interest in traveling to Ulundi. Thus mass marketing strategies are not cost-effective. This is why market segmentation analysis and the selection of the particular audience segments to be targeted are essential parts of the marketing plan for the Ulundi airport. The District needs to know who their passengers are, where they originate from, why they travel and why some potential passengers are not traveling. By analysing the potential audience to identify key segments based on need/interest and geographic area, it is possible to consciously select groups of people who will benefit from flying to and from Ulundi and engage directly through meetings, telephone discussions and email, and fly-in educational visits.

While the marketing of flights and development of incentives and packages is important to keep air traffic flowing, the longer term development and marketing of the airport precinct is developed, specialised investor marketing will need to be undertaken. The precinct is the next stage of the development of the entire Airport plan and its where the latent economic benefit sits because the land is the most valuable asset. The airport is just a conduit for people travelling back and forth whereas the precinct is where industrial and commercial development will happen and create jobs.

The aim of the Airport Marketing Strategy is to:

- Grow Passenger numbers
- Create awareness of airport services, events, investment and business opportunities amongst relevant stakeholders and potential service providers

Priority audiences are:

- KZN Provincial Government Employees based in Pietermaritzburg and Durban
- Gauteng travellers with business interests in Ulundi
- Airport Precinct investors
- Ancillary and Amenity service providers
- Ulundi Residents who have need to fly to Gauteng, Durban or Pietermaritzburg for business International Tourist groups who require shuttle flights to private game reserves near Ulundi
- Travel bookers for government
- Journalists who write for Aviation, Business and Travel publications

Attention should also be given to secondary audiences as and when required. These audiences are more seasonal in nature and include:

- Ulundi Residents who work in Gauteng and travel home in the December holidays
- People who have need to travel to Ulundi for sports or cultural events (Soccer Matches / The Annual Reed Dance etc.)
- Domestic tourists (KZN and Gauteng) who visit the Hluhluwe-Imfolozi Park
- Zulu-speaking middle-class families from Durban, Pietermaritzburg and Gauteng who want to visit the birthplace of their cultural heritage

7.5. IMPLEMENTATION

7.5.1. IMPLEMENTATION TO DATE

The marketing of the airport at Ulundi is in an advanced state of implementation.

An Airport Master Plan completed in 2014 provides strategic guidance for marketing of the airport. To date this has been undertaken by airport consultants who have supported the District with the redevelopment of the infrastructure and established regular scheduled flights. The airline, Federal Air has also played an active role in marketing the airport facilities and flights.

The focus of airport marketing is to:

- Define and directly reach audiences.
- Develop advocacy and awareness programmes with key influencers and journalists
- Increase access to the airport services and facilities
- Forge partnerships with Business and Tourism organisations who can further the agenda for sustainability by adding new passengers and activities into the airport offering
- Develop appropriate direct-to-customer marketing tools
- Evaluate results and adapt methods accordingly

The communication and marketing methodology used thus far is bearing fruit. The recommendation is that these be continued while continuing to update/ develop appropriate marketing tools and ensure that the success of these methods is evaluated so that adaptation can be made where required.

TABLE 7.1: PROJECT COMPONENT DEVELOPMENT

PROJECT COMPONENT	DESCRIPTION
Define and Directly reach audiences	Key activities are orientated towards engagement with priority audiences as well as secondary audiences as required. These audiences are described under 2.5.3
Advocacy and Awareness	Advocacy is recognised as a key trend in airport marketing. Those who have experienced a product or service, has always been the biggest driving force behind gaining new passengers. Activities and tools will include: - Continuously identify influential people to fly and encourage others to fly - Hosting Fly-in Educational visits for Travel bookers and Journalists - Use the Facebook Page FLY ZULULAND as a platform for happy passengers to share their experiences and photographs
Increase Access	Key activities will include: - Looking at alternative methods of booking and payment for potential passenger who are not comfortable with internet booking. This could include the pursuit of bookings through Super Market Money counters for example. - Continuing to increase access to bookings and information about flight through links on travel websites - Ensuring that the Tourism accommodation owners in Ulundi are connected to key travel bookers and internet systems so that they benefit from the flights - Increasing physical (transport) access to the airport by creating awareness of car rental and shuttle services
Business and Tourism Partnering	Key activities will include: - Direct approaches and offering of incentives to large companies and organisations whose executives and employees commute regularly between Ulundi – Gauteng or Ulundi – Durban - Continuing to regularly involve Ulundi accommodation owners in initiatives to market not only the flights but also the attractions and accommodation facilities - Liaison with Event organisers who may fly participants into Ulundi - Continuing to build the partnership with EKZN Wildlife re connectivity between the airport and the Hluhluwe-Imfolozi Park - Continuing to source and support service providers relevant to the airport facility. - To begin, by 2015, a phased investment packaging programme to attract commercial and industrial investment in the airport precinct

7.5.2. STRUCTURING FOR IMPLEMENTATION

The role of the District is to ensure competent and creative marketing of the airport facilities, investment opportunities and flights. However there is a lack of internal capacity to sustain vigorous, people-based marketing at the airport. Thus it is critical that District Tourism Management also plays a role in the ongoing promotion of the airport and that it is championed by District leadership. In 2012 an MOU was signed between ZDM and EKZN Wildlife to jointly promote flights that maximise the linkage between Ulundi and Cengeni Gate.

The District should continue to monitor and measure progress which is directly linked to passenger volumes and take-up of business and investment opportunities at the airport.

The District is best placed to continue funding marketing and technical support rendered by aviation consultants who should also play a mentoring and skills transfer role to build internal marketing capacity. Additionally the appointed airline should continue to part-fund marketing activities related to promotion of flights and EKZN Wildlife, as per the MOU, should fund fly-in tourist packages into the Hluhluwe-Imfolozi Park.

In the future The ZDM Development agency could lead the business and industrial investment in the Airport precinct.

7.5.3. ROLES AND RESPONSIBILITIES

TABLE 7.2: STAKEHOLDERS AND CONTACT DETAILS:

ORGANISATION	TEL NO	POST ADDRESS	PHYSICAL ADDRESS
Zululand District Municipality		Pvt Bag X76, Ulundi, 3838	B400 Gagane Street, Ulundi
Federal Airline			
EKZN Wildlife	033 845 1999	PO Box 13053, Cascades, 3202	Queen Elizabeth Park, Duncan McKenzie Drive

Zululand District Municipality appointed Federal Air as the preferred airline service provider of scheduled flights in March 2012.

7.5.3.1. FEDERAL AIR

Federal Air with its head office situated at OR Tambo Airport, Johannesburg, is the market leader in Aviation Shuttle and Charter Services in Southern Africa. The Airlines has a proven track record in developing routes to remote parts of Africa, and this is a market segment which Federal Air innovated in the late 1990s.

7.5.3.2. EZEMVELO KZN WILDLIFE

KwaZulu-Natal Nature Conservation Services, now known as Ezemvelo KZN Wildlife. KZN Wildlife has a variety of policies to ensure the long term conservation of the rich biodiversity of KwaZulu-Natal. These encompass biodiversity, resource use, environmental management, community participation, visitor facilities management and eco-tourism.

7.6. PROGRAMME AND BUDGET

To be developed in participation with key stakeholders.

7.7. CONCLUSION

In view of the role that airports can play in unlocking tourism in a district economy, a sustained, research-driven communication programme to mobilise stakeholders is imperative in creating the awareness needed to drive airport development.

8. CONCEPT BUSINESS PLAN: PILOT AGRICULTURE COLLECTIVE MARKETING PROGRAMME¹

8.1. INTRODUCTION

The need for a programme to support community gardens, market gardens and other small scale producers with the marketing of agricultural produce has been identified and confirmed more than a decade ago. However, resources for implementation has not been made available. This Concept Business Plan promotes an approach to the marketing of agriculture produce that will have a positive impact for both farmers and the market stakeholders.

The concept promoted, facilitating collective (group) marketing approaches, is not new and success have been achieved with this approach throughout the developing world.

PRE-AMBLE: THE INTERNATIONAL PERSPECTIVE AS A MOTIVATION FOR THE INITIATIVE

There are many farmers who grow crops, catch fish or keep farm animals but they consume almost everything they produce. They may be able to produce only tiny surpluses to sell in the local market or to exchange for tools, medicines or other essentials.

Other farmers are capable of producing surpluses but find it difficult to transport them to a market or a roadside stall. Most farmers produce small quantities for sale but find that the local trader is only prepared to pay low prices for their goods compared with the wholesale price. As individual farmers they have little bargaining power with traders and must often accept almost any price offered.

Large-scale farmers do not suffer from these problems. They can produce large quantities of each crop of a consistent quality standard. For this reason they have no difficulty in attracting buyers and will receive the true market price for their output.

The only way small-scale farmers can compete with these large farms is to co-operate with each other to form an association or farmers marketing group. If, say, 50 farmers are able to offer for sale their combined output and take steps to make sure that it is of a standard quality, they will be able to market their goods as successfully as a large-scale farmer.

Not long ago most agricultural markets were controlled through state-operated marketing boards which fixed prices for surplus production. For that reason, there was no strong incentive for farmers to work together to sell their goods. Now that marketing activity is almost entirely in the hands of private traders, farmers are obliged to make complicated marketing decisions for themselves.

Some farmers in Africa are already adopting these collective marketing strategies and receiving the benefit of higher prices for their output. Many governments and agricultural development agencies are encouraging this type of activity but farmers need to be informed about the benefits of co-operation and how they go about setting up such systems. This will require farmers to acquire new skills and to develop closer relationships with their fellow farmers.

