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ZULULAND COORDINATED LOCAL ECONOMIC DEVELOPMENT FRAMEWORK

OUR STRATEGY FOR GOING FORWARD

Prepared for:

Zululand District Municipality

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1. ABOUT THE ECONOMIC STRATEGY

This Strategy document is a core component of the project aimed at establishing a Coordinated LED Framework for the Zululand District Municipality. The strategic approach developed in this document follows on the detailed analysis of the economic status quo and is intended to guide future economic development planning and implementation activities in the Zululand District Municipality.

The strategy for future economic development is not intended to only inform future activities of the District Municipality relating to economic development, but aims to provide direction and guidance to all stakeholders in economic development in the District. The stakeholders referred to include the five local municipalities, the various government departments and institutions, the private sector, the non-governmental sector, civic institutions, communities and individuals. The strategy developed is also not limited to economic development, but considers the relationship between economic development and other sectors, i.e. it is integrated. It acknowledges the important impact of other developmental activities on future economic development.

This Strategy Document was formulated on the basis of inputs received from the Siyaphambili Project Steering Committee, the Siyaphambili Forum, the Business, Agricultural and Tourism Working Groups of the Siyaphambili Programme, as well as consultation with a broad range of local and external stakeholders.

2. THE CURRENT REALITY

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 are 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 still serves as the capital of KwaZulu-Natal together with Pietermaritzburg.

Significant developments in specifically the game farming sector by both local and international investors, the establishment of internationally competitive industries focussing on mineral water and charcoal production, the establishment of agri-processing initiatives, and the transformation of the local government sector provides a strong basis for the economic development of the region. Government initiatives related to the provision of infrastructure, the construction of key roads and the development of key tourist attractions further strengthens the foundation for economic development.

The above together with a strong culture of cooperation between communities in Zululand suggests that conditions for the implementation of an integrated and coordinated strategy for economic development is right. THE TIME IS RIGHT – SIYAPHAMBILI.

3. OUR VISION

The following quote from Mayor Magwaza expresses the Vision of the District for economic development:

The work that we do here in Zululand is of paramount importance. We have to make sure that we improve conditions for the people who look to us for leadership. We have to make sure that we change the legacy for the children who will come after us. There are many things that make the Zululand District quite unique. It is our task to take pride in what we have and give it exposure so that we can create a safe place where people can participate in a vibrant economy. So that people have hope. So that there is a future. (Mayor Magwaza 12 May 2003)

The vision of the District Municipality for economic development has a number of components. At its most basic level, as expressed by the Mayor, the District wish to improve the situation of the rural poor and destitute through sustainable economic development. However, the District acknowledges that this cannot be achieved through a narrow focus on community based projects only. Therefore, to improve the situation of the rural poor the economy of the area as a whole needs to be regenerated and developed. This will require intervention and support for development on all levels of the economy. Ultimately this improvement in the economy of the area will contribute to the financial sustainability of the District and Local Municipalities, which in turn will further benefit the rural poor and the destitute.

4. OUR OBJECTIVES

Within the context of the broad vision the basic objectives of future economic development in the Zululand District Municipality are:

- ❑ **To reduce income leakage:** The District has a population of in excess of one million people, however is dependent on “imported goods” or acquisition of goods outside the region to supply in the basic household requirements of its population. Examples of approaches to be adopted to reducing income leakage includes buy-local campaigns, encouraging local manufacturing (also for tourism market), providing appropriate housing and facilities in the District etc.
- ❑ **To increase investment (both local and external):** The District is relatively isolated and current capital investment in the area is limited. Capital investment generates job opportunities and income, as well as support district and local municipality levies, taxes and rates. Investment in tourism, agriculture and business is to be promoted. The focus should, however, not be only on investment from outside the region, but local investors should also be encouraged to invest locally.
- ❑ **To promote local business development and business interaction:** Commercial, agricultural and tourism businesses in the District functions independently within small groupings or geographical areas. Interaction between businesses will contribute to countering income leakage and establishing a new vibrancy in the economy.
- ❑ **To increase entrepreneurial opportunities and employment:** All of the above objectives needs to be supported by a strong focus on entrepreneurial development, micro and small business establishment, as well as related employment creation. This can be achieved through the establishment of appropriate support mechanisms.

The success of the strategies identified and developed in this report should be measured against the extent to which the objectives are being achieved.

5. BASIC PRINCIPLES

A set of basic principles, which the Zululand District Municipality and other stakeholders in economic development subscribe to, has been identified and is discussed in brief below. These principles are not uniquely relevant to Zululand, but should form the basis of any sustainable local economic development programme. These principles support the basic objectives in informing the strategy development and operational planning for future economic development in Zululand.

- ❑ **Process approach:** Local economic development is a process and the planning for implementation should consider the logical steps involved in such a process, i.e. a focus on small scale community tourism if tourists cannot be attracted to the area will not be sustainable.
- ❑ **Sustainability:** Local economic development processes should be economically, socially and environmentally sustainable, e.g. the impact of coal mining on the environment and specifically on tourism needs to be considered, because it makes economic sense does not suggest that it is sustainable.
- ❑ **Collaborative effort / Coordination:** The District Municipality views economic development as a collaborative effort in which a wide range of stakeholders have a role to fulfil. The successful implementation of the strategies will be dependent on all stakeholders fulfilling its specific role in a coordinated fashion.
- ❑ **Market based:** Support for new economic development ventures will be based on a clearly defined market for the products / services which the venture will deliver.
- ❑ **Integration:** Integration of existing and new economic development ventures are essential. The upstream and downstream impact of ventures within the District needs to be considered. The impact of ventures should not be considered in isolation.

6. ROLES AND RESPONSIBILITIES

A broad range of stakeholders are involved in, and can make a contribution, to local economic development in the District. To date no clear definition of the roles and responsibilities of the various stakeholders has been developed. This section aims to establish broad guidelines in terms of the roles and responsibilities of the various stakeholders. These guidelines, together with the vision, objectives and principles guide the strategy formulation process in Section 7 of this report.

It is important to note that the roles and responsibilities as discussed below are broad guidelines based on current policy directions. These guidelines will need to be evaluated over time and adjusted where necessary. It is further foreseen that specific conditions relating to specific projects may require flexibility in the application of the roles and responsibilities.

DISTRICT MUNICIPALITY:

- ❑ **Facilitate:** Facilitate and, where relevant, lead the implementation of local economic development through ensuring appropriate institutional capacity is created on the District level.
- ❑ **Guide / Enable:** Providing guidance in terms of the direction that local economic development should take.
- ❑ **Link / Coordinate (through integrated development planning):** Ensuring that the activities within the various local municipalities and the activities of external stakeholders are linked and coordinated.
- ❑ **Intelligence:** Providing “intelligence” (appropriate information) in support of local economic development initiatives.
- ❑ **Promote:** Continuing to promote local economic development as a core strategy of the District and Local Municipalities.
- ❑ **Market:** Developing and implementing a competent marketing / public relation programme for the District.
- ❑ **Support:** Providing support to local municipalities in the implementation of local economic development.

- ❑ **Fund:** Providing funding for strategic infrastructure projects which will open up opportunities for local economic development.
- ❑ **Monitor:** Establishing and maintaining a system for monitoring the successful implementation of local economic development.

LOCAL MUNICIPALITIES:

- ❑ **Link / Coordinate (through integrated development planning):** Linking and coordinating the activities of stakeholders in local economic development on a local municipality level.
- ❑ **Promote:** Promoting the implementation of local economic in line with the District Strategy.
- ❑ **Support:** Providing support to entrepreneurs (established and emerging), communities and investors in the establishment of new business or ventures.
- ❑ **Market:** Providing support to the District in developing and implementing the district marketing / public relations programme and where deemed necessary developing complementary programmes for the local municipality.
- ❑ **Implement:** Being actively involved in the implementation of local economic development projects in its area of jurisdiction.
- ❑ **Monitor:** Establishing and maintaining a system for monitoring the successful implementation of local economic development. This information is to be linked to the District Monitoring system.

COMMUNITIES:

- ❑ **Identification:** Continuing to identify viable opportunities for economic development in the local context and promoting such opportunities with local government.
- ❑ **Support:** Providing support for local economic development initiatives to be implemented in the local area.
- ❑ **Participate:** Actively participating in local economic development initiatives in the local area.

