

# REVIEW OF THE NYANDENI TOURISM SECTOR PLAN FINAL STRATEGIC FRAMEWORK, INSTITUTIONAL AND IMPLEMENTATION PLAN (PART B)

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# Table of Contents

Section 6: Strategic Framework .....	2
6.1 Vision .....	3
6.2 Goals and Objectives .....	4
6.3 Strategic Pillars .....	6
6.8 Marketing Focus Area .....	19
6.9 Summary .....	23
Section 7: Institutional Framework .....	25
7.1 Introduction .....	25
7.2 Institutional Structure .....	25
7.3 Synthesis .....	46
Section 8: Implementation Plan .....	47
8.1 Implementation Framework .....	47
8.2 Implementation Programme .....	48
8.3 Implementation Plan .....	49

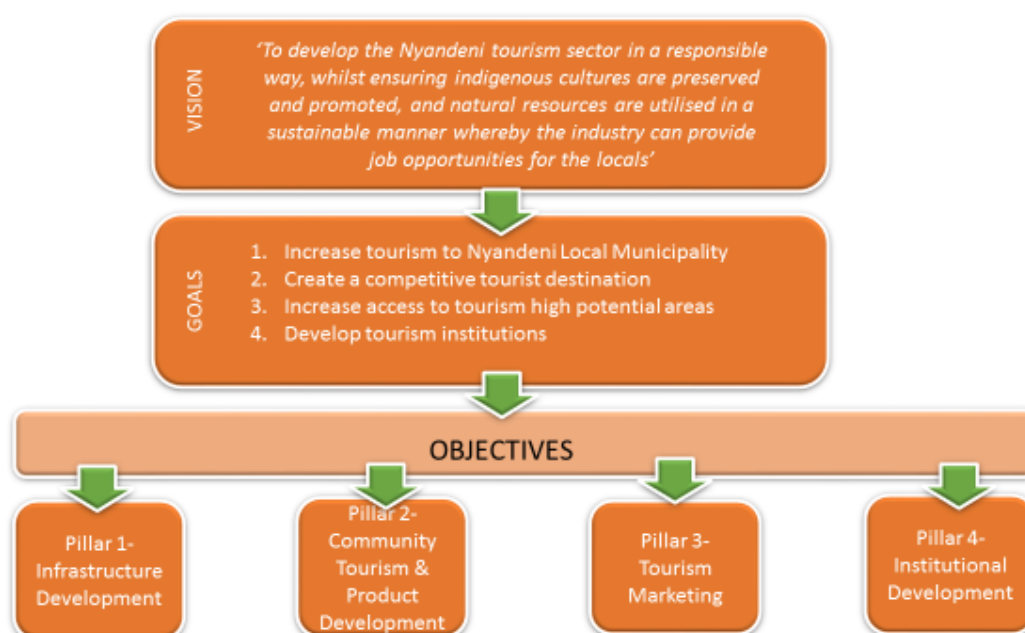
## Section 6: Strategic Framework

The purpose of this section is to present the development framework for the Nyandeni Tourism Masterplan and describe the methodology and/or rationale for the composition of each element.

The strategic framework builds on the foundation of the Situation Analysis and SWOT Analysis to provide a framework for achieving the required changes in the tourism industry. It identifies the vision to guide the direction of tourism development, goals and objectives to contextualise the vision and measure achievements. The vision is placed in the context of existing visions for the area as well as the National Tourism Sector Strategy. The strategic framework rests on key pillars which form the structure of the plan. Projects and programmes are identified, these can be interventions which require direct action, facilitation or coordination from the Nyandeni LM.

The strategic framework therefore contains the key priorities for tourism marketing, management and development for the Nyandeni municipal area and creates consensus among stakeholders on the fundamental actions going forward. Figure 6.1 provides the outline of the strategic framework.

**Figure 6.1 Strategic Framework**



## 6.1 Vision

The vision of the Nyandeni Tourism Sector plan was developed through a review of existing vision statements in documents such as the Municipal IDP as well as a visioning exercise which was undertaken during stakeholder workshops in the municipality.

The responsible tourism vision should be aligned to the Nyandeni Local Municipality's vision as per the IDP, which is:

*'A well governed place of opportunities characterised by integrated employment creating economy and sustainable functional urban and rural centres for better livelihoods'*

Key themes emanating from this vision are the creation of opportunities, focusing on local communities and to ensure better livelihoods.

Stakeholders in workshops reflected on the vision they wanted for the development of tourism in their municipality. Key elements that are reflected in the visions proposed by stakeholders are presented in Table 6.1 below:

**Table 6.1: Vision Keywords and Phrases identified by stakeholders**

Promotion of indigenous cultures	Proper marketing
Promotion of biodiversity	Promotion of existing attractions
Reliable infrastructure	Signature events
Promotion of eco-tourism	Training and business development

A key principle for the strategic framework is that Nyandeni wishes to undertake responsible tourism. Responsible tourism is an approach to the management of tourism, aimed at maximising economic, social and environmental benefits and minimising costs to a destination. Simply put, Responsible tourism is tourism **'that creates better places for people to live in, and better places to visit'**.

The **vision for the Nyandeni Responsible Tourism Sector Plan** is thus founded on these key vision elements **the proposed tourism vision for Nyandeni is:**

**'To be a sustainable, competitive tourism destination'**

Based on this vision, Nyandeni's mandate in terms of tourism development is to ensure:

- Responsible tourism is undertaken
- Promotion of culture tourism in a sensitive way
- Sustainable use of natural resources
- Creation of tourism sector and spinoff opportunities
- To develop a community that is tourist-friendly and aware of the needs of visitors

Based on the keywords and phrases identified at the workshops, the mission statement was also developed. **The mission statement for Nyandeni is:**

**'To be the premier Wild Coast destination that ensures preservation of cultures and sustainable use of natural resources, whilst also ensuring inclusive growth, employment, SMME creation and infrastructure development'**

## **6.2 Goals and Objectives**

In order to determine whether the tourism vision is being achieved goals and objectives have been developed. Goals give focus to the vision and are broadly articulated, whilst objectives refine the goals further into measurable and realistic targets.

The following goals have been identified for Nyandeni's Tourism Plan:

1. Increase the value of tourism to Nyandeni Local Municipality
2. Create a competitive tourist destination
3. Improve access to tourism high potential areas
4. Develop institutions around tourism

Under each goals a set of objectives have been developed. These set the performance standards ideally objectives should be SMART (i.e. specific, measurable, achievable, realistic and time-bound); it is not always possible to set quantifiable baselines due to the lack of appropriate statistical data on specific issues. This supports the need for regular and standardised statistical reporting.