(QUOTED FROM FOOD AND AGRICULTURE ORGANISATION TRAINING MANUAL)

¹ This Concept Business Plan draws on work undertaken by StratPlan (2013) for Isikhungusethu, on behalf of the Umzimkhulu Local Municipality, where the approach was considered in more detail.

8.2. STATEMENT OF CHALLENGE

Previous assessments of the informal and retail sectors, as well as other potential markets in Zululand, clearly illustrated that production and marketing systems for fresh produce in Zululand are underdeveloped or nearly non-existent. With a potential local market catchment of nearly 1 000 000 people, and with Zululand removed from major municipal and other fresh produce markets located in primarily Gauteng and eThekweni, it was previously suggested that addressing the needs of this local market should be the immediate short term priority for the local agricultural sector. From a local economic development perspective a key challenge in reaching this market would be the establishment of an appropriate local product marketing systems.

Through the assessment of opportunities in the local and regional retail sector it was further concluded that:

- 1) Most local retailers market fresh produce;
- 2) Produce is generally sourced from Durban, Gauteng or Mpumalanga; and
- 3) Retailers generally express their willingness / desire to purchase local if possible.

The local and regional retail sector, i.e. Zululand and surrounding municipalities, presents a substantial unexploited opportunity for local producers. In order for local producers to access this market quantity and quality of production will be key issues to be addressed. Financial support for small farmers and the development of innovative approaches to the distribution / transport of produce to retailers, will be some of the aspects to be addressed to ensure local farmers benefit from this opportunity.

Other LED Strategies propose a number of components of an agricultural product marketing system. The components include:

- Agricultural hubs
- Village markets
- Municipal market
- Fresh produce vendors
- **Major retailers**
- Institutional tenders

The initial focus should be on marketing local agricultural products to major retailers operating in the area.

As is evident from the literature on markets for agricultural produce, that major retailers are becoming even more important in the agricultural value chain and in many cases are starting to engage more directly with growers, as opposed to working through traditional wholesale markets. Zululand farmers will have a competitive edge and the capacity to supply fresh produce to retailers in Ulundi, Nongoma, Vryheid, Pongola, Paulpietersburg and further afield. Previous assessments illustrated that retailers are willing to buy from local producers.

Previous studies suggested that in order to ensure that these opportunities are accessed it is necessary that appropriate systems be established for farmers to gain access to the local retail market. Four basic options are available:

- Farmer groups engage with “market agents” located at agricultural hubs that link with retailers;
- Individual farmers engage with “market agents” located at agricultural hubs that link with retailers;
- Retailers engage directly with farmer groups; and
- Retailers engage directly with individual farmers.

The systems required to facilitate these linkages will have to be developed in consultation with producers and the retailers. It is envisaged that managers at the various agricultural hubs can facilitate such engagements (this will be a key marketing function).

A local market for agricultural produce does exist. In order for small scale growers to engage with these markets it will be important for them to also structure their marketing systems. Collective Marketing is viewed as a basic tool for doing this.

8.3. POLICY SUPPORT FOR APPROACH

8.3.1. THE INTERNATIONAL EXPERIENCE

On an international level major donor and economic development agencies support market development as a key component of agricultural enterprise development. From this focus a number of programmatic approaches have developed. Whereas there has historically been a strong focus on business support in agricultural enterprise development it appears as if there has been a shift towards models supporting value chain analysis, specifically linking small enterprises with markets, and providing access to finance.

Programmes supporting market development that provided guidance for this current initiative include:

- Graduation Programmes as conceptualised by BRAC;
- The Financial Inclusion Approach supported by CGAP (the approach emerged from the BRAC graduation model and combines a pragmatic approach to market development with an evidence-based advocacy platform to advance poor people's access to finance);
- MMW4P (Making Markets Work for the Poor) approach supported by DFID;
- The Market Systems Development Approach supported by the International Labour Organisation (ILO);
- A Territorial Based Approach to Agro-enterprise Development supported by the Food and Agriculture Organisation (FAO) International Centre for Tropical Agriculture.

More detailed information relating to the various approaches is not provided here.

8.3.2. THE NATIONAL DEVELOPMENT PLAN

Chapter 6 of the National Development Plan (2012) addresses the establishment of "An Integrated and Inclusive Rural Economy". This Chapter specifically addresses the issue of marketing of agricultural produce by small scale growers. It is suggested that "innovative market linkages" must be established. This is explained as follows:

Make provisions to link small- scale farmers in the communal and land-reform areas to markets in South Africa and further afield on the subcontinent. This will require improved road and rail infrastructure to usher farm products to and through the value chain and to markets, and improved communications infrastructure to inform agricultural role-players about buying and selling prices and supply-and-demand trends. Linking farmers to markets will also require infrastructure for processing and value addition and new forms of intermediaries, such as cooperatives, to help small producers achieve economies of scale in processing. Farmers also need cold-chain infrastructure if they are to access markets for high-value produce and rural consumers.

Linking farmers to existing markets is not enough. A substantial proportion of agricultural output is consumed in the "food away from home" market in South Africa. While this includes restaurants and take-away outlets, which are hardly relevant in most rural areas, it also includes school feeding schemes, other forms of institutionalised catering such as in hospitals and correctional facilities, and emergency food packages, where the state is the main purchaser. Preferential procurement mechanisms should be put in place to ensure that new entrants into agriculture can access these markets while still supporting existing farmers.

8.3.3. THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Strategy (2012) (PGDP) establishes the following primary and secondary indicators relating to the growing of the agricultural sector and generating employment relevant to this proposed initiative:

- Increase employment in the agricultural sector
- Increase the value of the contribution of the agricultural sector to the provincial economy
- Develop commercial farmers
- Increase extent of land under commercial production

The PGDP proposes the following interventions relevant to these initiatives:

- Development of commercial farmers
- Establishment of fresh produce markets

This Business Plan responds to both the above interventions.

8.3.4. THE COLLECTIVE MARKETING RESPONSE

The above discussion confirms the importance afforded specifically supporting the marketing activities of the small grower sector in research and policy. Although a number of approaches have been developed by a range of organisations involved in the sector the similarities in the approaches are evident, viz.

- A strong focus on improving the access of small scale growers to markets;
- The importance of understanding the local market conditions;
- The emphasis on employing participatory methods in decision-making; and
- Underpinning a market focus with the improvement of production.

The Business Plan builds on these basic approaches, and draws on the manuals developed by CIAT for the implementation of the Territorial Based Approach to Enterprise Development, which has a strong focus on Collective Marketing.

Currently the marketing of agricultural produce by small producers in Zululand is done on an ad hoc basis (the progress however made by Just Veggies in Abaqulusi is however noted). Despite high levels of production potential the limited market access impacts on the potential being fully realised.

Whereas the current focus of farmers are on supplying to whoever will take their product, i.e. an ad hoc approach, a more structured marketing approach will provide farmer groups the opportunity to explore a number of potential market linkages including (Robbins *et al* undated):

- Farmer to domestic trader;
- **Farmer to retailer (formal or informal);**
- Farmer to government institutions (e.g. hospital, school feeding programme);
- Linkages through a leading farmer;
- Linkages through cooperatives;
- Farmer to agro-processor;
- Farmer to exporter; and
- Contract farming.

As indicate, the focus of the collective marketing initiative will then be on the marketing of produce to retailers.

8.4. THE COLLECTIVE MARKETING PROGRAMME CONCEPT

8.4.1. PROJECT OBJECTIVE AND DELIVERABLE

The **overall objective** of the project is to facilitate the linking of farmer's groups with sustainable markets for agricultural products and to build local capacity for the on-going successful marketing of agricultural products.

The **project is focussed** on facilitating collective agricultural product marketing in the Zululand District Municipality, with a specific focus on Ulundi and Nongoma Municipalities. This will be done by engaging, through a workshop and capacity building programme, with existing farmer groups and facilitating the linking of these groups with new or established markets. At least one group in each of six pilot project areas will be targeted in a first one-year phase.

The **final deliverable** for the project is (1) six farmer's groups with clear product marketing objectives and related action plans (developed through a facilitated process) and (2) six farmers groups linked to markets for products.

Where appropriate, this project will link to the existing farmer support programmes already underway in Zululand.

8.4.2. WHAT IS COLLECTIVE MARKETING

Collective Marketing of agricultural produce is an approach to marketing where farmers, primarily small scale growers, collectively engage in activities that will contribute to the more effective marketing of their produce. The extent of the collective marketing effort can vary, i.e. the collective activity can be as basic as sharing transport or it can be substantially more comprehensive to cover the whole marketing chain from decision making on crops to negotiation with the market.

Collective Marketing is not to be confused with the establishment of co-operatives. In the Collective Marketing approach farmers have a choice how agreements with other farmers are to be structured. This may however be in the form of a co-operative. In a co-operative, farmers generally work together from production to marketing; while in a Collective Marketing approach, farmers don't have to do the production together, but only work together as required.

If necessary members in the Agricultural Collective Marketing group are elected to take on positions within the group, e.g. treasurer, secretary, chairperson and chief negotiator. In this way the interests of the group can be effectively served. It is up to the collective group to decide whether to compensate members who continually serve them this way by attending meetings for the group and also how they are going to should they see fit. This also means that during Agricultural Collective Marketing, various skills such as the ability to read and write, those who have the skills to negotiate deals and those who are generally hard workers; are coordinated so as to benefit the rest of the group.