GOVERNMENT DEPARTMENTS / INSTITUTIONS:

- ❑ **Fund:** Providing funding support for the implementation of strategic local economic development and related projects, as well as funding for research and project packaging.
- ❑ **Support:** Providing human resource capacity and management support for the implementation of local economic development.

INVESTORS:

- ❑ **Implement:** Implementing projects, with a specific focus on those projects that are of a strategic nature.
- ❑ **Initiate:** Initiate new projects and secure resources and partners for realisation.

FUNDING AGENCIES:

- ❑ **Fund:** Making funding available for local economic development and related projects in Zululand.
- ❑ **Monitor:** Monitor and evaluate the efficacy of LED initiatives.

NGOs:

It has been noted that the presence of NGOs in the Zululand District Municipality are limited. The District acknowledges the important future role of NGOs in local economic development and it will therefore endeavour to attract NGOs to the area that will support its efforts in economic development. The potential roles of NGOs in economic development include:

- ❑ **Implement:** Implementing projects, with a specific focus on those projects that are of a strategic nature.
- ❑ **Support:** Providing support to communities in becoming involved in local economic development.
- ❑ **Initiate:** Initiate new projects and secure resources and partners for realisation.

OTHER AGENCIES / INSTITUTIONS:

Traditional Leaders: All projects initiated and undertaken in traditional authority areas require the support and active participation of traditional leaders during all phases of the process from initiation through to implementation and operation. Traditional leaders will fulfil an important role in specifically:

- ❑ identifying and initiating projects / activities within their areas;
- ❑ ensuring the support of the wider community for the initiative;
- ❑ making land available for the initiative; and
- ❑ monitoring the implementation of the initiative.

Tourism Associations: The tourism associations are viewed as an integral part of the tourism infrastructure in the District. The tourism associations will continue to provide networking and linking services for the tourism industry. The associations should be encouraged to take on a greater developmental role in future.

District Agricultural Council: The District Agricultural Council (DAC) and farmers' associations are viewed as an integral part of the agriculture infrastructure in the District. The DAC and farmers' associations will continue to provide networking and linking services for the tourism industry. It is, however, envisaged that the DAC and associations will be encouraged to take on a greater developmental role in future.

Business Organisations/Forums: The existing business organisations are viewed as an integral part of the business infrastructure in the District. The organisations will continue to provide networking and linking services for the tourism industry. It is, however, envisaged that the organisations will be encouraged to take on a greater developmental role in future.

Civic institutions: Civic institutions such as churches, civic associations, ratepayers groups and others will be encouraged to fulfil a greater role in local economic development. Civic institutions can fulfil a number of roles in promoting local economic development, viz.

- ❑ disseminating information relating to District and Local Municipality policies and strategies regarding economic development;
- ❑ building the capacity of members to become involved in local economic development;
- ❑ identify and fund local economic development initiatives, etc.

7. THE STRATEGIES

The objective of developing a strategy is to create focus aimed at achieving maximum impact. In the corporate business environment strategies are referred to as “long range plans for the effective management of environmental opportunities and threats in the light of corporate weaknesses and strengths”. The strategies developed in this section present the **plan of action** proposed by the district for achieving the vision and objectives as established in previous sections. Four categories of strategies, in line with approach adopted in the setting up of the Siyaphambili programme, have been identified, viz.

- ❑ **overall district strategies:** these strategies are general and the implementation thereof will, to a greater or lesser extent, impact on the development of all sectors of the economy;
- ❑ **business strategies:** considering the approaches to the development of the business sector which includes the following sectors: industry, commerce, construction, transport and mining;
- ❑ **agriculture strategies:** focussing on the development of the agricultural sector; and
- ❑ **tourism strategies:** focussing on the development of the tourism sector.

A comprehensive list of the strategies developed is provided below, however, all the strategies can be summarised in terms of the six district strategies (See Diagram overleaf). The overall district strategies are:

❑ DISTRICT STRATEGIES

1. Establishing LED institutions and processes
2. Changing attitudes
3. Addressing the fundamentals
4. Raising the profile of the region
5. Improving and Promoting Access
6. Visible Delivery

The sector specific strategies relate to the above District strategies and include:

❑ BUSINESS STRATEGIES

1. Institutional structuring for delivery
2. Capacity building and training
3. Establishing/building agri-industries
4. Establishing small scale mining
5. Municipal business strategies

❑ AGRICULTURE STRATEGIES

1. Institutional structuring for agricultural delivery
2. Sustainable land reform
3. Improved market access for agricultural produce
4. Visible delivery in agricultural sector
5. Municipal agricultural strategies

❑ TOURISM STRATEGIES

1. Institutional structuring for tourism
2. Tourist information inside the District
3. Tourist information outside the District
4. Making tourists feel safe and welcome
5. Community tourism
6. Visible tourism delivery
7. Municipal tourism strategies

Each of the identified strategies are discussed on the sheets that follow under the headings:

- ❑ Status Quo,
- ❑ The Objective,
- ❑ The Components,
- ❑ The stakeholders,
- ❑ Linked Strategies; and
- ❑ Projects.

	INSTITUTIONS	FUNDAMENTALS	MARKETING	ACCESS	DELIVERY
OVERALL	Establishing LED Institutions and Processes	Changing Attitudes Addressing the Fundamentals	Raising the Profile of the Region	Improving and Promoting Access	Visible Delivery
BUSINESS	Institutional Structuring for Business	Capacity Building and Training	Raising the Profile of the Region	Improving and Promoting Access	Establishing/building agri-industries Establishing Small Scale Mining
AGRICULTURE	Institutional Structuring for Agriculture	Sustainable Land Reform	Raising the Profile of the Region	Improving and Promoting Access Market Access for Agricultural Produce	Visible Agricultural Delivery
TOURISM	Institutional Structuring for Tourism	Making Tourists Feel Safe and Welcome	Raising the Profile of the Region Tourism Information Outside District	Improving and Promoting Access Tourism Information Inside the Region	Visible Tourism Delivery Community Tourism

SUMMARY: STRATEGY MATRIX

DISTRICT STRATEGY 1: ESTABLISHING LED INSTITUTIONS AND PROCESSES

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>Implementation of LED in Zululand is currently taking place in an uncoordinated fashion. LED projects are being implemented by the various local municipalities, government departments with limited or no integration. Funding is available from a range of sources and implementers often compete for access to the funding. Further to this LED is considered in isolation without due consideration of the impact thereof on other sectors and <i>vice versa</i>.</p>	<p>To establish appropriate structures and systems for ensuring the coordination and integration of local economic development within the Zululand District Municipality. This will be aimed at ensuring:</p> <ul style="list-style-type: none"> ❑ the most effective use of available resources; ❑ the coordinated implementation of LED; ❑ the ongoing effective monitoring of implementation; ❑ the availability of support and guidance. 	<p>MANAGEMENT STRUCTURE: An overall management structure is to be established that will take responsibility for guiding and monitoring the implementation of the Siyaphambili Strategy (and local economic development in general) in the District. This could be achieved through extending the functions of the current Portfolio Committee.</p> <p>LED IMPLEMENTATION CAPACITY: At present no dedicated capacity exists within the District to manage the implementation of the LED strategy. Approaches to the establishment of such capacity are to be investigated, specifically budgetary implications.</p> <p>BUSINESS SUPPORT CAPACITY: See <i>Business Strategy 2: Capacity Building and Training</i>.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	<p>DEVELOPMENT APPLICATION PROCESSES: It would be the ideal if all Municipalities within the District have a set of standard development application processes. This will ensure that clear guidance can be provided to investors/ developers in development planning application processes.</p> <p>SECTOR SPECIFIC INSTITUTIONS: Sector specific institutions with a stronger developmental orientation needs to be established in the District. Sector Strategies (Business, Agriculture and Tourism) make recommendations in this regard</p> <p>COMMUNICATION SYSTEMS: Communication with stakeholders in the region should be an ongoing basis. The internet and regular newsletters could form the basis of such communication. See <i>District Strategy 2 – Changing Attitudes</i></p>
<p>SIYAPHAMBILI MANAGEMENT TEAM:</p> <p>LED IMPLEMENTATION TEAM:</p> <p>BUSINESS SUPPORT CENTRE(S): See <i>Business Strategy 2: Capacity Building and Training</i></p> <p>STANDARDISED DEVELOPMENT APPLICATIONS:</p>	<p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ❑ District Strategy 2: Changing Attitudes ❑ Business Strategy 1: Institutional Structuring ❑ Business Strategy 2: Capacity Building and Training ❑ Agriculture Strategy 1: Institutional Structuring ❑ Tourism Strategy 1: Institutional Structuring 	