The objectives for the responsible tourism plan as well as the rationale for each objective are set out as follows:

### **Objective 1: Establish linkages to Nyandeni products and itineraries within the Wild Coast Route by 2019**

The success of tourism development in the Nyandeni Local Municipality rests on the creation of partnerships between a range of tourism role-players. Currently the products in Nyandeni do not feature on itineraries for visitors to The Wild Coast. There are limited products in the municipality and road linkages are poor, however there is also a need to create marketing linkages with ECPTA, Wild Coast Holiday Association, Port St Johns LTO and tour operators.

Success in tourism is also largely based on how good business owners are at networking, thus opportunities to network through forum developments and shared marketing and intermarries, could be positive for businesses along the Wild Coast.

### **Objective 2: To empower local communities and existing community trusts in the skills, expertise and awareness to develop Community Based Tourism enterprises**

The development of any tourism product that is beyond the surveyed areas of the towns will need to be undertaken as a community based tourism venture. This has its own unique challenges but it also

presents opportunities for rural economic activity and transformation. As tourism develops in the municipality it is necessary to ensure that communities are empowered so as to take up opportunities presented by tourism. It is necessary to ensure that communities are empowered as to the opportunities of CBT thus a programme of empowerment, capacitation and awareness in communities and community trusts where tourism nodes have been identified should be undertaken.

**Objective 3: Increase the number of visitors to Nyandeni by 10% per annum by 2021**

Tourism product owners surveyed in Nyandeni indicated that overall tourist numbers, including domestic and international visitors, had increased over the last three years reaching 4 800 visitors per annum. It is estimated that formal accommodation in Nyandeni receives only a fraction of visitors to the Wild Coast. Thus if there's at least one new establishment annually, this increases visitor numbers by 10% per annum, taking it to over 6 000 visitors per annum in three years, with an increase of 483 visitors per annum.

**Objective 4: The establishment of at least three new tourism products or the expansion of existing products in Nyandeni by 2020.**

Nyandeni currently has 9 tourism accommodation establishments, which offer a limited variety of accommodation and suitability for all markets.

To create a competitive destination, it is imperative that the products on offer can cater for the markets which they are trying to attract. There is a need to increase the number of tourism products both accommodation, activity-based and support services. The role of Nyandeni municipality would be to identify areas of land for development within the town planning scheme, fast track nodal settlement developments in key tourism nodes and assist potential investors, existing business owners, and community tourism ventures in expanding the product base.

**Objective 6: Promote cultural/heritage linkages to Qunu, Mvezo and the Nelson Mandela Museum by 2017.**

Cultural heritage is an integral component of the resources of the wider O.R Tambo region, thus activities to link Nyandeni Municipality with existing cultural heritage products should be undertaken. These sites could include the Museums at Qunu and Mvezo and the Nelson Mandela Museum in Mthatha. Linkages could include packaging itineraries with events and products in Nyandeni, joint marketing, website linkages and creation of networks between these organisations.

**Objective 7: Develop Ntlangano Conservancy, Libode Eco-Park and Nyandeni Great Place as a viable recreational and tourism product by 2020**

There is a need to create tourism and recreational attractions inland. Nyandeni has an existing conservancy at Ntlangano and has developed the Libode Eco-Park as city public park. These are two under-utilised recreational spaces. They could be further promoted and managed to offer recreational and educational-tourism attractions, especially for the local market.

Nyandeni has cultural and historical heritage that should be restored and maintained for future generations. Cultural tourism offers a means preserving traditions and informing visitors and locals on their culture and heritage. Cultural and heritage products have been identified and need to be developed and promoted in order to preserve the area's historic and cultural significance, they offer

opportunities to grow the tourism sector. Development at the Great Place could allow for the site to play host to annual traditional cultural festivals, contemporary cultural festivals, markets etc. the development could allow for a space where culture and heritage are celebrated.

#### **Objective 9: Invest in key road infrastructure and road maintenance by 2017**

Infrastructure development has been highlighted as one of the key challenges for developing tourism in Nyandeni LM. Key roads that link coastal nodes to the R61 and N2 need to be upgraded and maintained. The R61 is in the process of being upgraded as part of the new N2 Toll Road. Other mobility corridors such as the Wild Coast meander should also be prioritised for government spending.

The DR 18030, which is the access road to the coastal area, requires surfacing and grading. This should be a focus for the municipality.

#### **Objective 11: Investment in beach infrastructure at key tourism nodes by 2020**

The coastal area of Nyandeni is the area's most iconic feature and needs basic infrastructure to allow visitors to enjoy it conveniently and safely. At prioritised beaches beach infrastructure should be constructed and maintained. The maintenance of the infrastructure will provide local employment opportunities.

#### **Objective 12: To build tourism related skills within communities through tourism mentorships and training by 2019**

The development of tourism skills is required to improve the employment prospects of the local community to be employed in tourism businesses or to start their own businesses. It can also improve the quality of services offered at existing products through improving the skills of employees. It also seeks to improve the skills for operating and being employed in tourism businesses. This objective seeks to facilitate training and tourism awareness programmes in all communities and to encourage community involvement and community driven initiatives in the tourism sector.

This is especially important as Nyandeni has a very high unemployment rate at 43%. The formal sector is very small and is not able to expand to the extent of absorbing new labour force entrants. Thus, it is imperative to support entrepreneurship and business development opportunities in the tourism sector. Mentorship and skills training programmes are an essential component of promoting business development.

### **6.3 Strategic Pillars**

The tourism vision, goals and objectives guide the formulation of strategic development pillars. Four strategic pillars have been identified under which projects are grouped, namely:

- Pillar 1- Infrastructure Development
- Pillar 2- Community Tourism & Product Development
- Pillar 3- Tourism Marketing
- Pillar 4- Institutional Development

**Figure 6.2 Pillars**

The pillars cascade from the vision, goals and objectives set out in the preceding sections and are the specific actions which need to be undertaken. The pillars were identified based on the opportunities and threats identified in the SWOT and from the workshopping activities, to position the Nyandeni LM to most effectively concentrate their resources to be able to exploit local tourism development opportunities and mitigate threats. The pillars also align with the NTSS strategic areas, as indicated in Figure 6.3



**Figure 6.3: Alignment to NTSS Pillars**

NTSS Pillars	Infrastructure Development	Product Development and Community Tourism	Tourism Marketing	Institutional Development
Visitor Experience	✓			
Destination Management Practises	✓			✓
Broad Based Benefits		✓		
Effective Marketing			✓	✓
Market Barrier Removal	✓	✓	✓	

## 6.4 Pillar 1: Infrastructure Development

### 6.4.1 Rationale

As part of the tourism systems approach, certain infrastructure is required for the tourism industry to develop on an effective manner. This includes the provision of hard infrastructure such as basic services (water and electricity), telecommunications, signage, tourism office etc. The presence of this infrastructure is important to the further development of Nyandeni's tourism industry as accommodation establishments, tour guides, restaurants and retailers also rely on these services to operate efficiently. Currently the infrastructure in Nyandeni is of a poor quality and road access is particularly poor.