8.4.3. ADVANTAGES OF COLLECTIVE MARKETING

Some of the advantages of Collective Marketing efforts shared in the literature include:

- Improving economies of scale: It enables farmers to deliver at quantities required by the market.
- Lowering transaction costs: Individual farmers can share costs in terms of inputs, transport, negotiating, marketing etc. thus lowering transaction costs.
- Increasing quality control: Collective marketing encourage greater consistency in the quality of products.
- Incentive to increase production: Farmers can increase production because markets are more secure and the market demand is better understand.

- Improving access to credit: As a result of the collective action, improved and increased production and secure markets credit can be accessed.
- Obtaining communal equipment and services: Agreements between farmers can further be extended to include the sharing of equipment and services.

EXAMPLES OF THE COLLECTIVE MARKETING APPROACH (ROBBINS ET AL)

General

Collective marketing plays a major role in farming throughout the world. In most countries farmers have found that they can increase their income and efficiency by joining with other farmers to market their goods, purchase their inputs and co-ordinate their farming techniques. In Bolivia 60% of chickens are marketed co-operatively. 87% of pyrethrum grown in Kenya is sold in this way and 40% of the cotton produced in Brazil is sold by farmers' associations. No fewer than 8 of the 10 largest Canadian firms are co-operatives.

European Example

Owners of small vineyards in the village of Mont Peyroux in Southern France produce grapes on their own land using their own equipment but choose to market their wine collectively with their neighbours. They have been doing this, for a hundred years. They are one of thousands of grape farmer's groups operating in France and Italy. Each of their vineyards are small, a couple of hectares or less. If each of these grape farmers had to produce the wine, bottle it, design and apply labels to the bottles, put the bottles in boxes and find buyers for their individual output, they would spend so much time on the post-harvest activity they would have no time to cultivate their vineyards.

Rakai and Masaka farmer associations (Uganda)

Several successful farmers' marketing associations operate in Rakai and Masaka Districts. A case study of four of these groups was completed in 2003. All four of the groups are assisted by an NGO called Community Enterprise Development Organisation (CEDO).

The groups range in size from 18 members to 197 members. The largest groups are divided into sub-groups ranging from 100 members to 6 members. One of the four groups is a women's group. Although this group also has a few male group members, these do not hold any positions on the executive - the women are concerned that the men may take over. The membership of one of the sub-groups consists entirely of young people.

All of these groups produce a variety of crops and livestock but sell only one or two different crops collectively. The groups have been marketing these goods collectively for about five years. Beans and maize are their main crops but some cassava and bananas are also sold collectively. Sales of beans and maize amount to between 1000 kilos and 4000 kilos per season. One group receives about 22% higher prices in these deals than they would get on the local market.

In one group all the members receive the same amount of bean seed and plant a separate plot for the group as a whole. The proceeds from the sale of beans grown in the separate plot go into a common fund owned by the group as a whole. Those beans given to individual members are grown by each member but marketed collectively. Another group asks each member what quantity of seeds they require and distributes them accordingly. The proceeds from the sale of all the beans is distributed according to the amount each farmer delivered for sale.

8.5. THE COMPONENTS

The key components of a programme aimed at facilitating a collective marketing approach will include:

- A facilitation component; and
- A production group component.

These are discussed in more detail in terms of implementation and management.

8.6. IMPLEMENTATION AND MANAGEMENT

8.6.1. INTRODUCTION

A phased approach to the implementation of the project will be followed, although it is to be noted that phases will overlap. Due to the nature of the facilitation work, which is the core activity to be conducted in this initiative, the approach to be adopted to each group will be different. Some groups may require:

- More or less attention depending on levels of literacy and numeracy;
- An amendment or total review of marketing approaches due to failure;
- Additional assistance in terms of coordinating production etc.

8.6.2. THE KEY ACTIVITIES

Regardless of the above, the process will include five phases that will be followed as closely as possible in implementation:

- Phase 0: Procurement
- Phase 1: Preparation and Set-up (project focus)
- Phase 2: Participant Identification and Assessment (project focus)
- Phase 3: Market Group Capacity Building (group focus)
- Phase 4: Engagement with Market (group focus)
- Phase 5: Monitoring and Support (project focus)

Each of the above phases are discussed in more detail in the sections that follow. The discussion is under the headings:

- Purpose
- Description
- Key Activities
- Responsibility
- Duration

8.6.3. UNPACKING THE ACTIVITIES

8.6.3.1. PHASE 0: PROCUREMENT

Purpose:	To identify the most appropriate structure for managing and implementing the project and ensuring that the resources to implement the project is in place.
Description:	The Zululand District / Project Implementer will have to take a decision on the best approach to implement this initiative. A number of options are available: ▪ Establishing a unit within the District to facilitate the initiative; ▪ Contracting a service provider to implement the initiative; ▪ Engaging with an NGO to undertake the initiative; ▪ Appointing a government department on an agency agreement to implement the initiative.
Key Activities:	▪ Confirm availability of funding; ▪ Establish most appropriate approach to implementation; and ▪ Procure support for implementation of initiative.
Responsibility:	Zululand District
Duration:	Up to three months may be required to conclude the above activities.

8.6.3.2. PHASE 1: PREPARATION AND SET-UP

Purpose:	This phase is focussed on setting up the initiative within the Zululand District Municipality. The setting up of the initiative will include the development of a realistic implementation plan, the allocation of appropriate resources and facilities to the initiatives and the preliminary identification of the beneficiary groups.
Description:	As per the above purpose this phase will focus on: ▪ Developing a project plan; ▪ Identifying and obtaining the buy-in of stakeholders; ▪ Confirming human resource requirements; and ▪ The identification of market groups.
Key Activities:	The key activities for this phase will then include: ▪ Prepare detailed project plan ▪ Identify and secure staff ▪ Engage with key stakeholders ▪ Identify potential beneficiary groups
Responsibility:	Facilitation Team with support of stakeholders.
Duration:	1 month

8.6.3.3. PHASE 2: PARTICIPANT IDENTIFICATION AND ASSESSMENT

Purpose:	To identify groups or potential groups that can engage with the initiative over the first one year period and to evaluate the readiness of the groups to participate.
Description:	The activities in this phase will be geared towards identifying groups, or individuals with the potential to form a group, to engage with, and evaluate the readiness of the groups to participate in the initiative. The approach to identifying and assessing readiness will include: ▪ Consultation with local stakeholders and specifically people already engaging with farmers at grass roots level; ▪ Initial telephonic consultations to determine interest in participating and obtaining basic relevant information; and ▪ Face-to-face meetings with individuals or groups to confirm interest in initiative.
Key Activities:	The following key activities will be undertaken in this Phase: ▪ Establish contact with identified groups ▪ Determine keenness to participate ▪ Collect basic information relating to each group identified ▪ Develop group profile ('understanding the context') ▪ Evaluate readiness of group to participate
Responsibility:	Facilitation Team with support of stakeholders.
Duration:	1 month

8.6.3.4. PHASE 3: MARKET GROUP CAPACITY BUILDING (GROUP FOCUS)

Purpose:	To prepare six “market groups” to participate in collective marketing of agricultural produce.
Description:	The main activity of this phase will be a series of facilitated group workshops. The following list indicates what is viewed as the minimum number of workshop sessions to be conducted with market groups and the topics to be addressed. ▪ Session 1: Marketing, how markets work and collective marketing ▪ Session 2: Formalising the group, agree on operations, focus and approach ▪ Session 3: Assessing the markets (obtaining market information) ▪ Session 4: Planning the initial collective marketing focus ▪ Session 5: Building administrative capacity to support collective marketing An initial task of the Project Team will be to develop workshop materials based on the materials already available.
Key Activities:	The key activities in this phase will be the planning for, setting up, facilitation and reporting on workshop sessions with each of the eight confirmed “market groups”. Specific activities to be conducted in this phase include: ▪ The development of training materials; ▪ Engagement with groups on a regular basis; ▪ Setting up workshops; ▪ Facilitating workshops; ▪ Monitoring the implementation of actions emerging from workshops; ▪ Supporting / encouraging market groups; and ▪ Assist market groups in developing / strengthening linkages with related organisations / businesses, i.e. networking.
Responsibility:	Facilitation Team with support of stakeholders
Duration:	4 months

8.6.3.5. PHASE 4: ENGAGEMENT WITH MARKET (GROUP FOCUS)

Purpose:	To support market groups in engaging with markets for products identified.
Description:	It is anticipated that different groups will identify different markets to focus on. The markets to be targeted by groups will be dependent on: ▪ The geographical location of the group; ▪ The produce focused on by the specific group; ▪ The transport available to the group; and ▪ The assessment of the group of the different markets. The facilitation team will assist the market groups in engaging with representatives of the market(s) or “agents” they are interested in engaging with. In this regard it is important to note that the facilitation team will not be responsible for the discussions / negotiations with the market representatives, but rather that they will be facilitating the discussions.
Key Activities:	The key activities in this phase of the process will be: ▪ Target Market Identification: In Session 4 with the Market Group (see Phase 3) a decision will be taken by the Group on the market(s) to be focused on. Approaches to establishing contact with the market and marketing the produce of the market group will then be considered. ▪ A Market Assessment: A technical assessment in support of the assessment undertaken by the group will be prepared. This assessment will be more detailed than that prepared by the market group and will be used to further advise the group in decision making. ▪ Engagement with the Market: With the input from the group and the technical market assessment engagements between the market group and the market “agent” will be set-up. The purpose of these engagements will be to establish direct engagement between the growers and market “agents” to discuss: ○ The extent of the opportunity available; ○ Indication of capacity (what can be delivered by growers); ○ Indication of demand (seasonal, other changes); ○ Quality requirements including varieties / types preferred; ○ Available support (specifically in terms of transport); and ○ Pricing of products.
Responsibility:	Market groups and market “agents” with support of Facilitation Team
Duration:	3 months