DISTRICT STRATEGY 2: CHANGING ATTITUDES

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>To date economic development to the benefit of the broader Zululand community has not been high on the development agenda. Existing institutions, representing specific constituencies, focus on their own objectives often not contributing to “local economic development”. Further to this the focus of municipalities and communities have to date been on basic needs fulfilment not linked to economic development. Such attitudes limited the impact made on developing the local economy to date.</p>	<p>To change the attitudes of local stakeholders in the economy with a specific focus on aspects such as (sectors to be focussed on indicated in brackets):</p> <ul style="list-style-type: none"> ❑ Local buying (communities, business and government) ❑ Local investment (business) ❑ Welcoming new investment (all) ❑ Cooperation in implementation of economic development (all) ❑ Entrepreneurship (communities, business) 	<p>SIYAPHAMBILI (we are moving forward): To date the Siyaphambili Programme has established a basis for the promotion of local economic development in the District. The programme will in the longer term be utilised to promote local economic development and to generate excitement around projects and achievements relating thereto in the District.</p> <p>INFORMATION DISSEMINATION: The continued dissemination of information relating to economic development to all stakeholders in the District is viewed as essential. Various approaches to achieving this could be adopted, including the Mayor’s talk show on uKhozi FM, press releases, unpaid media publicity, newsletters and direct information dissemination. The information to local stakeholders will be aimed at generating excitement relating to economic development, promoting the establishment of small businesses, encouraging local buying etc.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	<p>LOCAL BUYING AND INVESTMENT: A key objectives of local economic development in Zululand is to promote local buying and investment by local people/business. Specific approaches to achieving this are to be identified and may include the establishment of a regional radio station.</p> <p>GRASS ROOTS CAPACITY BUILDING AND AWARENESS: A culture of entrepreneurship needs to be established on the community / grass roots level. Programmes aimed at achieving this needs to be developed and implemented on an ongoing basis.</p>
<p>SIYAPHAMBILI MARKETING:</p> <p>REGIONAL “RADIO STATION”:</p> <p>GRASS ROOTS CAPACITY BUILDING AND AWARENESS: Grass roots capacity building focussing on both LED in general and tourism specifically.</p>	<p>District Municipality (supported by PR Agency) Local Municipalities (specifically Councillors) The Media (uKhozi FM, local and provincial newspapers, television) Department of Economic Development and Tourism Business Organisations</p> <p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ❑ District Strategy 4: Raising the Profile of the Region 	

DISTRICT STRATEGY 3: ADDRESSING THE FUNDAMENTALS

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>The Zululand District is characterised by high levels of poverty and unemployment, high HIV/AIDS infection rates, gender inequality, a youthful population and a large informal sector not receiving support. To date the negative impact of these aspects on economic development has not been confronted. It is suggested that the continued failure to do so impacts negatively on the ability and capacity of people to participate in economic development. To create an environment in which growth led economic development can be sustained these fundamentals should be addressed.</p>	<p>To establish a solid foundation for economic development in the District by addressing a number of key socio-economic issues in the short to medium term, which will, if not addressed, hamper the ability of communities to effectively participate in economic development in the longer term. In addressing the fundamentals the District aims to also address economic development directly by encouraging job creation and income generation.</p>	<p>JOB CREATION: A continued focus on job creation and income generation through major “public works” type projects such as low income housing provision, infrastructure development, infrastructure maintenance, public facilities development and other programmes (e.g. Working for Water). INFRASTRUCTURE DEVELOPMENT: This component will focus on ensuring the provision of infrastructure to communities. This will increase their capacity to participate in economic development. ADDRESSING HIV/AIDS: The major impact of HIV/AIDS on communities in Zululand, and their ability to participate in economic development is acknowledged by all stakeholders. Over and above programmes aimed at preventing the disease the impact of the disease also presents opportunities for home based care programmes that will offer a basic level of employment. GENDER EQUITY: The important role of women in developing the Zululand economy is acknowledged. Specific attention should be afforded the identification of projects benefiting this group. YOUTH DEVELOPMENT: Preparing the youth for entering the job market and the development of entrepreneurship skills amongst this group is promoted. INFORMAL SECTOR SUPPORT: The informal sector represents a substantial portion of economic activity in Zululand. Support for the development of this sector, and the people engaged therein will be promoted.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>JOB CREATION THROUGH INFRASTRUCTURE DEVELOPMENT PROGRAMME:</p> <p>LOW INCOME HOUSING DEVELOPMENT PLAN:</p> <p>HOME BASED HIV/AIDS CARE:</p> <p>YOUTH ENTREPRENEURSHIP DEVELOPMENT:</p> <p>INFORMAL SECTOR SUPPORT PROGRAMME:</p>	<p>Sector Departments (DWAf, Dept of Transport, Dept of Housing, Dept of Public Works, Dept of Health, Dept of Social Welfare etc.) District Municipality Local Municipalities</p> <p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ❑ See District IDP ❑ Business Strategy 2: Capacity Building and Training 	

DISTRICT STRATEGY 4: RAISING THE PROFILE OF THE REGION

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>The Zululand District Municipality forms part of a much wider area north of the Tugela River referred to as Zululand. Reference to Zululand usually relates to the Eshowe and Richards Bay / Empangeni areas. In the national context Zululand is relatively isolated with investors generally not being familiar with the potentials which the area offers.</p>	<p>To raise specifically the investment profile of the Zululand District Municipality and the five local municipalities through a multi-pronged public relations and marketing programme. This marketing will be focussed on the private, public and NGO sectors. Further to this the marketing will be aimed at developing a local sense of belonging and pride with communities, emerging, entrepreneurs and existing business.</p>	<p>PLANNING FOR MARKETING: An approach to the marketing of the District, supported by all local municipalities needs to be developed. Local municipalities should be encouraged to adopt the District Marketing Plan as a basis for further marketing of their own.</p> <p>BRANDING THE DISTRICT: The District Brand, <i>The Heart of Zululand</i>, is to be developed and marketed. This will form an integral part of the marketing plan.</p> <p>ROAD SIGNAGE: Road signage is viewed as an important component of raising the profile of the region. At present no signage exists. Although this represents an integral part of the tourism development strategy (see <i>Tourism Strategy 2: Tourist Information Inside the Region</i>) signage is expected to impact the promotion of all other economic sectors to a greater or lesser extent (see <i>District Strategy 5: Improving and Promoting Access</i>).</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	<p>MEDIA PUBLICITY: Ongoing media publicity is viewed as an important component of raising the profile of the District and its activities.</p> <p>MARKETING PRODUCTS: Through marketing planning relevant and cost effective marketing products will be identified. These products should be made available to all stakeholders in the District economy.</p> <p>DIRECT MARKETING: The District needs to be marketed at trade fairs, shows and visits to potential investors. The marketing planning will provide guidance in this regard.</p> <p>TOURISM MARKETING/AWARENESS: See Tourism Strategies</p>
<p>MARKETING PLAN: To be prepared as part of the Siyaphambili Programme</p> <p>MARKETING PRODUCT DEVELOPMENT: To be initiated as part fo the Siyaphambili Programme</p> <p>APPOINTMENT OF PRO / MARKETING AGENCY:</p>	<p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ❑ District Strategy 2: Changing Attitudes ❑ District Strategy 5: Improving and Promoting Access ❑ Tourism Strategy 2: Tourist Information Inside the Region ❑ Tourism Strategy 3: Tourist Information Outside the Region 	