### 6.4.2 Key outcomes of the Strategic Pillar

Several key outcomes/targets have been identified for the Infrastructure Development pillar, the implementation which will be outlined in the following section. The following outcomes have been identified:

- Develop and maintain bulk and tourism infrastructure
- Upgrading and maintenance of roads
- Signage at key locations
- Prioritise environmental issues

The following projects and programmes were identified for Nyandeni LM under the Infrastructure Development Pillar.

#### **6.4.3 Project 1: Infrastructure - Roads upgrade tourism nodes**

The aim of the project is to upgrade and maintain roads for use in major urban areas and to tourism high potential areas. The project also includes public transport and pedestrian infrastructure. Given the infrastructure backlog, it is essential for the municipality to develop partnerships with funders such as Department of Public Works and O.R Tambo DM to upgrade and maintain infrastructure. Road and public transport infrastructure will not only assist visitors to the area but also residents to access markets, economic opportunities and education.

Key activities in this project include:

1. Stakeholder Collaboration and Engagement
2. Implement the Integrated Transport Plan with tourism focus

Key road projects include:

**Road Maintenance Projects:** To increase accessibility to main and tourism nodes by undertaking an upgrade and re-grading of the gravel roads.

- DR 18030 (34.1km) road from R61 to Mthatha Mouth via Ngqeleni);
- DR08308 (36.2km) from R61 to Hluleka Nature Reserve (tourism route);
- DR08302
- DR08303 (15.1km) from Ngqeleni to R61 (strategic link route).
- DC18179 Improved Access to Ntlangano Area.
- Improved Access to Mlengana Ecotourism Area
- N2 to DR08175 via Nyandeni Great place

#### **Implementation Projects**

- Development of Wild Coast meander – provincial roads authority
- Upgrading of R61 mobility corridor by SANRAI
- Upgrade existing public transport facilities
- Upgrade sidewalks and pedestrian sidewalks.
- Upgrade stormwater systems in urban centres

#### **Planning projects**

- Maintenance and operations plans for Public Transport Facilities at Ntlazo, Libode and Ngqeleni.

### ***Project 2: Infrastructure – Sanitation, Energy and Waste***

This programme encapsulates projects that improve access to water, sanitation and energy for key tourism nodes and to assist in the overall development of the economy of the municipality. The Eastern Cape Coastal Management Programme indicates that on the Wild Coast development should be nodal in nature, meaning that there should also be areas that remain undeveloped. Development nodes should cater for a range of types and scale of development. Thus, infrastructure services should be prioritised for identified nodal developments.

The main towns along any proposed Wild Coast Route (R61, Wild Coast Meander etc.) are a key service centres and offer accommodation and other services. However, visitors are unlikely to visit towns that do not offer basic services or which do not have a pleasant environment and this includes the provision of water, sanitation, electricity, refuse removal, roads and street lighting.

Another aspect for consideration in this programme is the sustainable use of water and energy for tourism, as to promote responsible tourism.

Key activities under this project:

- Implement Nyandeni Storm Water Plan
- Waste and Refuse Collection:
- Waste Recycling projects
- Implement Sanitation projects as per IDP
- Electrification projects implemented as per IDP
- Investigate off grid village energy systems
- Prioritise water access at tourism attractions and nodes

### ***Project 3: Ablution facilities at beaches and tourism infrastructure***

The aim of the project is to ensure that identified beaches and tourism nodes have the appropriate facilities. Especially if access roads are improved the number of visitors to beaches could increase. There is also a municipal liability that may arise if the Municipality does not warn bathers or beach goers of potential hazards at the beach.

Thus the project aims to provide beach infrastructure on an appropriate scale including ablutions, signage, parking, footpaths, lifeguards and emergency telephone etc.

Nyandeni is currently lacking essential infrastructure which caters to the tourism industry. It is important to have such infrastructure which will ensure that tourists are provided for and for the provision of important information relating high tourism areas of Nyandeni.

Key activities:

- Identify key beaches for beach infrastructure
- Prioritise and develop a scale of beach infrastructure
- Confirm public liability municipality

- Develop a concept plan
- Secure environmental approval/ opinion
- Pursue supply chain processes for implementation

#### **Project 4: Manage Coastal Environments**

Within the context of sustainable development, the term environment encompasses the social, economic, biophysical and political spheres. Section 24 of the Constitution of the Republic of South Africa (RSA, 1996) legally mandates the government to ensure the people of South Africa is not harmed by the environment and the environment is protected against abuse. The Constitution also provides for co-operative government thus sharing both the responsibility and obligatory legislative provisions across the different spheres of government in terms of environmental management and conservation.

The management of the Nyandeni coastline's complex and sensitive environments is a challenging task. This will require managers to undertake strategic objective setting, definitive and implementable goals and ongoing monitoring of indicators to ensure effectiveness and improve efficiency.

This project would include conservation projects such as:

- Implement the Eastern Cape Coastal Management Programme guidelines for the Wild Coast including:
- Promote economic development
- Prioritise estuary management
- Promote holistic spatial planning and equitable access
- Expand protected areas
- The establishment of coastal set-back lines as identified in the ICM Act as a provincial responsibility. Coastal set-back lines, as detailed in the ICM Act, are prescribed boundaries that indicate the limit of development along ecologically sensitive or vulnerable areas, or an area that poses a hazard or risk to humans

Key activities include:

- Establish IGR with DEDEAT and DEA on environmental management issues
- Expand Working for Coasts – EPWP projects
- Put in place environmental by-laws
- Develop a climate change response strategy
- Develop coastal management plan and bioregional plans
- Enforcement of by-laws with the training and appointment of justice of the peace
- Expansion of waste recycling projects
- Awareness campaigns on littering

#### **Project 5: Coastal Nodal Development**

Mthatha Mouth, Mdumbi and Mngcibe have been identified as tourism/first order nodes/coastal settlements due to their environmental sensitivity, strategic location and feasibility of infrastructure

provision. Currently the tourism nodes require infrastructure suitable for the attraction and also the maintaining of the tourism sector, which ensures it caters for tourists.

#### **Project 5.1: Mthatha Mouth Tourism Nodal Development**

A feasibility assessment would need to be conducted to develop a concept for a development and assess the viability at Mthatha Mouth. The feasibility study would include the demand and supply aspects, where a gap would determine whether these facilities should be developed and what suitable features should be considered.

The facilities which have been considered by NLM, include a restaurant, coffee shop, bar, parking, walkway and viewing deck. It is important to note that a feasibility assessment of the area known as Mthatha Mouth has already been conducted. The feasibility looked at the viability of making the node a tourism one with a focus on tourists and catering to their needs. This would entail the development of infrastructure including roads, electricity, etc. Furthermore, as the land is communal land, it is vital to consult with the affected communities.