8.6.3.6. PHASE 5: MONITORING AND SUPPORT

Purpose:	To undertake monitoring of activities of market groups and provide support where required over an extended period of time.
Description:	It is not anticipated that all the groups will achieve the same level of engagement with the market at the end of month six of the programme. Also, research has shown that such groups require support for an extended period of time to ensure that skills learnt is applied successfully. Encouragement of groups to continue is important.
Key Activities:	Activities that will be implemented during this phase will include: ▪ Bi-weekly contacts with each of the market groups established; ▪ Monthly workshops / meetings with each group to affirm existing or develop new skills; ▪ Regular engagements with market "agents" to monitor progress of market groups; ▪ Facilitating further networking activities between groups and stakeholders and in process extend support base for farmers; and ▪ Day-to-day support of activities of market groups.
Responsibility:	Facilitation Team with support of stakeholders
Duration:	A six-month period ▪ Undertake on-going monitoring to evaluate success of group marketing initiative Month 7 - 12 ▪ Provide support to farmers group and continue linking farmers with markets Month 7 - 12

8.7. PROGRAMME AND BUDGET

8.7.1. THE PROGRAMME

Considering the ongoing support required by market groups to establish and getting fully operational an ideal timeframe for a project of this nature would have been three years. However, it is also understood that funders will not be willing to commit funding for a three year programme if the positive impact of the initiative cannot be confirmed. It is therefore recommended that for the purposes of this initiative a one year project timeframe be provided for and that funding be sought for this. The approach should then allow for the option to extend the timeframe to a three year initiative that will expand each year to bring more market groups on board. It is hoped that after a three year term the Collective Marketing approach will be firmly established in Zululand and that the geographical footprint of the project, initially focussed in Nongoma and Ulundi, can also be increased.

The following broad project programme is proposed:

Phase 0: Procurement	- 3 months (not part of 1-year programme)
Phase 1: Preparation and Set-up	- 1 month
Phase 2: Participant Identification	- 1 month
Phase 3: Farmer's Group Capacity Building	- 4 months
Phase 4: Engagement with Market	- 3 months (overlapping with Phase 3)
Phase 5: Monitoring and Support	- 6 months

It is recommended that funding for Year 2 and 3 be accessed once the Initiative is underway and delivering positive results. It is suggested that other than the ongoing support of groups established in Year 1, additional groups be identified and supported in Year 2 and 3 following the same basic programme as presented for Year 1.

8.7.2. THE BUDGET

An overview of the anticipated funding requirements for the implementation of this initiative is provided below. This overview is started off with an indication of the self-sustainability of the project and the potential financial impact. The budget requirements should be measured against this.

The budget for the one year initiative is unpacked in terms of:

- Staff budget;
- Capital budget; and
- Operational budget.

This project is not an income generating project and it is not anticipated that the approach will be self-sustainable, i.e. external funding will be required for the first year of the project, the focus of this Concept Business Plan, and the years to follow. However, the potential impact of the project is substantial and a simple calculation will illustrate this.

Consider the following potential impact of the Collective Agricultural Marketing Initiative:

- 6 groups per year targeted
- 10 farmers per group (this could be substantially more)
- increase in income per farmer of R1 000 per month

The above translates to an increased agricultural income earned by farmers of **R720 000** per year. Funding requirements and budgets should be considered against this background.

8.7.2.1. PROPOSED STAFF BUDGET BREAKDOWN

A facilitation team is to be appointed for the duration of the one year pilot project period. The facilitation team will consist of:

- Project Manager: 80 hours per month @ R600 per hour
- Facilitator: 160 hour per month @ R300 per hour
- Support Facilitator: 160 hours per month @ R150 per hour
- Office administrator: Salary of R5 000 per month

TABLE 8.1: STAFF BUDGET

COST ITEM	UNIT PM	RATE PER HR	TOTAL
Project Manager	80	R600	R48,000
Facilitator	160	R300	R48,000
Support Facilitator	160	R150	R24,000
Office Administrator	1	R5,000	R5,000
Cost per Month			R120,000
Staff Costs per Year			R1,440,000
plus Disbursements @ 10%			R144,000
Sub-Total excl. VAT			R1,584,000
plus VAT @ 14%			R221,760
TOTAL FOR ONE YEAR			R1,805,760

The above cost of R120 000 per month is suggested to be an appropriate figure for securing the required human resources for the initiative. During final planning of the initiative in Phase o the skill sets required may be adjusted.

8.7.2.2. PROPOSED CAPITAL BUDGET

As the initiative will initially only be implemented over a one year term capital spending must be limited. Although the initiative can proceed without the bakkie and commercial transporter it has been confirmed that farmers generally do not have access to transport. The ability to acquire two vehicles will therefore make a major contribution to the impact the initiative can make.

The need to acquire office equipment will depend to a large extent on whether the initiative can be accommodated in existing government offices or not. This will also impact on the operational budget required, as indicated in the next section.

TABLE 8.2: CAPITAL BUDGET

COST ITEM	UNIT	RATE PER UNIT	TOTAL
Fieldworker Bakkie	1	R200,000	R200,000
Commercial Transporter	1	R250,000	R250,000
Office Equipment	1	R40,000	R50,000
Total for Capital			R500,000

The ideal would be to set up an entrepreneur that will take responsibility for the commercial transporter and the collection and delivery of agricultural produce for farmers. The vehicle can potentially be leased from the Initiative for this purpose.

8.7.2.3. PROPOSED OPERATIONAL BUDGET

The operational budget is required should the initiative be established outside of current government and local government structures. Should this be the case a separate office will have to be established and certain costs will have to be covered. The proposed monthly operational budget is reflected below.

TABLE 8.3: OPERATIONAL BUDGET

COST ITEM	UNIT	RATE PER UNIT	TOTAL
Office Space	1	R8,000	R8,000
Workshop costs	8	R500	R4,000
Stationary	1	R1,500	R1,500
Travel (per km)	3000	R4	R12,000
Insurance	1	R2,500	R2,500
General office	1	R1,000	R1,000
Cost per month			R29,000
Operational costs for year			R348,000

An operational budget of just below R350 000 for the year is proposed.

8.7.2.4. ZULULAND DISTRICT CONTRIBUTION

The applicant will take full responsibility for the overall management and coordination of the initiative and will assign appropriate resources to this process. This will include:

- Setting up and chairing monthly coordination meetings;
- Providing project support as and when required;
- Reporting on progress as required by the funder.

8.7.2.5. OTHER ORGANISATIONS 'S CONTRIBUTIONS

Other organisations that will be contributing resources to this initiative will be:

- Dept. of Agriculture: Providing focused facilitation support for identified farmers groups;
- NGOs active in the area: Providing production support for identified farmers groups as part of overall initiative; and
- Private sector (traders and retailers): Engage with farmers regarding opportunities.

8.8. ROLES AND RESPONSIBILITIES

The following roles and responsibilities of stakeholders are proposed:

TABLE 8.4: STAKEHOLDERS ROLES AND RESPONSIBILITIES

STAKEHOLDERS	RESPONSIBILITY
Zululand District Municipality:	Overall project co-ordinator
Department of Agriculture:	On-going production support (extension services) to small scale producers
NGOs active in area	Identify farming groups to engage with, facilitate contact and continue with production support (supporting the marketing approach adopted)
Service provider	Facilitate the Collective Marketing process
Local farmer groups	Participate in facilitated process and commit to on-going engagement with group

An initial list of stakeholder representatives is provided below:

TABLE 8.5: STAKEHOLDER REPRESENTATIVES

STAKEHOLDERS	NAMES
Municipality Planning & LED	
Dept. of Agriculture	
Economic (Agricultural) Portfolio Committee	
Livestock Association	
Local Co-ops	Numerous
Farmers	Numerous

The project will be owned by the Zululand District Municipality with a service provider (NGO) contracted to facilitate and support the product marketing approach for a period of one year (with a potential for continuation based on a review of the programme after one year).

8.9. CONCLUSION

The potential positive impacts of the Zululand Collective Agricultural Marketing Initiative include:

- Greater levels of co-operation between farmers;
- Substantially improved access to markets;
- Competition in the small scale growing sector contributing to growth;
- Improving local income circulation in Zululand;
- Initiating the establishment of small businesses supporting the farming sector, e.g. in the transport sector; and
- Contributing to implementing government policy.

Should this Initiative not be implemented it will result in the following:

- The contribution of the agricultural sector, the only sector that can make a contribution to the growth of the economy of Zululand in the short term, continue to decline in terms of its contribution to the local economy.
- Fresh produce continues to be supplied to local retailers and informal markets, sourced from Mpumalanga, Durban and further afield, as is currently the case.
- Small grower activities remain marginal and substantial human and financial resources utilised is having a limited impact.

A large range of risks is associated with an initiative of this nature. Some of the key risks are:

- Not being able to attract funding (alternative: establish initiative on smaller scale with existing resources);
- Farmers or farmers groups not willing to participate (indications from working with the pilots are that farmers are keen to make this work);
- Markets cannot be penetrated (again, based on previous research and an understanding of the current situation, the various markets will welcome access to the appropriate quality and quantity of fresh produce); and
- Farmers cannot produce quality and quantity required (a strong focus on developing the production capacity of farmers is necessary to ensure that this is not the case as it has been confirmed that the natural resource conditions is suitable for farming).