DISTRICT STRATEGY 5: IMPROVING AND PROMOTING ACCESS

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>Access between the District and neighbouring areas, as well as access internally within the region, has long been identified as a factor impacting negatively on economic development. Various issues impact negatively on access to the District, including the condition of major routes, the condition of secondary routes, the absence of key linkages, absence of road signage and safety and security. Access constraints impact on all sectors of the economy, e.g. limiting the number of tourists to the region, the access of communities to service centres, the movement of agricultural/ manufactured products to markets etc.</p>	<p>To improve access within the District and access between the District and neighbouring areas.</p>	<p>DISTRICT SPATIAL FRAMEWORK: The District Spatial Framework, informed by the spatial frameworks of the various local municipalities, will guide all physical improvement to access in the District. The Spatial Framework also establishes a hierarchy of centres or investment nodes representing key areas for future investment.</p> <p>ROADS UPGRADING: Improving access requires attention to be given to upgrading the road system. Upgrading of the road system should occur on four levels, viz. upgrading routes linking the District with neighbouring areas, upgrading of primary routes within the region, upgrading of routes providing access to specific economic nodes and, lastly but not the least, upgrading of routes providing access to significant areas of investment, e.g. game parks, mines, irrigation schemes etc.</p> <p>SAFETY AND SECURITY: Negative perceptions of safety and security in Zululand impacts on the accessibility of the region. Perceptions regarding safety and security can be addressed through appropriate road signage and improving the marketing profile of Zululand (See <i>Tourism Strategy 4: Making tourists feel safe and welcome</i>).</p> <p>ROAD SIGNAGE: (See <i>District Strategy 4 and Tourism Strategy 2: Tourist Information Inside the Region</i>)</p> <p>ROUTE SECURITY: Provide for visible security on the “highways” of the District to combat the very real threat faced by motorists on South African roads.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>ROADS UPGRADING PROGRAMME:</p> <ul style="list-style-type: none"> ❑ Upgrading external linkages ❑ Upgrading primary routes ❑ Upgrading access to economic nodes ❑ Upgrading access to areas of investment <p>ROAD SIGNAGE UPGRADING: See also <i>Tourism Strategy 2 and 4</i></p> <p>ROUTE SECURITY FEASIBILITY: Initiate feasibility of privatised ‘highway patrol’</p>	<ul style="list-style-type: none"> ❑ District Municipality ❑ Local Municipalities ❑ Department of Transport ❑ South African Police Services 	
	RELATED STRATEGIES:	
	<ul style="list-style-type: none"> ❑ District Strategy 4: Raising the Profile of the Region ❑ Tourism Strategy 2: Tourist Information inside the Region ❑ Tourism Strategy 4: Making tourists feel safe and welcome 	

DISTRICT STRATEGY 6: VISIBLE DELIVERY

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>To date various stakeholders have been involved in a range of local economic development activities in the Zululand District Municipality. A number of these activities have been successful or have the potential to be successful in future. Due to the fragmented responsibility for implementation, the lack of coordination and the slow pace of implementation the combined impact of these activities are not obvious. The perception therefore exists that local economic development is not happening in Zululand.</p>	<p>To focus on achieving visible delivery with regard to local economic development. This visible delivery is intended to have the following impacts:</p> <ul style="list-style-type: none"> ❑ make stakeholders (including investors) aware that the District is actively pursuing economic development; ❑ encourage communities and emerging entrepreneurs to become involved in economic development; ❑ develop an awareness of the investment opportunities available in Zululand; and ❑ contribute to raising the profile of the region. 	<p>AWARENESS OF SUCCESS STORIES: Numerous economic development success stories can already be found in the Zululand District. Such success stories need to be promoted to all local (and external) stakeholders in economic development in order to illustrate the potential which exists in Zululand. Focussing on existing success stories further contributes to illustrating that local economic development is happening. Examples of business success stories in Zululand include the Nongoma Lodge, Valpre Water, Rose's Nougat, Charcoal Exports, etc.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	BUSINESS / TOURISM / AGRICULTURE LEAD PROJECTS:
<p>The projects below are discussed in more detail in the sector specific strategies addressing visible delivery.</p> <p>TOURISM SECTOR</p> <ul style="list-style-type: none"> ❑ eMakhosini ❑ Phongola Biosphere ❑ Simdlangentsha Community Reserve (Community) <p>AGRICULTURE SECTOR</p> <ul style="list-style-type: none"> ❑ Fruit Trees (Community) ❑ Sesame Seed ❑ Irrigation (Community) <p>BUSINESS SECTOR</p> <ul style="list-style-type: none"> ❑ Small Scale Mining (Community) ❑ Pongola Canning ❑ Ulundi 19 	<p>District Municipality Local Municipalities Various (as per projects)</p> <p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ❑ District Strategy 4: Raising the Profile of the Region ❑ Business Strategy 3: Establishing/Building Agri-Industries ❑ Business Strategy 4: Establishing Small Scale Mining ❑ Agriculture Strategy 4: Visible Delivery ❑ Tourism Strategy 6: Visible Delivery 	<p>By focussing on the implementation of lead projects, and specifically by ensuring rapid delivery the commitment of the District and its people to local economic development will be clearly illustrated to funders, investors, communities and other stakeholders. Realistic and practical projects within each of the sectors are to be identified and implemented as lead projects. Implementation of these projects will not necessarily be the responsibility of the District Municipality, but the District will in all likelihood fulfil a facilitative and supporting role.</p>

BUSINESS STRATEGY 1: INSTITUTIONAL STRUCTURING FOR BUSINESS DEVELOPMENT

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>At present the level of business organisation in the Zululand District Municipality varies from municipality to municipality. Formal business organisations exist in Abaqulusi (x2), Ulundi and Nongoma. No business organisation has been established in eDumbe and uPhongola. No coordination on the District level exists between the various business organisations. The focus of existing business organisations are limited to issues directly impacting on members and are not developmentally orientated.</p>	<p>To establish competent business organisations within the District that will support the activities of the District and Local Municipalities relating to economic development in general and business development specifically. The ideal would be for such business organisations to become involved in developmental activities and to have regular interaction with the District and Local Municipalities. Coordination of activities on a District level would be supported.</p>	<p>ESTABLISHMENT OF NEW BUSINESS ORGANISATIONS: Business organisations only exist in three of the local municipalities. The establishment of fully representative business organisations in all local municipalities are to be promoted.</p> <p>FACILITATING CHANGE IN THE FOCUS OF BUSINESS ORGANISATIONS: Existing and future business organisations should be encouraged to widen its support base and to fulfil a more active role in activities of a developmental nature. For this purpose communication between business organisations and local government should be improved.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>ESTABLISH UPHONGOLA BUSINESS ORGANISATION:</p> <p>ESTABLISH EDUMBE BUSINESS ORGANISATION:</p> <p>ESTABLISH DISTRICT LEVEL BUSINESS COORDINATION:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> District Municipality <input type="checkbox"/> Local Municipalities <input type="checkbox"/> Existing business organisations <p>RELATED STRATEGIES:</p> <p>District Strategy 1: Establishing LED Institutions and Processes</p>	<p>ESTABLISHING DISTRICT LEVEL COORDINATION BETWEEN BUSINESS ORGANISATIONS: Business organisations in Zululand can provide the District with valuable guidance relating to economic policy and strategy. For this purpose more regular interaction between the District and these business organisations needs to be established.</p>

BUSINESS STRATEGY 2: CAPACITY BUILDING AND TRAINING

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>At present no business capacity building and training facilities are available within the District Municipality (excluding the eDumbe skills training centre and the Indonsa Arts and Craft Centre).</p>	<p>To establish formal initiatives focussing on business related capacity building, training and support. This should ideally be a District wide initiative, with a core facility located in one of the municipal centres. Satellite centres is to be developed over time in each of the municipal centres.</p>	<p>The core components on which the activities of the Zululand Local Business Support Centre will focus include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Entrepreneurship development <input type="checkbox"/> Business skills development <input type="checkbox"/> Administrative support <input type="checkbox"/> Funding support <p>This capacity will be developed over time. The Zululand Business Support Centre will be established with the aim to establish at least one satellite per municipality.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>LOCAL BUSINESS SUPPORT CENTRE: Main centre with satellites through District</p>	<ul style="list-style-type: none"> <input type="checkbox"/> District Municipality <input type="checkbox"/> Local Municipalities <input type="checkbox"/> Department of Economic Development and Tourism <input type="checkbox"/> Ntshika <input type="checkbox"/> MAC (Manufacturing Advice Centres) <input type="checkbox"/> Ithala <p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Business Strategy 1: Institutional Structuring for Delivery <input type="checkbox"/> All strategies including projects with a business component attached thereto 	