With the proposal of hospitality facilities, skills and training, to equip potential staff would also be necessary. Furthermore, other activities which need to be undertaken include:

- Completion of feasibility studies for infrastructure including; basic services such as water, electricity, stormwater, water treatment, road upgrade, town plans, etc.
- Seek potential funders
- Investment secured

#### **Project 5.2: Mdumbi Tourism Nodal Development**

Mdumbi has been identified as first order spatial node, with a focus primarily on attracting tourists due to its position at the coast. This indicates the area has potential to become a fully functional urban area/ resort node with the correct investment in infrastructure. Although the area has an existing, well established tourism product, in the form of Mdumbi Backpackers, further nodal development is required. Basic services including water and electricity are not easily obtained with water obtained from community stands. Furthermore, tourist industry infrastructure such as roads also require an upgrade.

As per the Mthatha Mouth Feasibility Study the Mdumbi Green Destinations project has already been approved. However, as the land is owned by the communities, land tenure issues have arisen. An amount of R 20 million was estimated for this project however no funders have been secured to take forward the project.

The features of this project could include accommodation with conference centre and bar. Other activities which need to be undertaken include:

- Further development of support infrastructure
- Seeking potential investors

### **Project 5.3: Mngcibe Tourism Nodal Development**

Mngcibe has been identified as a coastal settlement with the ability to attract tourists with its location at the coast. This requires that engineering services and other infrastructure to be developed to turn into a tourist attraction. And as an identified node this means it has been recognised as a priority area of Nyandeni LM.

A feasibility assessment would need to be conducted to assess the gap and therefore ascertain the viability of the proposed facilities and activity, which include accommodation facilities, the rehabilitation of the forest and the provision of beach access. The land is currently owned by Transcape NPO and the Mngcibe Community which would require a consultation between the involved parties.

DEDEAT and NDT have been identified as the chosen funders, with further consultation required.

## **6.5 Pillar 2: Product Development, Diversification and Community Tourism**

### **6.5.1 Rationale**

Due to the nature of land ownership in the municipality, community tourism must form part of the development agenda in the region. This offers opportunities for greater economic transformation of rural communities. Community tourism product development will form an essential component of increasing the number of products in Nyandeni.

### **6.5.2 Key outcomes of the strategic pillar**

Several key outcomes/targets have been identified for the Infrastructure Development pillar, the implementation which will be outlined in the following section. The following outcomes have been identified:

- Provision of training and skills to community tourism businesses
- Promotion of existing tourism products
- Develop a greater variety of tourism products
- Promotion of Heritage and Culture Products
- Promotion of adventure tourism

The following projects and programmes were identified for Nyandeni LM under the Product Development, Diversification and Community Tourism pillar.

### ***Project 1: Offer training on establishment of community tourism models***

The legal and business requirements of a community tourism venture can be onerous and communities may lack access to skilled professionals to assist them. Thus this project seeks to train

community trusts on trust establishment, tourism development and assist in creating linkages between community trusts and established product owners.

Beneficiaries of the training will be identified based on discussion with the LTO and identification of communities in high potential tourism areas. Training will be undertaken with identified communities and or community organisations in the effort to either establish a trust or to improve the existing functioning of the trust. After initial training and establishment, there would be a need to provide ongoing support to community tourism businesses through access to business, legal and tourism specialists.

Key activities:

- Identify existing community tourism operators and communities seeking assistance
- Develop training programme on community organisation/ trust establishment
- Develop training programme on community tourism
- Assist in establishment of trusts
- Provide ongoing support

### ***Project 2: Tourism skills training and awareness***

This project would involve basic tourism skills training for identified groups. This training might include:

- Basic business skills
- Tourism awareness
- Hospitality
- Mentorships with established businesses
- Tour guiding initial training and assistance with reregistering
- First Aid
- Health and Safety
- Know you area and tourists for frontline staff

Key activities:

- A prioritised list of training needs developed in conjunction with product owners, LTO and Nyandeni Municipality.
- Identify training beneficiaries
- Identify the funding model for training – wholly subsidised, part subsidised or non- subsidised
- Undertake training sessions
- Monitor the effectiveness of training

### ***Project 3: Development of Cultural Tourism Attraction at Nyandeni Great Place***

There's an array of heritage and culture in Nyandeni which is yet to be developed. The aim of this project would be the development of cultural tourism at the Great Place which would include cultural events where locals are involved in promoting their craft, food, dance and heritage. As culture/heritage is of importance to the O.R. Tambo DM, linkages between Nyandeni and other cultural festivals and events, cultural centres and Museums could be developed. A key linkage would be with the Mandela Museum and Qunu Visitor Centre.

Key activities:

- Create a platform to liaise with traditional leaders
- Undertake a feasibility study of cultural tourism at Nyandeni Great Place
- Based on feasibility study facilitate funding application

#### ***Project 4: Identify linkages with the N2 Toll road, Wild Coast Meander and Umzimvubu Scheme Development***

A number of mega projects have been identified for the pondoland region, of which portions fall into Nyandeni or Nyandeni may be indirectly affected. These indirect effects may include increased demand for housing, short term accommodation, services and retail of the construction phase. Once implemented increased traffic on the N2 toll road will offer diverse opportunities for tourism, retail and service development especially in nodes that the road passes through such as Libode. Other development which are on the cards are the Umzimvubu Dam Development and the Wild Coast Meander route.

It is therefore important for the Nyandeni Municipality liaise with the national departments and entities undertaking these ventures to align Nyandeni planning and to promote local labour usage and investment in spin-off opportunities.

Key activities include:

- Identify and approach key stakeholders
- Establish platform for discussions
- Identify action items and funding support

#### ***Projects 5: Coastal and Marine Adventure Facilities***

As with the rise and prominence of the blue economy in South Africa, coastal cities and towns are wanting to reap the benefit of their coastal economies by taking the initiative to include coastal and marine activities in their sector plans.

This project has various elements to it, including facilities, activities, infrastructure and tourism sector related services. These include:

- Visitor information centre
- Recreational facilities- water sport equipment, guiding, canoeing, quad bikes etc.



- Fuel station and ATMs
- Art and craft exhibitions
- Mini drama, dance and music theatre
- Children's play facility
- Boat tours
- Rest areas and road side stalls
- Area's specifically designated for beach sports
- Tourism Skills Development Centre
- Parking
- Building of boardwalks and viewing decks

## 6.6 Pillar 3: Marketing Initiatives

### 6.6.1 Rationale

The effective marketing of tourism products is an essential element for the success of the tourism sector of Nyandeni LM, as it is through marketing that brand awareness can be created. The marketing of available products has been uncoordinated, resulting in the confusion of available products. Although Nyandeni falls within the well-known Wild Coast, its products are still poorly marketed and not recognisable on the Wild Coast itinerary. Based on information from preceding chapters there is a gap in the marketing.