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9. ZULULAND AGRI-PROCESSING HUB

BUSINESS PLAN UNDER PREPARATION THROUGH EDTEA INITIATIVE

10. CONCEPT BUSINESS PLAN: ZDM CONTRACTORS DEVELOPMENT PROGRAMME

10.1. INTRODUCTION

Government, and therefore the Zululand District, must focus its efforts for developing the business sectors to areas where it is intimately involved in. Public sector spending on infrastructure, facilities and housing represents an ideal opportunity for creating new sustainable jobs and emerging enterprises (contractors) in the District. Despite 20 years of active investment in infrastructure, housing and facilities the number of businesses focused on the maintenance of infrastructure and facilities (e.g. plumber, electricians etc.) are limited and due to the distance of Zululand from major centres it is difficult to access these skills. It is thus proposed to establish a programme that will support the establishment of local businesses focusing on the maintenance and improvement of infrastructure.

The programme will be aimed at developing an approach to building technical construction capacity in the form of small emerging businesses. This approach will ensure that (1) efforts are coordinated and that maximum benefit is derived from the limited resources available for business development, (2) emerging enterprises are established in a sector (the construction sector) attracting government funding on an ongoing basis, (3) emerging enterprises can evolve to serve a much broader client base than the government sector; and (4) the quality of service delivery in the District is improved.

10.2. STATEMENT OF CHALLENGE

The Zululand District Municipality is acknowledged as one of the poorest areas in KwaZulu-Natal and South Africa. With an estimated population of just over one million people, and without an economic base of note, this area face potential disaster relating to poverty should a concerted effort not be made to create job and income generation opportunities for residents.

Public sector spending on infrastructure, facilities and housing represents an ideal opportunity for creating new sustainable jobs and emerging enterprises (contractors) in the District. However, the number of skilled contractors is limited and due to the distance of Zululand from major centra it is difficult to access these skills. On the one hand the lack of skills in the area and access to skills impacts on the ability of government to provide and maintain appropriate infrastructure and facilities. On the other hand it impacts negatively on redistribution processes in the District.

10.3. THE PROGRAMME CONCEPT

The overall objective of the Programme is to create sustainable employment opportunities and enterprises in construction and related industries that will contribute to improving service delivery in the District. The more specific objective is to ensure the establishment of adequate technical construction related capacity in the District.

The approach to be adopted must be coordinated and considering:

- (1) the needs of emerging contractors,
- (2) the type of work available in support of public sector activities,
- (3) the capacity building programmes currently underway in the District,
- (4) the capacity building programmes that can potentially be accessed, and
- (5) the support for such a programme that can be provided by a range of stakeholders (public, private, donor and NGO sectors).

Developing an approach to building technical construction capacity supported by all stakeholders will ensure that:

- efforts are coordinated and that maximum benefit is derived from the limited resources available for this purpose;
- emerging enterprises are established in a sector (the construction sector) attracting government funding on an ongoing basis (as an ISRDP node Zululand should be in a position to attract more funding);
- emerging enterprises can evolve to serve a much broader client base than the government sector; and
- the quality of service delivery in the District is improved.

With reference to the LED Programme the project will (1) improve the ability of emerging contractors to participate in specifically public sector tenders, thereby contributing to the establishment of an enabling environment, (2) contribute to greater focus of the District in terms of local economic development, and (3) build on the development of the construction sector identified by the Sethembe LED programme of the ZDM as a key sub-sector in the “business sector”.

The target groups for the development of the Contractors Development Programme will include the unemployed, with a specific focus on the youth (school leavers) and women; SMMEs related to the construction industry; and households in the Zululand District Municipality that will have access to better maintained services.

Specific groups that will benefit from the Contractors Development Programme will include existing SMMEs involved in the construction industry listed on the ZDM Suppliers Database; individuals / entrepreneurs interested in establishing businesses in the construction industry; individuals currently working in the construction industry that wishes to establish their own businesses; and construction industry workers whose skills are to be improved.

10.4. THE COMPONENTS OF THE PROGRAMME

The project objective is “to develop an approach to establishing adequate technical construction capacity in the District”. It is envisaged that the initial phases of the project will be focussed on two to three specific skill areas, e.g.

- water infrastructure provision and maintenance (including plumbing),
- brick making; and
- electrical installations.

The Contractor Development Programme will over time be extended to cover all relevant aspects of the building and construction industry and the potential for replication is therefore endless. Once underway the Programme may also be extended to other sectors of the economy, such as transport, mining etc.

Result 1: An accepted approach to instituting a technical training programme in the District is established.

Result 2: An accepted approach to increasing the number of independent contractors operating within the District are developed

10.5. IMPLEMENTATION

10.5.1. THE KEY ACTIVITIES

The Zululand District Municipality, will appoint a Service Provider to assist it with the implementation of the project. The project will be managed by a Senior Manager in the ZDM with the support of a Project Steering Committee that will involve key stakeholders and potential future partners in the programme.

In order for the project to be successful all stakeholders must be involved in the planning of the Contractor Development Programme. The proposed method of implementation therefore has a strong focus on the identification, assessment and involvement of the various stakeholders in the process.

The method of implementation for each of the main activities will differ and is discussed below. There is a strong focus in Activities 1 and 2 to establish a thorough understanding of the training environment and training needs of emerging contractors.

- **Activity 1: Conduct a stakeholder analysis:** The stakeholder analysis will be undertaken through one-on-one interactions and where necessary discussions with groups. The interactions with beneficiaries will possibly be decentralized, with ZDM Service Providers active in the specific regions undertaking the assessment of the beneficiaries.
- **Activity 2: Assess the support environment for contractor development:** This assessment will include a combination of desktop analysis and interviews with stakeholder in the construction industry capacity building field.
- **Activity 3: Exploring approaches and develop strategy for providing technical training and business support:** Based on the information gathered in Activity 1 and 2, this activity will be initiated by the Project Team developing different possible approaches to providing technical training and business support to contractors (new and emerging). This will be followed by a strategic planning workshop(s) with stakeholders. Based on the outcome of this workshop the overall strategy will be prepared.
- **Activity 4: Prepare detailed business plan for the Contractor Development Programme:** More focused workshopping between the ZDM and the potential partners to the program will guide the development of the detailed business plan. The business plan will be developed around the strategy decided on during Activity 3.
- **Activity 5: Implementation of the Programme**

A Project Steering Committee (PSC) will be established. The PSC will be responsible for guiding the project team through the process. Any deviations in the proposed process will have to be agreed to by the PSC. The PSC will also be responsible for vetting the quality of the various products to be produced by the project and monitoring the successful implementation of the process.

10.5.2. UNPACKING THE VARIOUS ACTIVITIES

The activities highlighted above are unpacked in more detail below.

TABLE 10.1: UNPACKING THE VARIOUS ACTIVITIES

MAIN ACTIVITY	DETAILED ACTIVITIES	OUTPUT
Project Management	Project management throughout the process is important for ensuring the delivery of a quality product, in the assigned timeframes and within the allocated budget.	Phase Progress Reports
Stakeholder Analysis	Assessment of Beneficiaries of the Programme: Through workshops with specific beneficiary groups, e.g. Emerging Contractors, Business Associations, Unions, Construction workers etc., the following will be identified: (1) the constraints impacting on the effective participation of beneficiaries in the construction industry will be identified; and (2) the key support needs of beneficiaries in order for them to engage in the construction industry. A database of SMMEs and other potential beneficiaries of the Contractors Development Programme will be developed during this phase. Assessment of Stakeholders providing support: A range of stakeholders can potentially provide support to the establishment of the Programme. The stakeholders include suppliers, government departments (different spheres); government agencies, service providers and formal training institutions. The Assessment of Stakeholders will be aimed at: (1) understanding the current activities of stakeholders relating to capacity building in the construction and related industries; (2) exploring the potential future role of stakeholders; and (3) identifying the constraints involved in ensuring their participation in the Contractor Development Programme. Prepare final Stakeholder Analysis Report: Based on the information obtained through the beneficiary and stakeholder assessment report compile a final Stakeholder Analysis Report.	Stakeholder Assessment Report
Assessment of the Support Environment	Assessment of existing programmes focussing on technical training: Various stakeholders already have well developed technical training programmes in place. The stakeholders include suppliers, other spheres of government, service providers and the NGO sector. The appropriateness (and obviously availability) of these programmes for the Zululand District Municipality needs to be established. Assessment of existing programmes focussed on business development: A number of business development programmes are in place. Some of these programmes are related to the construction industry, others not. These programmes must be assessed in terms of the needs as expressed by potential beneficiaries of the programme. Assessment of available training materials: The appropriateness and availability of available training materials must be assessed. Assessment of legislation relating to training: A range of legislation guides training in the construction sector. The legislation and specifically its implications for the Contractor Development Programme in the ZDM must be considered. Exploring opportunities for funding the Contractors Development Programme: Opportunities for funding / co-funding of the programme	Contractor Support Assessment Report

MAIN ACTIVITY	DETAILED ACTIVITIES	OUTPUT
	must be explored. Although Gijima is a potential source of funding key partners will have to be identified. Other appropriate sources of funding may also be identified.	
Exploring approaches and develop strategy for providing technical training and business support	Identify and consider approaches to providing technical training and business support: Based on the findings of the Stakeholder Analysis and the Assessment of the Support Environment specific approaches to providing training and business support must be considered. Workshop alternative approaches with stakeholders and beneficiaries: The alternative approaches as identified are to be considered in consultation with the stakeholders and beneficiaries. Agree on and develop strategy: Based on interaction with the stakeholders agree on and develop the strategy. The agreed on strategy will serve as the basis for the development of the detailed business plan.	Strategy Report
Develop a detailed business plan	Identify key partners in Contractor Development Programme: As a first step, before the development of the business plan, the partners and associates of the ZDM in this venture must be confirmed. The partners will then be involved in all aspects of the detailed business planning. Develop detailed approach to implementing the Contractor Development Programme: Developing the detailed approach will include identifying specific objectives of the Programme, the programmes/activities to be implemented as part of the overall programme, the sequencing/timing of activities and the resources required to implement the activities. Prepare detailed costing for Programme: Based on the detailed approach the proposed costing for the programme will be developed. Finalise Business Plan	Business Plan
Implementation of the Programme	Implementing the Programme based on the Business Plan as developed through the above process	Establishment of small contracting enterprises

10.6. OVERVIEW OF THE STAKEHOLDERS

10.6.1. THE TARGET GROUP

The target groups for the development of the Contractors Development Programme will include:

- the unemployed, with a specific focus on the youth (school leavers) and women;
- SMMEs related to the construction industry; and
- households in the Zululand District Municipality that will have access to better maintained services.