BUSINESS STRATEGY 3: ESTABLISHING/BUILDING AGRI-INDUSTRIES

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>Agriculture has historically been, and will continue to be, a key driver in the District economy. Traditionally produce of the District includes maize, beef, game, sugar, timber and vegetable production (in uPhongola). To date limited value adding of agricultural produce has been undertaken in the District, although successful mineral water and charcoal production business have been established. The net result thereof is that the majority of the produce of the District is exported for beneficiation elsewhere.</p>	<p>To investigate and facilitate the establishment of agri-industries relating to current and planned agricultural produce in the District.</p>	<p>SUPPORT EXISTING INITIATIVES: The important role of agri-industries in the economic revival of Zululand has been acknowledged in various economic development planning initiatives undertaken within the District. Through various public and private sector initiatives the establishment of agri-industries have received attention. The District Municipality, together with the local municipalities should establish how such initiatives can be supported and linked into to ensure that maximum benefit is obtained from it.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>CHARCOAL MANUFACTURING:</p> <p>SMALL MAIZE MILLING PLANT(S):</p> <p>LEATHER AND RELATED INDUSTRIES:</p> <p>UPHONGOLA VEGETABLE AND FRUIT CANNING:</p> <p>ABAQULUSI FROZEN VEGETABLES PROJECT:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Directorate: Agri-business (DEDT) <input type="checkbox"/> Directorate: LED (DEDT) <input type="checkbox"/> District Municipality <input type="checkbox"/> Local Municipalities <input type="checkbox"/> Private Sector Investors <input type="checkbox"/> District Agricultural Council <input type="checkbox"/> Ithala / IDC / DTI 	<p>INVESTIGATE POTENTIAL OPPORTUNITIES: The District, together with public and private sector stakeholders, should place emphasis on the identification and investigation of further opportunities for the establishment of agri-industries. Such investigations should be undertaken in close cooperation with the Agri-business Directorate of DEDT who has done considerable work on a provincial level in this regard.</p>
	RELATED STRATEGIES:	

BUSINESS STRATEGY 4: ESTABLISHING SMALL SCALE MINING

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>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.</p>	<p>To facilitate and support the establishment of a strong and vibrant small scale coal mining sector in the Zululand District Municipality (specifically in the Abaqulusi and Nongoma Municipalities). Central to the success of small scale mining activities will be to gain access to markets (i.e. a marketing strategy).</p>	<p>ESTABLISHMENT OF A SMALL SCALE MINING CLUSTER: At present no forum for the coordination of small scale mining in the District exists. The establishment of a small scale mining working group will be a basic starting point for planning the growth of the small scale mining sector in the Zululand District Municipality.</p> <p>IDENTIFICATION OF POTENTIAL LEAD PROJECTS: A range of small scale mining activities is already underway, however, numerous opportunities, specifically for black economic empowerment, still exist. Such opportunities need to be investigated and proposals for the establishment of new ventures formulated. If possible, these processes should be embarked on in close consultation with potential investors and partners.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>ESTABLISH SMALL SCALE MINING WORKING GROUP:</p> <p>IDENTIFICATION OF SMALL SCALE MINING PROJECTS:</p>	<ul style="list-style-type: none"> ❑ Existing Small Scale Miners ❑ Mining Service Providers based in the District ❑ Department of Minerals and Energy <p>RELATED STRATEGIES:</p>	<p>COAL MARKETING STRATEGY: The marketing of coal mined in the area is anticipated to be the major obstacle for the establishment of small scale mines. The possibility of developing a cooperative marketing strategy needs to be investigated.</p>

BUSINESS STRATEGY 5: MUNICIPAL BUSINESS STRATEGY

<p>GENERAL:</p> <p>Market forces are expected to be the main driver of business development in each of the local municipalities. The implementation of the District and Sector specific strategies identified in this Strategy Document will, however, guide this development and impact positively on specifically the development of the business sector. Within this context the following activities on a local municipality level will further provide and enhance opportunities in the business sector:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Establishment of Rural Service Centres <input type="checkbox"/> Implementation of lead key projects <input type="checkbox"/> Liaison/consultation with business organisations <input type="checkbox"/> Establishment of standardised development application processes <input type="checkbox"/> Development of affirmative procurement policies for all local municipalities <input type="checkbox"/> Public-Private-Sector Partnerships 		

AGRICULTURAL STRATEGY 1: INSTITUTIONAL STRUCTURING FOR AGRICULTURE

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>At farmer level the Zululand District Agricultural Council of KWANALU is in position and is reasonably well representative of both the large and small scale farmers in the district. Lack of funding from KWANALU's perspective has however prevented the DAC from getting more involved in a range of development activities. The existence of the DAC has however not resulted in any policy changes by the Department of Agriculture to incorporate them in their planning and delivery. Programmes. No formal channel of communication exists between the DAC and the District Municipality and matters related to agriculture or infrastructure.</p>	<p>To strengthen and empower the existing KWANALU DAC so that it can interact with provincial and local government as equals. The ideal situation would be the creation of a district level agricultural forum or working group that could drive multi stakeholder activities at district level on a continues basis. A second objective would be to ensure that the DAC is involved in all the planning structures of the Department of Agriculture as well as the ZDM.</p>	<p>ESTABLISHING DISTRICT LEVEL COORDINATION BETWEEN THE DAC AND GOVERNMENT ORGANISATIONS: Continued close liaison between the DAC, representing the private sector, and government departments involved in agricultural development is essential for the sustainable growth of agriculture in the District. Government departments will continue to fulfil a strong supporting and guiding role in agricultural development. The relevant departments are the Department of Agriculture, the Department of Land Affairs and the Department of Economic Development and Tourism.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	<p>ESTABLISHING & DRIVING NEW AGRICULTURAL PROJECTS: Visible delivery in the agricultural sector is essential in order to illustrate the potential of the sector in the District. The various institutions involved in agricultural development should be encouraged to promote and guide delivery. The initial focus should be on multi-stakeholder projects.</p> <p>FACILITATING CHANGE IN THE FOCUS OF AGRICULTURAL STAKEHOLDERS AND INVESTORS: It is important that agricultural institutions in the District start to fulfil a developmental role.</p>
<p>ESTABLISH ZULULAND AGRICULTURAL WORKING GROUP</p> <p>CO-ORDINATE MULTI STAKEHOLDER PROJECTS AT A DISTRICT LEVEL</p> <p>PROVIDE ADDITIONAL IMPETUS TO FUNDING APPLICATIONS AND INVESTMENTS</p>	<p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> <input type="checkbox"/> District Municipality <input type="checkbox"/> KWANALU <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> Department of Land Affairs <input type="checkbox"/> Corporate agricultural businesses 	
	<p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> <input type="checkbox"/> District Strategy 1: Establishing LED Institutions and Processes 	

AGRICULTURAL STRATEGY 2: SUSTAINABLE LAND REFORM

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>A total of 52 land reform projects have been identified and are presently in the delivery phase. These projects are related to SLAG (Settlement Land Acquisition Grant) funding from DLA. No implementation of infrastructure has as yet taken place on the projects, as agreements between ZDM (or other services providers) and DLA have yet to be finalised</p>	<p>To ensure implementation of infrastructure on the existing projects To ensure that extension support is provided to newly settled farmers and communities by the DOA. That reliable information on LRAD is provided to all agricultural stakeholders within the district. That a programme of land reform delivery with the settlement of bona fide farmers starts to take place within the district in order to create opportunities for new class of emerging farmers.</p>	<p>IMPLEMENTATION OF INFRASTRUCTURE DEVELOPMENT ON EXISTING LAND REFORM PROJECTS: Extremely limited attention has to date been afforded to the provision of basic infrastructure on land reform projects in the District. Agreements between the District (or other service providers) and the Department of Land Affairs need to be finalised as a matter of priority to ensure basic access for communities settled on farms to infrastructure.</p> <p>AGRICULTURAL EXTENSION SUPPORT TO EXISTING LAND REFORM PROJECTS: At present no coordinated approach to the provision of agricultural extension support on land reform projects exists. Although agriculture should be the main income generator on land redistribution projects limited to no progress has been made in terms of agricultural development in these project areas. A coordinated approach to the provision of agricultural extension services is required.</p> <p>LRAD (LAND REFORM FOR AGRICULTURAL DEVELOPMENT) INFORMATION CAMPAIGN WITHIN THE DISTRICT: The LRAD programme, supporting the establishment of small emerging farmers, has the potential to establish a new vibrancy in the sector. However, few communities are aware of the programme and how to access the grant funding. An information programme should be facilitated in the District</p> <p>GET LRAD DELIVERY HAPPENING WITHIN THE DISTRICT</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>FINALISE AGREEMENTS BETWEEN THE DISTRICT AND DEPARTMENT OF LAND AFFAIRS:</p> <p>DEVELOP APPROACH TO THE PROVISION OF AGRICULTURAL EXTENSION SERVICES IN THE DISTRICT (WITH A SPECIFIC FOCUS ON LAND REFORM PROJECTS):</p> <p>IDENTIFY LEAD PROJECTS:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> District Municipality <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> Department of Land Affairs <input type="checkbox"/> KWANALU <input type="checkbox"/> Land Bank <input type="checkbox"/> Ithala <input type="checkbox"/> Agri-business organisations <p>RELATED STRATEGIES:</p> <p>District Strategy 3: Addressing the fundamentals Business Strategy 3: Establishing/Building Agri-Industries</p>	