### 6.6.2 Key outcomes of the strategic pillar

Several key outcomes/targets have been identified for the Infrastructure Development pillar, the implementation which will be outlined in the following section. The following outcomes have been identified:

- Create marketing linkages
- Develop relationship with other products in the Wild Coast
- Update tourism database information

The following projects and programmes have been identified under the Marketing Initiatives Pillar.

#### ***Project 1: Linkages with existing marketing initiatives by ECPTA***

The marketing of Nyandeni on the Wild Coast has not been evident. The aim of this programme is to link Nyandeni with existing marketing initiatives such as those of ECPTA, SAT, product owners, TGCSA and the Wild Coast Holiday Association etc.

Key activities include:

- Linkages with SAT Shot 'left and ECPTA reserves and Coastal Route
- Linkages with Wild Coast Holiday Association

***Project 2: Create market access platforms for crafters***

The development of cultural tourism and business development in Nyandeni should take into consideration the development of artists and crafters in the region. Crafters in Nyandeni are currently only limited to the local market, due to lack of transport, limited financial means and limited use of the internet.

The aim of this project is to develop Nyandeni craft platform offering craft product development support, a physical space to market to tourists and linkages with markets nationally through IT. This would allow crafters to be exposed to a greater market, not only limited to Nyandeni, but also where tourists will be able to view and buy goods.

Key activities include:

- Identify crafters
- Identify crafters' needs
- Organise crafters around a support programme offering market access and product development
- Investigate feasibility of physical retail space
- Provide online market exposure

***Project 3: Update tourism information on municipal website and develop and update database and tourism statistics***

The municipality requires regularly updated tourism information, which will assist planners to manage and develop the destination. A standard collection tool and processes would be developed and rolled out and the information would be collected from visitors staying at accommodation facilities or visiting key attractions. The statistics would need to be kept regularly updated.

Key activities include:

- Collection of data from product owners
- Regular updating schedule of website
- Develop statistics protocol and procedures with product owners
- Distribute collection tool
- Analyse results monthly
- Report on results within IDP and Local Tourism Organisation meetings

**6.7 Pillar 4: Institutional Development****6.7.1 Rationale**

Institutional development looks to build well-functioning institutions in the municipality to capacitate individuals so that they can assist in the successful functioning of local tourism industry.

### 6.7.2 Key outcomes of the strategic pillar

Several key outcomes/targets have been identified for the Infrastructure Development pillar, the implementation which will be outlined in the following section. The following outcomes have been identified:

- Create platform for stakeholders
- Capacitate and grow the Local Tourism Organisation
- Develop linkages between organisations
- Develop the Nyandeni officials and councillors capacity to manage and plan for tourism competitiveness

The projects and programmes within the Institutional Development Pillar.

#### ***Project 1: Capacitate the Local Tourism Organisation***

The aim of this project is to capacitate and develop the Local Tourism Organisation (LTO). The LTO is an organisation funded in part by the municipality and in part by members. The LTO is responsible for the promotion and marketing of the area and the organisation of product owners. It will allow various stakeholders to share ideas and concerns relating to the promotion of the destination. The LTO is also responsible for marketing the destination through print and electronic media. The LTO is the key tourism institution within the municipality. To function effectively it will require necessary funding and administrative support from the local municipality.

Key activities include:

- Lobby for funding for LTO
- Provide administrative support to LTO
- Inclusion of LTO in tourism planning process.

#### ***Project 2: Establish a Tourism Forum***

A tourism Forum can be created as a stakeholder platform. A Tourism Forum is necessary to improve communications, cooperation and partnerships between key tourism stakeholders. A tourism forum would be constituted of the municipality, LTO, interested sector departments and product owners.

Key activities include:

- Identify key stakeholders to participate in forum
- Constitute Tourism Forum and develop Terms of Reference
- Schedule meetings
- Develop communication channels/linkages/networks

#### ***Project 3: Capacity Development of Nyandeni Staff and Councillors***

The aim of this programme is to provide Nyandeni staff in the Led directorate and Councillors with an appreciation of aspect of tourism destination development, planning and management. The rationale is that many municipal ventures are undertaken with limited focus on the market demands and awareness of tourists needs.

Key activities include:

- Identification of training themes and needs
- Identification of staff training programme
- Identification of councillor awareness programme
- Conduct training

## **6.8 Marketing Focus Area**

### **6.8.1 Target Market**

The marketing of tourism products is an essential element of the success of the tourism sector. Currently the marketing of the region has been undertaken in an uncoordinated manner. To ensure marketing initiatives are targeted at the right customer group Nyandeni needs to segment and analyse its markets and identify target markets that they can retain and grow.

*Target market is defined as a segment of the overall tourism market of a specific area where the area has comparative advantage. Tourism market segmentation allows for the identification of a tourist's unique preferences based on their lifestyle, media consumption, interests and mode of booking. By grouping tourists into market segmentation marketing can be targeted for a certain group, and will reach the intended group.*

The South African Tourism Marketing Growth Strategy focuses on the domestic market as a means to grow the overall tourism economy. The domestic market is said to be untapped market with great potential to reduce seasonality, improve geographical spread and increase transformation in the industry.

**Figure 6.4: Summary of the benefits of the Domestic Tourism Growth Focus**

Untapped potential of the SA Domestic Market	Current Domestic Tourism Landscape	Enhanced focus on Domestic Tourism
<ul style="list-style-type: none"> <li>The majority of South Africans have not taken a holiday in Sa</li> <li>SA has a lack of travel culture</li> <li>Growth in the domestic tourists spend per trip</li> <li>There are a number of marketing campaigns to raise awareness such as Shot' Left</li> </ul>	<ul style="list-style-type: none"> <li>Domestic tourism contributed 29% of tourism revenue in 2014</li> <li>VFR was the dominant reason for travel (73%) only 10% travelled for a holiday.</li> <li>Affordability remains the biggest gap for the domestic market</li> </ul>	<ul style="list-style-type: none"> <li>The SAT Domestic Growth Strategy, aims to:                             <ul style="list-style-type: none"> <li>Increase Domestic Tourism Revenue and volume</li> <li>Address seasonality and geographic spread</li> <li>In order to meet tourism growth targets= domestic tourism needs to grow</li> </ul> </li> </ul>

Nyandeni's tourism market currently consists of a small number of independent travellers from international and domestic markets. The diagram below indicates the type of tourists Nyandeni attracts.