Specific groups that will benefit from the Contractors Development Programme will include:

- existing SMMEs involved in the construction industry listed on the ZDM Suppliers Database;
- individuals / entrepreneurs interested in establishing businesses in the construction industry;
- individuals currently working in the construction industry that wishes to establish their own businesses; and
- construction industry workers whose skills are to be improved.

With unemployment rates of in excess of 50% in most areas of the District, the unemployed is an obvious target group. Within that group a focus on women and the youth is important. A focus on women will support government efforts to ensure the integration of women into the South African economy. The focus on the youth is necessitated by the fact that nearly 50% of the population of the area falls into the 0 to 18 years age category. At present the work opportunities for school leavers are limited and there should be a strong focus on accommodating this group in the workforce.

The specific target groups will be assessed in the early phases of the project and recommendations will be made as to whether the groups as identified in this application should be more focused or whether it should be expanded. At present the specific target groups have been selected with the view to firstly build on the already existing capacity in the District. This will support the establishment of sustainable SMMEs in the short term. However, in the longer term the impact of the construction industry on enterprise and job creation can be much wider and making the Contractor Development Programme accessible to all requires that the net be cast wider than just the existing stakeholders in the construction industry.

10.6.2. ROLES AND RESPONSIBILITIES

The key focus of the Contractor Development Programme will be on building the capacity of small and emerging businesses related to the construction sector. The project will specifically focus on involving as broad a range of stakeholders in the development of the Programme. Through this process the capacity of key stakeholders to participate fully in the implementation of the programme will be built. Business organizations, NGOs, Unions, and Cooperatives will specifically be targeted in the development of the programme.

Government (all spheres) and the private sector are necessitated to continue to contribute resources to training and capacity building. Although, in time, training and capacity building can become self sustainable the Zululand economy is not at a level where income derived from training and capacity building programmes will achieve this.

A focus of the business plan will be on identifying a range of potential funding sources that can be accessed, ranging from the Department of Economic Development, Tourism and Environmental Affairs, the Department of Public Works, the Construction Industry Development Board, to the construction industry SETA. The financial sustainability of the project will be measured on the extent to which resources from a large number of funding sources can be applied to achieve a shared objective.

It is recommended that the Project Steering Committee responsible for the Business Planning be reconstituted at the end of the business planning process into a District Training Board for Zululand. This Board will then continue to monitor the implementation of the Business Plan and direct and coordinate the training and capacity building activities in the District.

Participation of a broad range of stakeholders in the establishment of the Project Steering Committee will be promoted. Individuals representing the various beneficiary groups will be considered.

The planning phases and the business plan will identify and further develop practical approaches to building local contractor capacity. It is envisaged that this will lead to the development of a District wide policy on contractor development on all civil engineering and construction projects

10.7. BUDGET AND PROGRAMME

A budget and programme will be compiled based on the extent of the funding that can be sourced for initiating the Programme. It is suggested that an amount of R500 000 is required in order to develop a more detailed business plan following the activities as reflected in previous sections.

10.8. CONCLUSION

The overall objective of the Contractor Development Programme will be to create sustainable employment opportunities and enterprises in the construction industry that will contribute to improving service delivery in the District. This will be achieved by developing an approach to establishing adequate technical construction capacity in the District

The District Municipality and its predecessors have a strong record of delivery in terms of infrastructure and facilities. Through the Water Services Development Plan, the Integrated Development Plan and other sectoral plans the intention to continue the delivery is clear. The Contractor Development Programme will build and expand the impact of infrastructure and facility development activities of the District by ensuring that the capacity of new and emerging local entrepreneurs is strengthened.

The Contractor Development Programme will over time be extended to cover all relevant aspects of the building and construction industry and the potential for replication is therefore endless. Once underway the Programme may also be extended to other sectors of the economy, such as transport, mining etc.

The programme, once implemented will have a positive impact on entrepreneurship and business development in the Zululand District. It will ensure that the impact of funding allocated for the provision of infrastructure does not only directly impact on improved living conditions for communities, but also ensures that funding is used to build Zululand based contractor development.

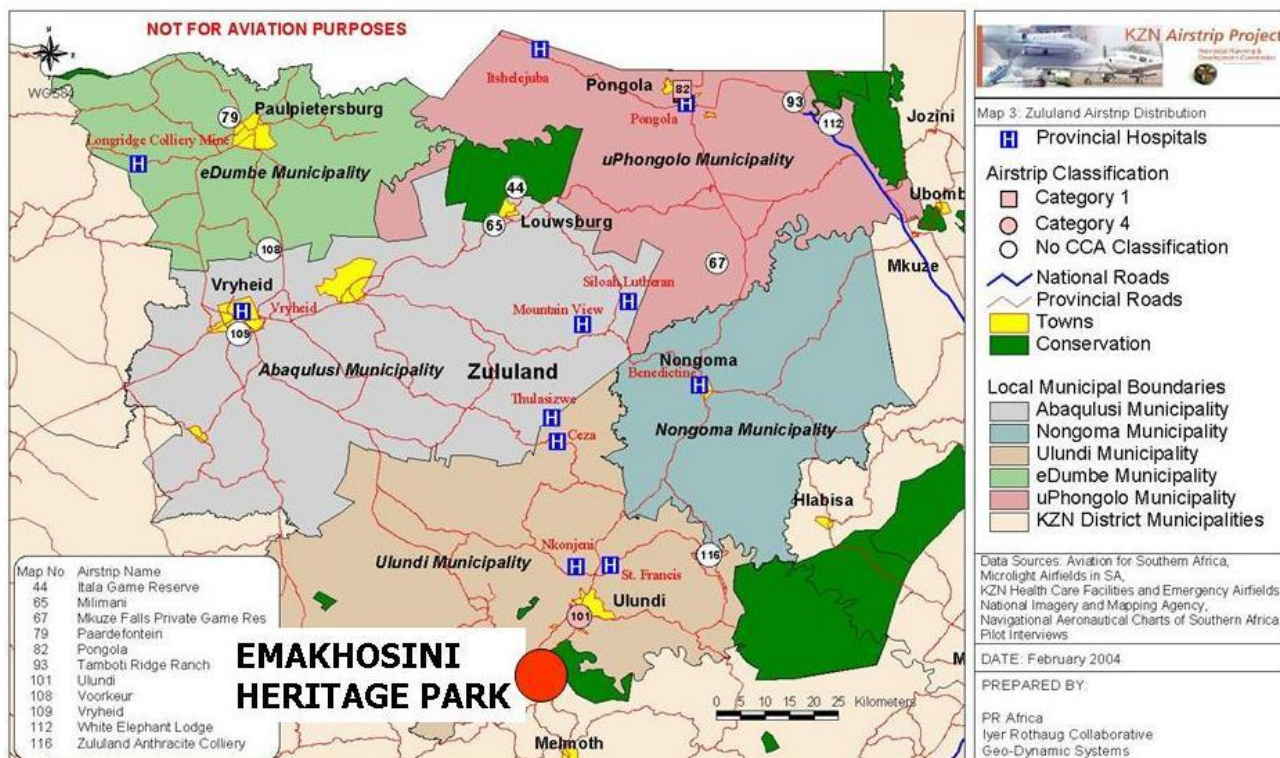
The Business Plan produced will also serve as a model for the implementation of similar programmes in the other District and Local Municipalities in the Province. Most of these areas face the same problems as the Zululand District Municipality.

ANNEXURE A: CONCEPT BUSINESS PLAN: EMAKHOSINI HERITAGE PARK AND INFRASTRUCTURE

INTRODUCTION

The name of the project is the "Emakhosini Opathe Heritage Park and Infrastructure".

LOCATION OF PROJECT



STATEMENT OF CHALLENGE

The eMakhosini Opathe Heritage Park is located in one of the poorest regions of the country and the province. It is for this reason that the District has previously been identified as an Integrated Sustainable Rural Development Programme (ISRDP) node. Lacking (1) access to infrastructure for major economic development and (2) established secondary and tertiary sector industries, the region is very dependent on the primary sectors, specifically agricultural development, as well as the tourism industry because of its natural asset base.

The eMakhosini – Valley of the Kings – Heritage Park represents a unique blend of cultural, historical and natural experiences not available anywhere else in the world. This part of Zululand is the historical heartland of the mighty Zulu nation built by King Shaka in the 1800's. The valley of Kings saw various epic battles and major events which impacted on the historical development of southern Africa as a whole. Seven great Kings of the Zulu nation are buried in this valley and plans are afoot for the reigning monarch to increase his presence in eMakhosini.