AGRICULTURAL STRATEGY 3: IMPROVED MARKET ACCESS FOR AGRICULTURAL PRODUCTS

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>The only emerging farmers with access to agricultural produce markets are the very few in the district that are part of a sugar or timber outgrower programme. All the others experience considerable difficulty and transaction costs in getting access to formal markets. Stock sales are being held in the district, but better prices can be obtained through direct marketing to feedlots and abattoirs.</p>	<p>To establish programmes for improving market access for agricultural produce.</p>	<p>AGRICULTURAL MARKET ACCESS PROGRAMME: Although a large number of individuals and groups are involved in agricultural production, either on a commercial or for household food security purposes, access to markets for produce remain a key challenge in the development of the sector. Programmes to promote improved access to markets for all needs to be initiated. On the basis of such programmes being implemented the sector can thrive and develop a new vibrancy. A specific focus on providing market access for emerging farmers, community food gardens, beneficiaries of land reform programmes, irrigation schemes and the like is required.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS	
<p>BEEF MARKET ACCESS PROGRAMME</p> <p>VEGETABLE MARKET ACCESS PROGRAMME</p>	<ul style="list-style-type: none"> ❑ District Municipality ❑ Department of Agriculture ❑ Department of Land Affairs ❑ KWANALU ❑ Emerging Red Meat Producers Organisation ❑ Agri-business organisations (Stock Owners & Abattoirs) <p>RELATED STRATEGIES:</p> <ul style="list-style-type: none"> ❑ District Strategy 4: Raising the profile of the Region ❑ District Strategy 5: Improving and Promoting Access 	<p>Two specific focus areas proposed include access to beef markets and access to vegetable markets.</p> <p>BEEF MARKET ACCESS PROGRAMME: Setting up channels for the marketing of beef through feedlots and abattoirs need to be established.</p> <p>VEGETABLE MARKET ACCESS PROGRAMME: Providing direct contact and linkages between vegetable farmers and hawkers and retailers</p>

AGRICULTURAL STRATEGY 4: VISIBLE DELIVERY IN AGRICULTURE SECTOR

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS:
<p>There are a few existing agricultural projects in the district and these do have a positive impact on the local community, but a lot more could be done. These projects include support to community gardens, Bulelwane irrigation scheme, Phongola small holder sugar irrigation, limited small grower timber projects and a number of land reform projects.</p>	<p>To establish competent agricultural organisations and well run projects within the District that will support the developmental activities of the District and Local Municipalities. The proposed “Agricultural Development Working Group” will drive an agenda for delivery on a number of projects and will add additional pressure on funders and projects managers to get delivery on all existing and proposed projects as well as providing a platform where new projects can be defined and taken forward.</p>	<p>MONITOR & SUPPORT EXISTING PROJECTS: Various projects specifically focussing on alternative agricultural produce and the processing of existing produce have been initiated in the District. These projects need to be actively supported and facilitated on a District level. A specific effort should be made to ensure that all farmers in the District are integrated and benefit from such projects.</p> <p>IDENTIFY AND TABLE NEW PROJECTS: New opportunities need to be identified and packaged on a continuous basis. Specific attention needs to be given to producing for niche markets where the District will have a competitive advantage.</p>
OUTPUTS/PROJECTS	STAKEHOLDERS/FUNDERS:	
<p>ABAQULUSI BEAN PRODUCTION AND PROCESSING:</p> <p>SESAME SEED PRODUCTION & PRESS:</p> <p>FRUIT & NUT TREE PROJECT – DEDT:</p> <p>BLACK UMFOLOZI IRRIGATION FEASIBILITY:</p> <p>CORONATION MINE AGRI-VILLAGE:</p> <p>PHASE 2 PHONGOLA SUGAR IRRIGATION “SIYAQUBEKA”:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> District Municipality <input type="checkbox"/> Department of Agriculture <input type="checkbox"/> Department of Land Affairs <input type="checkbox"/> KWANALU <input type="checkbox"/> Agri-business organisations 	
	RELATED STRATEGIES:	
	<p>Agriculture Strategy 1: Institutional Structuring for Agricultural Delivery</p>	

AGRICULTURAL STRATEGY 5: MUNICIPAL AGRICULTURE STRATEGIES

<p>ABAQULUSI (VRYHEID)</p> <p>This municipality has medium to high agricultural potential, with grain crops, timber and semi intensive beef farming being the main enterprises at present. The district consists largely of commercial farms and this is where most of the land reform projects have taken place to date. The proposed sesame seed and Coronation mine agri-village are in this district. The two abattoirs in Vryheid will fulfil an important role in a beef-marketing programme for the Zululand District Municipality. The Lenjane forestry farm workers equity share project is also being planned at the present.</p> <p>EDUMBE (PAUL PIETRESBURG)</p> <p>This local municipality has the highest potential for rainfed agriculture and consists largely of commercial forestry farming. In the communal areas of this municipality there is potential for small holder forestry, but this has not yet been developed mainly because of distances to markets. No development projects are currently planned or implemented and a pecan nut project has been referred to in the literature, but no detailed planning has begun.</p> <p>uPHONGOLA</p> <p>The main commercial enterprises in this municipality are irrigated sugarcane and game farming replacing beef operations. The irrigated sugar has been expanded as a result of the construction of the Paris Dam and this has included opportunities for black sugar farmers. The second small holder sugar project is in the process of being planned. There is potential in the district for citrus and sub tropical fruit under irrigation. The DEDT have approved funding for a fruit canning project in the municipality.</p>	<p>NONGOMA</p> <p>The entire municipality consists of communal settlement and a mixture of farming takes place by small holders with cattle and goats being the most important enterprises. The district consists mainly of valley bushveld, so the agricultural potential is low unless irrigation is available. Two programmes that will take place in the district is improving production and marketing of vegetables on the Bulelwane project as well as improving access to markets for beef farmers.</p> <p>ULUNDI</p> <p>This district is also predominantly valley bushveld as well as communal ownership of land. The Black Umfolozi irrigation scheme is being planned here and could represent the beginning of some substantial irrigation developments in the future. The highlands of Babanango are dominated by corporate forestry. There is however potential land reform as well as irrigation opportunities from farm dams.</p>

TOURISM STRATEGY 1: INSTITUTIONAL STRUCTURING FOR TOURISM

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS
<p>A number of institutions / forums are currently responsible for promoting and developing the tourism industry in the Zululand District. These include tourism associations, consisting of tourism product owners, in each of the local municipalities and portfolio committees on the District and local level responsible for tourism. Each of the municipalities, including the District, also has full-time tourism officers in place. The District Tourism Officer currently fulfils a coordinating role between the tourism officers employed in the local municipalities. The District Municipality Tourism Officer also networks with the Tourism Officers of neighbouring districts.</p>	<p>To establish tourism management and implementation structures responsive to the current needs for the development of the tourism sector in the District. The focus will be on using existing structures, but improving the functioning and capacity of these structures.</p>	<p>NETWORKING: KZN Tourism, Ezemvelo KZN Wildlife and Amafa are key stakeholders in tourism development and promotion in the District. Strengthening linkages with these organisations is essential for the development of the District tourism profile. There is a need for closer interaction between private tourism sector and the portfolio committees. This can be facilitated through private sector representation on the Municipal Portfolio Committees.</p>
PROJECTS	STAKEHOLDERS/FUNDERS	
<p>FACILITATE PRIVATE SECTOR REPRESENTATION ON TOURISM PORTFOLIO COMMITTEES</p> <p>DEVELOPMENT OF DISTRICT TOURISM INFORMATION MANUAL</p> <p>TOURISM OFFICER ANNUAL BUSINESS PLANS</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Tourism Portfolio Committees <input type="checkbox"/> Tourism Associations <input type="checkbox"/> Tourism Officers <input type="checkbox"/> KZN Tourism <input type="checkbox"/> Ezemvelo KZN Wildlife <input type="checkbox"/> Amafa 	<p>DISTRICT AND LOCAL COORDINATION: Tourism Information Officers require a district information manual that they update and work from. This manual should include information relating to events, tours, accommodation and attractions. Information is not always current or uniform at present.</p> <p>LINKAGES WITH NEIGHBOURS: The Zululand District cannot be marketed in isolation of the neighbouring areas. Appropriate cooperation and liaison with neighbours should be established.</p>
	<p>LINKED STRATEGIES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tourism Strategy 2: Tourist Information Inside the District <input type="checkbox"/> Tourism Strategy 3: Tourist Information Outside the District 	<p>LOCAL CAPACITY: Capacity building and specialised training is required for the establishment and ongoing management of tourism offices.</p>