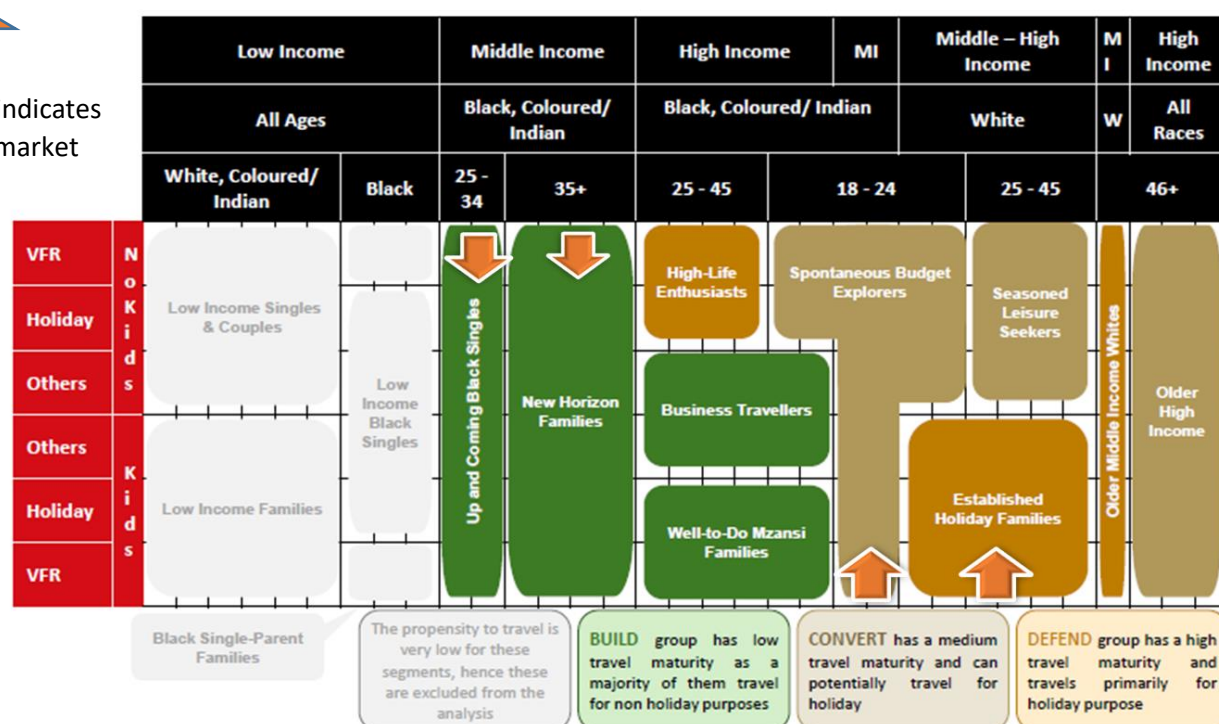
**Figure 6. 5 Nyandeni's Tourist Markets**

Defend	International Market	Build	Domestic Market	Business
	<ul style="list-style-type: none"> <li>Germany, Netherlands and Euro Zone</li> <li>Budget travellers - Wanderlusts</li> <li>Young</li> <li>Motivated by sports, adventure, culture, discovery, making a difference, visiting the beach.</li> <li>Activities include surfing, hiking, volunteering</li> </ul>		<ul style="list-style-type: none"> <li>Eastern Cape and countrywide</li> <li>Families, groups of friends</li> <li>Age varies</li> <li>Motivated by wilderness, nature, sea, activities on the beach.</li> <li>Activities include fishing, surfing, hiking, visiting the beach, camping</li> <li>Very limited VFR using formal accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Underdeveloped</li> <li>Limited to contractors and business people for Municipality</li> <li>Mthatha has a greater variety of accommodation and facilities</li> </ul>

Figure 6.6 Nyandeni Potential Domestic Markets- Domestic Insights Survey SAT



Arrow indicates target market



Source: SAT, 2016

Thus key domestic markets to consider developing include:

**Grow: Up and coming singles:** middle income, single persons, Black, Indian or Coloured. They have a lower propensity to travel but through SAT tourism marketing initiatives such as Shot 'left this market is being activated.

**Grow: New Horizon Families:** Families, with adults aged over 35 years, Black, Indian or Coloured. They have a lower propensity to travel but through SAT tourism marketing initiatives such as Shot 'left this market is being activated.

**Retain and Grow: Spontaneous Budget Explorer:** Middle income, between 18-25 years old, all races, predominantly single but also families. Has a medium travel propensity and can be converted to travel more.

**Retain and Grow: Established Family Holidays:** Characterised as white, upper middle income, families and single travellers. Already an existing market to the area and can be grown further.

## 6.8.2 Marketing Strategy

The Ansoff Matrix defines four strategies that can be perused to market Nyandeni LM and its products. This matrix is a tool that can be used to identify objectives for tourism growth and offers strategic

choices that could be used depending on the type of market product (existing or new). The strategies are as follows:

**Market Penetration:** This strategy is used when entering a market in which current products already exist. This entails improving competitiveness, innovation and quality. Targeted marketing is used to attract customers away from its competitors, convince non-users to try the product or convince current clients to use the product more

**Product Development:** Is the strategy used to bring a new product to the market. This strategy involves designing and conceptualising a new product or implementing and redesigning the product to suit the market.

**Market Development:** The market development strategy involves providing the existing product range to new markets. The product therefore remains the same, but it is marketed to a new audience. Market development will require changes to marketing strategy i.e. new distribution channels, different pricing policy, new promotional strategy to attract different types of customers.

**Diversification:** The diversification strategy refers to the marketing of new products to new markets/ customers. Diversification involves high risk as both market and product are new and unknown and it requires long term approach.

Figure 6.7 Product Market Growth Strategies



It is recommended that Nyandeni pursues a **Product Development** marketing strategy, which produces new products within the existing market. This can be achieved through target marketing (via linkages), quality improvements and coordination.

### 6.8.3 Market Initiatives

A marketing strategy should make use of linkages to larger regional marketing initiatives such as the Wild Coast marketing of ECPTA and the Wild Coast DTO. Some recommendations that could be included:

- **Education opportunities**- open days at Provincial Nature reserves, where visitors get 1st hand experience
- **Campaigns**- focused on affordability of weekend getaways, which is to encourage travel amongst those residing in the EC; 'package experiences' and link to affordable accommodation
- **Local consumer shows**- promoting the destination and product to the domestic market through Indabas and shows. Use of the ECPTA platforms.
- **Wild Coast Route website**: with support from OR Tambo, Port St Johns, Mbizana and Mbashe LMs.

These do not necessarily have to **be stand-alone Nyandeni initiatives, can link with greater Wild Coast Route marketing of ECPTA.**

## 6.9 Summary

The Strategic Framework chapter has outlined the vision, objectives and the various key projects and programmes proposed as part of the Review of the Responsible Nyandeni Tourism Plan. The Nyandeni vision provides the central direction which the municipality wishes to take and the direction of the tourism sector, which is possible through a set of objectives and goals. Nyandeni's tourism vision focuses on the community and creating opportunities which ensures better livelihoods.