The development of eMakhosini is viewed as the catalyst for putting the District on the world map. The Valley represents the core of Zulu culture and pristine nature areas in the District. The development of the eMakhosini Valley is aimed at creating a "must-see" attraction in the Zululand District that will attract overseas and local tourists to the area. This will in turn create other opportunities for local entrepreneurs and will improve the sustainability of current small tourism businesses in the area.

OVERLOOKING THE VALLEY: THE SPIRIT OF EMAKHOSINI UNVEILED IN 2003



A range of historical and cultural attractions exists within the Park boundaries. Progress with the further development and marketing of the Heritage Park is severely hampered due to the lack of funding.

The original vision for the park was to re-create the cultural and natural landscape of the 19th century KwaZulu, as far as possible, so as to become a premier tourist attraction of world class that operates on a sustainable basis and generates a flow of benefits for local communities. However this vision has been adjusted over the past decade as the current day socio-economic conditions are not conducive to recreating a 19th century landscape. Thus the focus now is on the biodiversity and heritage value of the park.

Attention has been on maximising existing attractions in the park or linked to the park which includes:

- The Opathe Game Reserve (8 825ha) which was proclaimed in 1991
- The grave of Piet Retief and his followers
- Reconstruction of King Dingaan's residence
- The spirit of the Emakhosini Memorial with guided interpretation
- A world-class multimedia centre at uMgungundlovu providing tourists with a unique insight into the birth and development of the Zulu nation.
- Development of existing buildings into educational and accommodation facilities

The intention was for the project to be implemented through a partnership between the Zululand District Municipality and three parastatal organizations in the province. At present Amafa KZN and Ezemvelo KZN Wildlife are the main partners in the development. The District has played a less active role than the partners had envisaged and this can be partly attributed to the lack of a mechanism for robust and actionable interaction between high-level decision makers.

It seems that a general lack of support/coordination from a range of government departments has hampered progress and as a result a number of interested investors with funds in hand have reluctantly abandoned their development plans. These investors include the Gooderson Leisure Group and other entrepreneurs interested in developing guest lodges and tourist facilities.

THE PROJECT CONCEPT

The eMakhosini Opathe Heritage Park project is the cornerstone of the tourism section of the local economic development strategy. Without it the ability of the District to market its wealth of cultural, heritage and natural attractions remains limited.

The eMakhosini Opathe Heritage Park is a well-established project and over the past decade most of the infrastructure set out in the Strategic Plan has been achieved. Amafa and EKZN Wildlife have together invested around R50 Million Rand in the project over the last decade and the core of the road access and bridges has been constructed.

The partners have shifted away from the original focus of constructing a Spine Road through the park due to a combination of socio-economic factors which have also created obstacles to incorporating some of the planned pockets of land.

Much of the spin-off infrastructure can be accommodated within the access already created and the attention is now being focused on ensuring access to the Multimedia Centre which is currently the main draw of the park.

Thus the current focus for moving forward with the development of the eMakhosini Heritage Park is to:

- Build on the core infrastructure and attractions that are already there
- Reenergise investor confidence by ensuring that private investors continue to recognise the opportunities.
- Finalise a new management model which will see either Amafa or EKZN Wildlife taking the main partner role. This is not problematic as both agencies are well able to lead the project.
- Seek closer working relationships with relevant government departments and establish more direct liaison with Zululand District
- Advance the incorporation of privately owned farms into the park precinct.

PROJECT BACKGROUND

The eMakhosini Heritage Park has for some years been a central feature in the integrated development and local economic development planning of both the Ulundi Municipality and the Zululand District Municipality. The potential importance of this project for the local area and the region is generally acknowledged. It is one of three key catalytic heritage and cultural development projects which have been prioritised by the KZN Tourism Authority and which is given high prominence in the Provincial Tourism development strategy.

While the Zululand District Municipality is not the land owner or main driver, it has a crucial co-ordinating role to play with regards to marketing the investment opportunities, assisting with infrastructural development and project management in conjunction with other bodies such as Tourism KZN and the Department of Economic Development, Tourism and Environmental Affairs. What is as important is the political will to drive the development and in this regard the Zululand District Municipality can play a strong facilitative role.

Previous local economic development planning for the District, primarily the Sethembe Programme, developed a tourism development strategy that essentially centred around the development of the eMakhosini Opathe Heritage Park. The Park is also a central to tourism development in the IDP of the Ulundi Local Municipality. The thinking behind this strategy, supported by all tourism stakeholders in the District, is that the District at present lacks a must-see attraction. The limited number of tourists in the District at present makes the establishment of small community tourism ventures and a vibrant tourism sector unsustainable. It is, however, agreed that a must-see attraction like the eMakhosini will change this and create a myriad of opportunities for local entrepreneurs. The eMakhosini will therefore have a positive local, but also a major regional, impact.

eMakhosini Opathe Heritage Park is located in the southern extremities of the Zululand District Municipality. To date all major tourism development within this District Municipality has been in the northern parts. The eMakhosini is located in the Ulundi Municipality, which borders in the north onto the Nongoma Municipality. These two municipalities represent some of the most impoverished communities in the country. Public and private sector investment is therefore much needed in order to provide basic impetus to development in the District.

The eMakhosini Heritage Park is located on the intersection of the R66 and R34. These two routes represent an alternative road transport route between Gauteng and Durban. It is considered possible to divert traffic to using this route should a must-see attraction be located on it; increased tourism and through traffic will impact on the economy of the District as a whole. The location of eMakhosini within close proximity to the Ulundi Airport, which can handle large commercial aircraft, also improves access for tourists.

From a planning perspective the eMakhosini Heritage Park will provide a southern anchor (uPhongola being the northern anchor) for tourism in the District and will contribute to the increased flow of tourists throughout the area as a whole. This should provide a key opportunity for establishing a strong community tourism sector.

A detailed strategic plan for the project was developed through a consultative process in 2002, and this is currently under review. Land forming the core area of the park has been acquired and is in the ownership of the State (either through Amafa or Ezemvelo).

OVERLOOKING THE EMAKHOSINI VALLEY: NATURE AND HERITAGE



IMPLEMENTATION

IMPLEMENTATION TO DATE

The eMakhosini Opathe Heritage Park is in an advanced stage of implementation. The Province and National Government have invested significantly in this programme through the provision of funds for the purchase of land and development of infrastructure. This is in excess of R 44 000 000.00 to date. The planning and implementation process was initially led by Amafa (a provincial government body responsible for managing the cultural and heritage resources in the Province) who has since involved EKZN Wildlife (a provincial government body responsible for managing the wildlife resources of the Province). The project is currently a partnership between Amafa and EKZN Wildlife.

Implementation progress to date has been steady, but dependent on limited budgets available to the two government institutions responsible for the project. Key achievements in the past decade include:

- the acquisition of the majority of land forming the core of the Heritage Park (some R11 million has been invested in this);
- fencing of large sections of the park;
- the development of the "Spirit of eMakhosini" Memorial (2003); and
- the development of the KwaGqoki Hill Lodge (initiated in 2003).
- The development of the Multimedia centre at uMgungundlovu (2009- R20 Million investment)
- Restoration of Kings graves
- Positive consultation with owners of surrounding private farms with a view to incorporating these properties into the Park
- Restoration of Schoonstroom Barn for School Accommodation and visiting researchers. Part of the accommodation is already in use.

Good working relationships have been established between the management of the project and surrounding communities and landowners. An important feature of the project to date is the care taken in ensuring the involvement of local communities in all phases of the project.

The focus of this Concept Business Plan is to open up opportunities for private and public sector investment valued at more than R100 million. This includes the development of upmarket lodges, educational facilities, dormitories for school children visiting the area and other facilities that will unlock the potential of the Park as a 'must see' attraction.

Over and above the funding required for the Spine Road Construction, the partners also sourced funding for the following components of the project that were intended to be developed in parallel with the above components. The table below shows the status of these based on information supplied by Amafa.

STATUS OF PROJECT COMPONENT DEVELOPMENT

PROJECT COMPONENT	DESCRIPTION
Spine Road Phase 1	Phase 1 of the Spine road construction was funded by Amafa. The road links Opathe to Gqokli Lodge. It concluded construction of a 4km gravel top road on existing track, a goom2 parking area, three river/donga crossings and 2 sets of road signage. The land is now in the possession of the Department of Land Affairs and has been proclaimed under biodiversity legislation. There are still portions of this phase that could be unlocked and assistance from the District Municipality could help to overcome bureaucratic delay.
Spine Road: Phase 2a	Construction of 8km gravel top road (4m wide) on existing track to Schoonstroom was completed with DEAT funding. It allows access from the renovated Schoonstroom farmhouse to the eastern part of the Park.