TOURISM STRATEGY 2: TOURIST INFORMATION INSIDE THE DISTRICT

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS
<p>Each of the five towns has a tourist information office but tourists cannot obtain tourist information 24 hrs, 7 days a week.</p> <p>The ZDM Tourism offices are closed after 5pm and on weekends when they are needed the most and staff cannot provide comprehensive information on areas outside their own towns</p> <p>World wide, tourism statistics show that only between 5 – 7 % of tourists actually visit a Tourism Info office to obtain information on an area this clearly shows that our current Tourism information offices cannot supply the total information system needed.</p>	<p>To create a professional information network which uses modern technology and is available 24 hrs a day.</p>	<p>CELL PHONE INFORMATION TECHNOLOGY: Cell Phone Information Technology, in partnership with a national Cell phone network, providing tourists with comprehensive up to date information on the region.</p> <p>PHYSICAL INFORMATION OFFICES: Central physical information office(s) and tourist refreshment centre directly off a main access route</p> <p>SIGNAGE: Signage throughout the region linked to the promotion of a 24 hour information cell number. Large Billboards throughout the District and off the N2 promoting the cell no. Standardised signage for tourism attractions and accommodation across the District is also required.</p>
PROJECTS	STAKEHOLDERS/FUNDERS	<p>INFORMATION: Consolidating the information available on tourism in the District for use at Information Centres and by Cell Phone company.</p>
<p>TOURIST INFORMATION DATA BASE: Developing a Tourist data base for use by the Cell phone company partner and training Cell company staff</p> <p>TOURISM BILL BOARDS: Signage promoting Tourist Hotline Cell no</p> <p>TOURISM SIGNAGE: Standardised signage for tourism attractions and accommodation throughout District.</p> <p>ULUNDI 19 TOURIST INFORMATION CENTRE: To form part of the Ulundi 19 Rest Stop Project.</p>	<p>POTENTIAL BUSINESS PARTNERS</p> <ul style="list-style-type: none"> ❑ MTN, Vodacom, Cell C ❑ Engen, Shell, BP <p>ZDM STAKEHOLDERS</p> <ul style="list-style-type: none"> ❑ ZDM Tourism Information Staff ❑ ZDM Engineer ❑ KZN Roads Department ❑ PR / Tourism Marketing Agency <p>LINKED STRATEGIES</p> <ul style="list-style-type: none"> ❑ District Strategy 4: Raising the profile of the region ❑ District Strategy 5: Improving and Promoting Access 	

TOURISM STRATEGY 3: TOURIST INFORMATION OUTSIDE THE REGION

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS
<p>It is not easy for foreign or South African tourists to obtain information about the attractions of the ZDM at the place where route decisions are made.</p> <p>Information on the ZDM is not readily available at gateways like Johannesburg and Cape Town International airports.</p> <p>Internet information needs to be more accessible through search engines and sites need to be more interactive.</p>	<p>To make it easy for tourists to find information on tourist attractions In the Zululand District</p>	<p>PRINTED MATERIALS: Printed materials are the traditional approach to informing tourist of attractions and facilities available in a specific area. In the Zululand context this should continue to form the basis of the tourism marketing activity. Printed marketing materials will be distributed at key locations outside the District, viz. provincial and national tourism information offices, trade shows etc.</p> <p>TRAINED TOURIST INFORMATION STAFF: There is a requirement for the training of tourism information staff in the region to enable them to appropriately inform potential tourists of attractions and facilities in the area. Tourism information staff in each of the municipalities need to have a basic understanding of the attractions and facilities available in the District as a whole (<i>Tourism Strategy 1</i>).</p>
PROJECTS	STAKEHOLDERS/FUNDERS	ELECTRONIC MEDIA: The role of the internet in tourism marketing and information will continue to grow. For this reason it is important to ensure that tourism information is updated on a regular basis and always accessible.
<p>DEVELOP PRINTED TOURISM MARKETING PRODUCTS: The approach and structure will be resolved as part of the marketing plan.</p> <p>EDUCATION PROGRAMMES FOR TOURIST INFORMATION STAFF:</p> <p>UPGRADE INTERNET INFORMATION AND INCLUSION ON SEARCH ENGINES</p> <p>MEDIA PUBLICITY CAMPAIGN: Ongoing campaign to drive awareness of the district and direct tourists to websites. Planned involvement with the media visits organised by KZN Tourism</p> <p>EDUCATIONAL PROGRAMMES AND VISITS FOR TOURISM DECISION-MAKERS</p> <p>TOURISM ‘GATEWAY’ DEVELOPMENT: Support initiatives of TKZN</p>	<ul style="list-style-type: none"> ❑ District Municipality (supported by IT and PR Service Provider experienced in Tourism) ❑ Public / Private Sector Sponsors for Marketing Materials ❑ KZN Tourism Authority ❑ Tourism Decision-Makers (Public and Private Sector) <p>LINKED STRATEGIES</p> <ul style="list-style-type: none"> ❑ District Strategy 4: Raising the profile of the region 	<p>CHANGING THE PERCEPTIONS OF TOURISM DECISION-MAKERS: Changing the perceptions of tourism decision-makers on a provincial and national level, in both the public and private sector, about Zululand should receive priority. Maximum impact can be achieved with minimal expenditure of funds.</p> <p>TOURIST INFORMATION AT ‘GATEWAYS’: TKZN is considering the development of tourism gateways at Golela and Piet Retief. The District is to support this.</p> <p>ZULULAND MARKETING STATION – EUROPE: Consider</p>

TOURISM STRATEGY 4: MAKING TOURISTS FEEL SAFE AND WELCOME

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS
<p>The biggest factors that determine where a tourist visits are personal safety and clean facilities. There is a perception that the Zululand District is not safe and so people are wary of travelling in the area. Local tourism stakeholders are unanimous in their view that the area is safe. However, these perceptions are deeply entrenched and are heightened because the roads linking towns and attractions are not in a good condition, signage is often not legible at night so tourists are unsure of where they are and how far they are from a safe rest stop. This is further aggravated by the lack of clean toilets along most of the roads between towns.</p>	<p>To counter the perceptions that the Zululand District is not safe and make tourists feel comfortable about travelling in the area.</p>	<p>INFORMATION: See Strategy 2: Tourist Information Inside the Region. Specifically the promotion of a 24-hour tourist information line.</p> <p>SAFETY AND SECURITY: Ensuring tourism safety increases the level of comfort that tourist will feel in the District and enhance the experience. A multi-pronged approach to tourism safety and security which includes greater police visibility, quick and focussed responses to tourist related crime and cooperation from local communities is to be developed.</p>
PROJECTS	STAKEHOLDERS/FUNDERS	
<p>COMMUNITY TOURISM EDUCATION: See <i>Tourism Strategy 5: Community Tourism</i></p> <p>TOURISM INFORMATION TRAINING FOR FILLING STATION ATTENDANTS: Develop/train friendly informative agents</p> <p>MARKETING IMPROVED ROAD LINKAGES</p> <p>CLEAN FACILITIES CAMPAIGN</p> <p>LOCAL TOURISM INFORMATION CENTRES</p>	<ul style="list-style-type: none"> ❑ Cell Phone Company ❑ Street Theatre Production Company ❑ Zululand District Municipality (PR Agency) ❑ South African Police Services ❑ Local Municipalities (through tourism officers) <p>LINKED STRATEGIES</p> <ul style="list-style-type: none"> ❑ District Strategy 5: Improving and Promoting Access ❑ Tourism Strategy 2: Tourist Information Inside the Region ❑ Tourism Strategy 5: Community Tourism 	<p>FACILITIES: Tourists visiting rural areas require clean and hygienic facilities, e.g. shops, restaurants, rest rooms etc. At present such facilities are not available along the main tourism routes. A campaign to encourage this</p> <p>COMMUNITY SUPPORT / LOCAL BUY-IN: (see also Tourism Strategy 6: Community Tourism)</p> <p>IMPROVING ACCESS: (See District Strategy 5: Improving and Promoting Access) In order to support access for tourists the upgrading of the following routes are essential:</p> <ul style="list-style-type: none"> ❑ Golela Border Post to uPhongolo ❑ Direct access to Ithala Game Reserve of the N2 ❑ P700 between Ulundi & Hluhluwe-Umfolozi Park ❑ R66 between Nongoma and uPhongolo ❑ Nongoma Vryheid linkage ❑ R618 between Hlabisa and Nongoma through the Hluhluwe-Umfolozi Park