The goals and objectives which were selected flowing from vision led to the identification of four strategic pillars under which key projects and programmes are grouped. The identified strategic pillars include:

- Pillar 1- Infrastructure Development
- Pillar 2- Community Tourism & Product development
- Pillar 3- Marketing Initiatives
- Pillar 4- Institutional Development

The pillars are based on the opportunities and threats identified in the SWOT and from the workshopping activities, to position the Nyandeni LM to most effectively concentrate their resources. They are also aligned to the National Tourism Sector Strategy (NTSS). Fourteen projects and



programmes were identified, and the activities within each project or programme have been specified. Furthermore, concept plans were developed which provide the municipality and stakeholders with direction. These concept plans are provided as an appendix to this report.

Great focus has been placed on the need for marketing collaboration as the means to undertake marketing initiatives. The marketing strategy recommends **product development** marketing, which entails the creation of new products whilst retaining the current market. The focus on product development can only be achieved if there is a supportive environment for tourism – through infrastructure especially roads, water and energy and supportive institutions. A number of new products and attractions were identified and these include community based tourism ventures, cultural tourism attractions and promoting beach tourism. There are significant opportunities that are available to Nyandeni to exploit, to make the area a compelling tourism destination.

## Section 7: Institutional Framework

### 7.1 Introduction

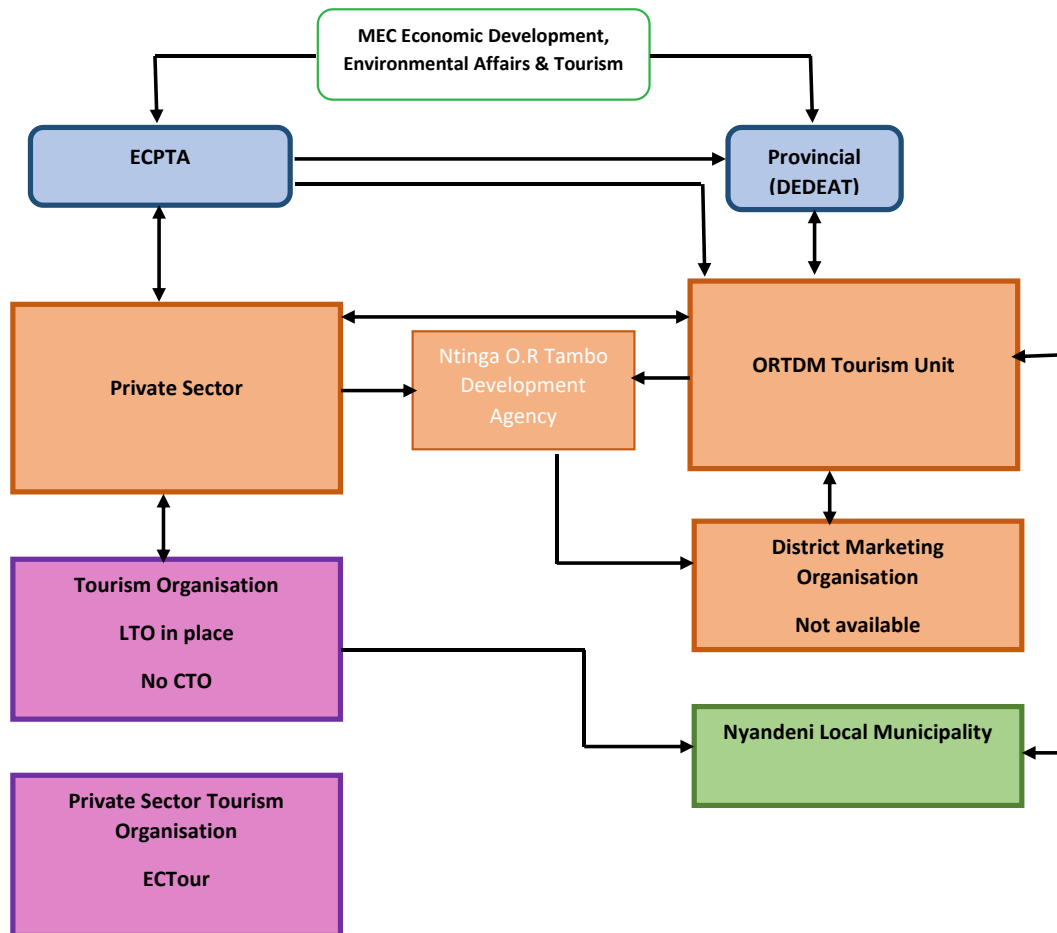
The institutions around tourism development are a crucial element in implementing a tourism development strategy. Without capacitated, coordinated and effective institutions the strategy will not be implemented. A weakness identified in Nyandeni is the lack of institutions to develop a conducive tourism environment. This includes the institutions directly involved in provincial tourism promotion such as ECPTA and DEDEAT but also those that indirectly assist in developing tourism such as Department of Roads and Transport, SANRAL, SAPS etc. An aspect of institutional development is the development of fora that bring stakeholders together and which promote integrated and co-operative governance.

This section offers a profile of the main institutions that are tasked with tourism development and their mandates. It considers the capacity within these institutions and their internal organisation around the tourism portfolio. It also recommends institutional developments to support the Nyandeni tourism framework such as capacitating the Local Tourism Organisation and the creation of a tourism forum.

### 7.2 Institutional Structure

Proper institutional arrangements are essential in ensuring the successful coordination, implementation, management and monitoring of interventions that support investment in the tourism industry. The framework for tourism organisations at a local level is set out in section 7.2.3. Figure 7.1 provides an illustration of the interactions between provincial and local tourism structures. It also indicates where there are gaps in the Nyandeni institutional fabric.