PROJECT COMPONENT	DESCRIPTION
Spine Road: Phase 2b	Construction of 10km gravel top road (4m wide) from Schoonstroom to Centre of Emakhosini. Review of this phase has determined that this may be unnecessary or too expensive, requiring an underpass that would have to be undertaken by DoT. Existing access is adequate.
Access road to the Multimedia Centre	During 2014 Amafa will spend 1.8 million to upgrade the road between the gate at Dingaanstat and the Multimedia Centre. This steep section of road is in poor condition and as a result few tour busses are prepared to tackle it.
Portion of district road from R66 turnoff to Dingaanstat to the Gate at Dingaanstat	This 4km section of road requires urgent attention by DoT / District Municipality as it is a district road in serious disrepair which is hampering bus and car access to the Park.
Grave of Nkosininkulu	Construction of 100 m access road and provision of signage, interpretive prints and granite plinth. Completed and funded by Amafa
Grave of Senzagakhona, father of Shaka	Construction of 425m access road, 900m ² parking areas and pedestrian path, as well as provision of signage, interpretive prints, and granite plinth. Completed and funded by Amafa
Grave of Jama	Construction of 1 km access road on existing track, 900m ² parking area and pedestrian path as well as the provision of signage (x2), interpretive prints, and granite plinth. Completed and funded by Amafa
Grave of Ndaba	Construction of 400 m pedestrian path and 900m ² layby/parking area, as well as provision of signage (x2), interpretive prints and granite plinth. Completed and funded by Amafa. Access is a problem and a 300 m foot path is required from the main road.
Grave of Zulu	Construction of 3km access road and 900m ² parking area, as well as the provision of signage (x2) interpretive prints and granite plinth. Completed and funded by Amafa. Access road is now deemed unsuitable due to environmental issues.
Grave of Phunga	Construction of 4km walking trail and 900m ² parking area, as well as the provision of signage (x2), interpretive prints and granite plinths. Amafa funded and completed the granite plinth and site interpretation. Access road constructed from completed portion of Spine Road.
Siklibeni Trail	Construction of 1 km walking trail as well as the provision of 2 interpretive prints. Not yet commenced
Grave of Queen Mthanyia	Construction of 900m ² parking area on main road (incl. turning circle) and development of archaeology demonstration site, as well as the provision of signage (x2), interpretive prints (x4) and a granite plinth. Not yet commenced
Entrance to the Spirit of Emakhosini	Construction of Stone Gateway and provision of signage from main road. Not yet commenced
Borehole and pump to supply water to Spirit of Emakhosini Toilets	100 m borehole, 200m piping, 2500l tank and solar pump. Completed and funded by Amafa.
Upgrade of Fort Nolela Road	Construction of 600m gravel top road (4m wide) to Fort Nolela on existing track and 900m ² parking area, as well as the provision of signage. Amafa funded the repairs to this road which has since washed away. The road is not an Amafa mandate.
Borehole and Pump Water Supply to King Shaka Lodge	100 m borehole, 200m piping, 2500l tank and solar pump. Development of King Shaka Lodge was halted due to inability to move forward on lease signing with Department of Land Affairs
Upgrade of Access to Mgungundlovu Reconstruction	Construction of upgrade of existing 2 km access road (possibly tar) Completed and funded by Amafa.
Restoration of Schoonstroom Barn for School Accommodation	Construction (including restoration of existing structures at R250 000 and provision of ablution facilities at R75 000) and provision of water supply) Amafa have funded the restoration of Schoonstroom Farmhouse into the JK Ngubane Centre that is able to accommodate 16 overnighters. Amafa has also commenced conversion of an out building into for teachers' accommodation and lecture room for the proposed school group facility. A further investment of R1 million will be made to convert farm buildings to school dormitories for visiting school groups. There is a shortfall of R2 Million to complete the Schoonstroom project.
Spine Road: Phase 2c	Construction of 8km gravel top road (4m wide) from Melkboom to centre of Emakhosini. Not commenced.
Interpretation of Battle of	Construction of 900m ² "Battlefields" layby within Opathe, 180m pedestrian path (60m to

PROJECT COMPONENT	DESCRIPTION
Gqokili Hill and Opathe	Gqokli and 120m to Opathe) and construction of 1km walking trail at Gqokli, as well as the provision of interpretive prints and the 4 ferrocrete plinths. Completed and funded by Amafa.
Interpretation: Fort Nolela	2 x Interpretive Plinths with full colour prints. Completed by Amafa but since vandalised.
Spine Road: Phase 2 additional requirements	Construction of two 900 m2 gravel top parking areas and 3km of gravel top side roads (4m wide), as well as the provision of signage (x2). Not applicable in light of the shift away from Spine Road construction.
Grave of Mageba	Construction for 1 km access road and 900m2 parking area, as well as the provision of signage (x2), interpretive prints and granite plinth. Granite plinth completed and Amafa funded. Road is not feasible. Most appropriate access by walking trail
Printing: Opathe and Emakhosini leaflets	Opathe visitor information leaflet (A4 full colour leaflet x 5000) and Emakhosini information leaflet detailing current status and anticipated progress (A4 full colour leaflet x 5000). Marketing material has been produced by Amafa.

It is evident that substantial funding is required in order to successfully complete all the facilities and infrastructure necessary to support activities aimed at attracting investment to the Park. The priority now is to get a stream of benefits flowing even if they emanate from low budget projects. For example, development of 5-10 platform tented camps, self-catering facilities, walking trails and mountain biking, rather than lodges and hotels. These “lesser” activities are easier to develop and better potential exists to hand these over to adjacent communities to operate with some mentoring.

STRUCTURING FOR IMPLEMENTATION

To date the implementation of the eMakhosini Heritage Park has been undertaken by a dedicated team of officials from Amafa and Ezemvelo KZN Wildlife who have established effective management and project steering committees.

The main obstacles impeding implementation lie in the degree of willingness and capacity of officials in various government departments who are pivotal to finalising development components and legalities. For example the partners have also not been able to move forward re the Department of Land Affairs allowing the local community to enter a partnership for the development of King Shaka Lodge.

Heritage cuts across so many spheres of government, to name a few: tourism, land use, planning, and transport. Current thinking of the partner agencies with regard to smoother facilitation is that Zululand District Municipality could be a driving force in this regard. As noted in the challenge statement, the original intention was that the project would be implemented through a partnership between the Zululand District Municipality and the parastatal organization partners. While Amafa KZN and Ezemvelo KZN Wildlife are the main partners in the development, the District has played a less active role than envisaged. With this in mind, it is recommended that an eMakhosini District Municipality liaison forum (with direct involvement of the Municipal Manager and other high-level directors) could be established to draw the district municipality significantly closer as an active development facilitation partner.

THE KEY ACTIVITIES

To be developed with key stakeholders.

THE DETAILED IMPLEMENTATION TASK PLAN

To be developed with key stakeholders.

ROLES AND RESPONSIBILITIES

KEY STAKEHOLDERS TO PARTICIPATE IN DEVELOPMENT OF EMAKHOSINI

ORGANISATION	TEL NO	POST ADDRESS	PHYSICAL ADDRESS
Zululand District Municipality	035 - 8745500	Pvt Bag X76, Ulundi, 3838	B400 Gagane Street, Ulundi
AMAFA	035 - 8702050	PO Box 523, Ulundi, 3838	King Cetshwayo Highway, Ulundi
Ezemvelo KZN Wildlife	033 - 8451999	PO Box 13053, Cascades, 3202	Queen Elizabeth Park, Duncan McKenzie Drive
Tourism KwaZulu-Natal	031 - 3667500	PO Box 2516, Durban, 4000	160 Pine Street Tourism Junction Building, Durban
The KZN Department of Economic Development & Tourism			
Neighbouring Communities			

Amafa aKwazulu-Natali and Ezemvelo KZN Wildlife have established a partnership for the implementation of the project.

AMAFA AKWAZULU-NATALI

Amafa, with its head office situated at Ondini, Ulundi, is the statutory body responsible for administering heritage conservation on behalf of the KwaZulu-Natal provincial government. It also carries out the responsibilities of the national monuments council on an agency basis. Amafa, a Zulu name, is the full name of the organisation which in English has the meaning "Heritage KwaZulu-Natal."

The work of Amafa includes the maintenance and management of historically important sites, architecturally important buildings, public monuments and memorials, military cemeteries and other important graves, traditional burial places, archaeological and paleontological sites and artefacts; rock art, important cultural objects and trade therein and the traditional building techniques of the people of the province. This includes the integration of protective measures into planning, development and local government systems and by providing for the establishment of educational, training, interpretive and tourism related projects.

To date Amafa has successfully fulfilled the role as project driver. Amafa will continue to be the key partner in the process together with KZN Wildlife and will specifically focus on the Heritage related aspects of the project.

EZEMVELO KZN WILDLIFE

KZN Wildlife has a variety of policies to ensure the long term conservation of the rich biodiversity of KwaZulu-Natal. These encompass biodiversity, resource use, environmental management, community participation, visitor facilities management and eco-tourism.

KZN Wildlife is responsible for specifically the wildlife establishment and management component of the eMakhosini Heritage Park.

THE COMMUNITIES

There are a number of adjacent communities who stand to benefit from potential job creation and other spin-offs from the project. Amafa hold regular liaison meetings with the following Traditional Authorities:

- Nobamba Traditional Authority
- Ngobezane Traditional Authority
- Mpungose Traditional Authority
- Yanguye Traditional Authority
- Mlaba Traditional Authority

PROGRAMME AND BUDGET

To be developed with key stakeholders.

CONCLUSION

Amafa and Ezemvelo KZN Wildlife are both well-established government agencies with substantial experience and capacity in respectively the fields of heritage planning and utilisation and the management of nature reserves.

Construction projects have provided much needed job and income generation opportunities for the communities residing in the immediate vicinity of the Park. However, the larger benefits will be for the communities of the Zululand District Municipality as a whole. Basic infrastructure necessary to start the process of attracting real private and public sector investment to the Park is already in place. Further development will create more jobs and on completion the developments will attract larger numbers of tourists to the area.

The eMakhosini Heritage Park project is the cornerstone of the tourism section of the local economic development strategy. Without it the ability of the District to market its wealth of tourism attractions and areas remains limited.