TOURISM STRATEGY 5: COMMUNITY TOURISM

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS
<p>Community based tourism operations are increasing throughout the world. Yet, a large number of such operations fail because (1) the socio-economic realities of the community are not understood, (2) there is a lack of perceived ownership and benefit by the community, (3) a lack of understanding of product quality requirements and (4) limited marketability of projects. Successful examples of community tourism initiatives in Zululand are limited, although a number of interesting initiatives are underway.</p>	<p>To promote the establishment of sustainable community tourism ventures in Zululand by establishing an environment conducive to this, as well as appropriate supporting structures and guidelines.</p>	<p>PROVIDING ENCOURAGEMENT AND GUIDANCE: Although the principle of community involvement in private and public sector tourism investment has been established investors require encouragement and support in this regard. A set of guidelines for the involvement of communities in public and private sector tourism developments needs to be developed.</p> <p>TOURISM AWARENESS AND TRAINING: Programmes to create an awareness with rural communities of the benefits of tourism development have been initiated on a provincial level. To date Zululand has not benefited from such programmes.</p>
PROJECTS	STAKEHOLDERS/FUNDERS	
<p>SIMDLANGENTSHA COMMUNITY RESERVE:</p> <p>TOURISM AWARENESS AND TRAINING PROGRAMME: A focussed street theatre programme to promote the benefits of tourism to communities and the need to make strangers feel welcome</p> <p>TOURISM EDUCATION</p>	<ul style="list-style-type: none"> <input type="checkbox"/> KZN Tourism <input type="checkbox"/> Amafa <input type="checkbox"/> Ezemvelo KZN Wildlife <input type="checkbox"/> Private Sector Investors (who have communities on or near their proposed development) <input type="checkbox"/> NGOs <input type="checkbox"/> Department of Education <p>LINKED STRATEGIES</p> <p>Tourism Strategy 6: Visible Tourism Delivery</p>	<p>COMMUNITY TOURISM MODELS: An understanding of successful models for community tourism projects needs to be developed and these should be piloted within the District</p> <p>EXPANDING THE TOURISM EDUCATION TRUST</p>

TOURISM STRATEGY 6: VISIBLE TOURISM DELIVERY

THE STATUS QUO:	THE OBJECTIVE:	COMPONENTS
<p>The district lacks developed “must-see” tourism attractions. Where these do exist direct access from the main routes bypassing the area is problematic or other access challenges exist. Further to this the major current tourism developments in the Province, such as the Greater St Lucia Wetland Park, the Drakensberg, casino’s etc are located outside the District. Sustainable community tourism development will in future be dependent on the successful establishment of major tourism attractions.</p>	<p>To develop a series of must-see attractions within the District which will (1) draw tourists to the area and (2) illustrate the seriousness of the District in the development of this sector to potential investors.</p>	<p>PROVINCIAL LEAD PROJECTS: On a provincial level a number of lead tourism projects have been identified. Two of these projects are located within the Zululand District Municipality, viz. Emakhosini and the Events around the Royal Palaces in Nongoma. Both these projects represents potential “must see” attractions and implementation should be facilitated.</p> <p>DISTRICT LEAD PROJECTS: A number of initiatives have been identified which would impact on tourism in the District as a whole, this includes the Pongola Biosphere, improving access to the Ithala and Hluhluwe-uMfolozi game reserve, the establishment of a Cultural Village in Vryheid and the establishment of a 24-hour Tourism Information Centre etc.</p>
PROJECTS	STAKEHOLDERS/FUNDERS	
<p>EMAKHOSINI</p> <p>EVENTS AROUND THE ROYAL PALACES</p> <p>PONGOLA BIOSPHERE</p> <p>VRYHEID CULTURAL VILLAGE</p> <p>THAKAZULU: Private sector development</p> <p>HOT SPRING (SPA) DEVELOPMENT: Zululand has a number of hotsprings. Proper planning and development of these facilities can become a major draw card.</p>	<p>Various stakeholders relating to the various projects</p> <hr/> <p>LINKED STRATEGIES</p>	<p>LOCAL MUNICIPALITY LEAD PROJECTS: Tourism projects have been identified in each of the local municipalities. The local municipalities must be supported in the implementation of these projects.</p> <p>PRIVATE SECTOR INVESTMENT: There are private landowners who can be assisted in attracting investment to the area through marketing on a district level and through marketing materials presentation.</p>

TOURIST STRATEGY 7: MUNICIPAL TOURISM STRATEGIES

<p>Ulundi is the Cultural core of the district and all tourism activity should be focussed on the theme of it being the birthplace of the Zulu Nation, incorporating some of the richest historical sites in Africa, wildlife and living cultures. The Emakhosini development, the airport and the P700 link to the Cengeni Gate of Hluhluwe-Umfolozi Park need to be strongly promoted. The potential markets are both local and international tourists. The biggest lack around Ulundi is clean facilities both along the roads leading to the town and within the town.</p> <p>Nongoma should build tourism around events connected to the Royal Palaces, the vibrant traditional African markets and the developing accommodation sector. This town offers a unique slice of Africa in the raw and can be positioned to attract international tourists as there is a burgeoning tourism sector including two good accommodation facilities and a locally owned tour company offering excursions in and around Nongoma. There are no clean facilities within the town and no tourist useable toilets but these facilities are provided at Nongoma Lodge.</p> <p>Vryheid Abaqalusi’s main tourism potential lies in its well developed infrastructure – it offers the widest range of business and leisure facilities and is the most convenient sprinboard for visits into the rest of the district. There is a well established flow of eventing and business-related tourism as well as tourism along the Battlefields Route. Vryheid can grow these markets by offering day excursions, particularly for the spouses of conference delegates, backpacker facilities and shuttle services. Vryheid lacks a strong must see attraction however and this is why the development of the Zulu Cultural Village on the Melmoth-Vryheid Road at Klipfontein Dam is recommended.</p>	<p>UPhongolo currently has around 40 top quality private game reserves and hunting farms. Facilities around the Jozini dam are attracting high end international tourists. The development of three game reserve complexes bordering Ithala Game Reserve is providing significant impetus for the growth of international tourism and the establishment of community tourism projects. This area would benefit from the proclamation of a biosphere which would stretch all the way from Bhivane Dam, taking in the above mentioned developments and ending at Pongolapoort (Jozini Dam).</p> <p>eDumbe There are few “must sees’ in eDumbe but the quaintness of the town, its unique German character, cultural and eco-tourism attractions, community tourism projects and the neighbouring village of Luneburg can be marketed as a complete experience. The town has good facilities with 6 tea gardens and restaurants and can be positioned to attract a greater number of European tourists in particular.</p>

8. THE WAY FORWARD

This Local Economic Development Strategy Document presents a broad approach to local economic development in the Zululand District Municipality for the short, medium and long term. The document addresses the following components:

- an overview of the current reality;
- the vision of the District Municipality with regard to local economic development;
- the key objectives of the municipality;
- the basic principles to be adhered to in the planning and implementation of local economic development in the District;
- the roles and responsibilities of the various stakeholders in economic development; and
- lastly, the strategies which the District intends to implement in order to realise its' vision and achieve its' objectives.

In terms of original programming for Siyphambili the Strategy Planning Phase (Phase 4a) would have been followed by an Operational Planning Phase (Phase 4b). The District has, however, on a recommendation of the Support Team, decided to move immediately into implementation focussing on a number of key projects linked to the strategies. The implementation planning phases will then be followed by the development of an operational plan at the end of the Siyaphambili Programme. This operational plan will guide the further implementation of local economic development once the contract of the Support Team comes to an end.

The next step in the process will therefore be to identify the key projects to be focussed on and to initiate the process of implementing, or facilitating the implementation of, such projects.