Figure 7.1 Institutional Structures

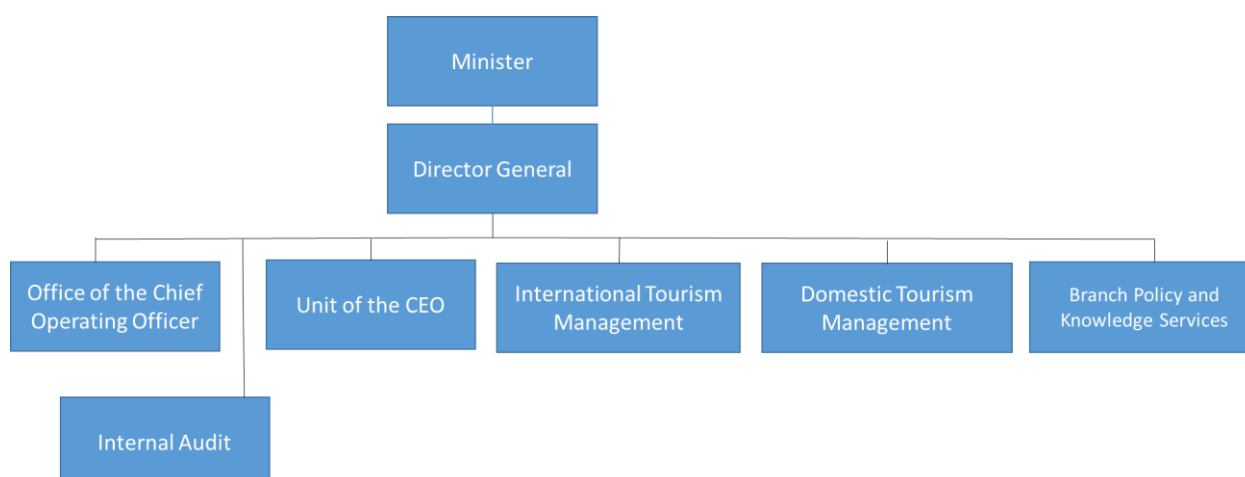


## National

### a) National Department of Tourism

The NDT's core mandate is to facilitate conditions conducive to sustainable tourism growth and development for South Africa. In delivering on this mandate, tourism is regulated by the Tourism Act (Act 72 of 1993), as amended, and the White Paper on the Development and Promotion of Tourism in South Africa (the Tourism White Paper of 1996). The Act provides for the promotion of tourism to and within South Africa, and for the further rationalisation of the tourism industry, while the White Paper provides a framework and guidelines to achieve this. The legislation envisions the sustainable development of the tourism sector as a national priority, enabling the sector to contribute significantly to the improvement of all South Africans' quality of life (NDT, 2013).

The NDT's Vision is to be globally celebrated as a leader in tourism excellence and their mission is to collectively and boldly promote responsible and sustainable tourism for the benefit of all South Africans.

**Figure 7.2: Organisational Structure of National Department of Tourism**

Source: NDT, 2013

**Relevance to Nyandeni**

NDT is responsible for overall policy development and thus Nyandeni initiatives and plans should be aligned with the NTSS. The National Department also has funding mechanisms available such as the Social Responsibility Fund. The institution also has a tourism research and knowledge management function, which provides knowledge on best practises and market research. This information is of use to smaller regional destination marketers. The product development unit within NDT has project management and facilitation experience to assist identified projects to be implemented.

**7.2.1 Provincial**

At the provincial level the entities tasked with tourism development are the **Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)** and its entity mandated with provincial reserve management and tourism development, that being the **Eastern Cape Parks and Tourism Agency (ECPTA)**. The following are their roles and responsibilities:

**a) Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)**

DEDEAT's vision is 'sustainable development underpinned by economic growth and sound environmental management'. DEDEAT derives its mandate from Schedule 4 and 5 of the constitution of South Africa (DEDEAT, 2015). This includes their work around:

- Promotion and regulation of casinos
- Racing
- Gambling
- Liquor licenses
- Consumer protection
- Environmental management

- Industrial promotion
- Nature conservation
- Pollution control
- Regional planning and development
- Tourism development
- Trade and investment promotion
- Urban and rural development

The department implements its initiatives and programmes under seven strategic pillars each which are guided by related policies. The seven strategic pillars are as follow:

1. Realignment and streamlining of DEDEAT and its public entities to increase effectiveness and efficiencies.
2. Rapid advancement of rural development to address Apartheid-created spatial distortions and poverty.
3. Management and protection of the natural environment.
4. Protection, diversification and expansion of our manufacturing services sectors.
5. Achieving a sustainable balance between economic growth and responsible use of land and natural resources.
6. Creating an enabling regulatory function that ensures legal and regulatory compliance.
7. Creation of an enabling environment to support enterprise development (DEDEAT, 2015).

DEDEAT units that are of specific interest to this study include economic development and environmental management.

### 1. Economic Development

Programmes and Sub-Programmes:	Key Department Responsibilities
<b>Integrated Economic Development:</b> <ul style="list-style-type: none"> <li>• Enterprise development</li> <li>• Local Economic Development</li> <li>• Economic Empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of a platform for standardised business development and support.</li> <li>• Promotion of SMME and cooperative development.</li> <li>• Promotion of equity in the economy.</li> <li>• Empowerment of citizens and previously disadvantaged.</li> </ul>

<b>Business Regulation and Governance:</b> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Regulation Services</li> <li>• Consumer Protection</li> <li>• Liquor Industry Regulation</li> <li>• Gambling and Betting Sector Regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of certainty in business transaction</li> <li>• Provision of avenues to redress lack of resources and information</li> <li>• Provision for a stable and excelling liquor industry</li> <li>• Provision for a stable and thriving gambling and betting industry</li> <li>• Implementation measures to protect citizens from alcohol and gambling side effects</li> </ul>
<b>Trade and Industry Development:</b> <ul style="list-style-type: none"> <li>• Trade and Investment Promotion</li> <li>• Sector Development Industry</li> <li>• Industry Development</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of industry and sector development</li> <li>• Promotion of business development growth including export of products</li> <li>• Provision of various support mechanisms to provincial economy</li> </ul>
<b>Economic Planning, Research and Policy Formulation:</b>	<ul style="list-style-type: none"> <li>• Consider spatial issues in development</li> </ul>

## 2. Environmental Affairs

Programmes and Sub-Programmes:	Key Department Responsibilities
<b>Policy Co-Ordination and Environmental Planning</b>	<ul style="list-style-type: none"> <li>• Reduction of greenhouse gas emissions</li> <li>• Promotion of climate change adaptation and mitigation projects</li> <li>• Protection of biodiversity by maintaining and expanding biodiversity parks</li> <li>• Promotion of safe and healthy air, land and water environment</li> <li>• Implementation and enforcement of environmental legislation and regulations</li> </ul>
<b>Ecosystems biodiversity and natural heritage management</b>	<ul style="list-style-type: none"> <li>• Management of sustainable exploitation by communities of limited resources</li> <li>• Ensuring effective management of balance between nature and humans</li> <li>• Protection of sea shores</li> <li>• Establishment and maintenance of protected areas</li> <li>• Implementation and enforcement of environmental legislation and regulations</li> </ul>

Programmes and Sub-Programmes:		Key Department Responsibilities
Environmental quality management		<ul style="list-style-type: none"> <li>• Issue and management development authorisations as per the legislation</li> <li>• Management of waste disposal licensing</li> <li>• Conservation of natural resources</li> <li>• Implementation and enforcement of environmental legislation and regulations</li> <li>• Monitoring of air quality for healthy environment</li> </ul>
Compliance/enforcement		<ul style="list-style-type: none"> <li>• Implementation and enforcement of environmental legislation and regulations</li> </ul>
Environmental Services	Empowerment	<ul style="list-style-type: none"> <li>• Empowerment of communities and staff on environmental issues</li> </ul>

Source: DEDEAT, 2015

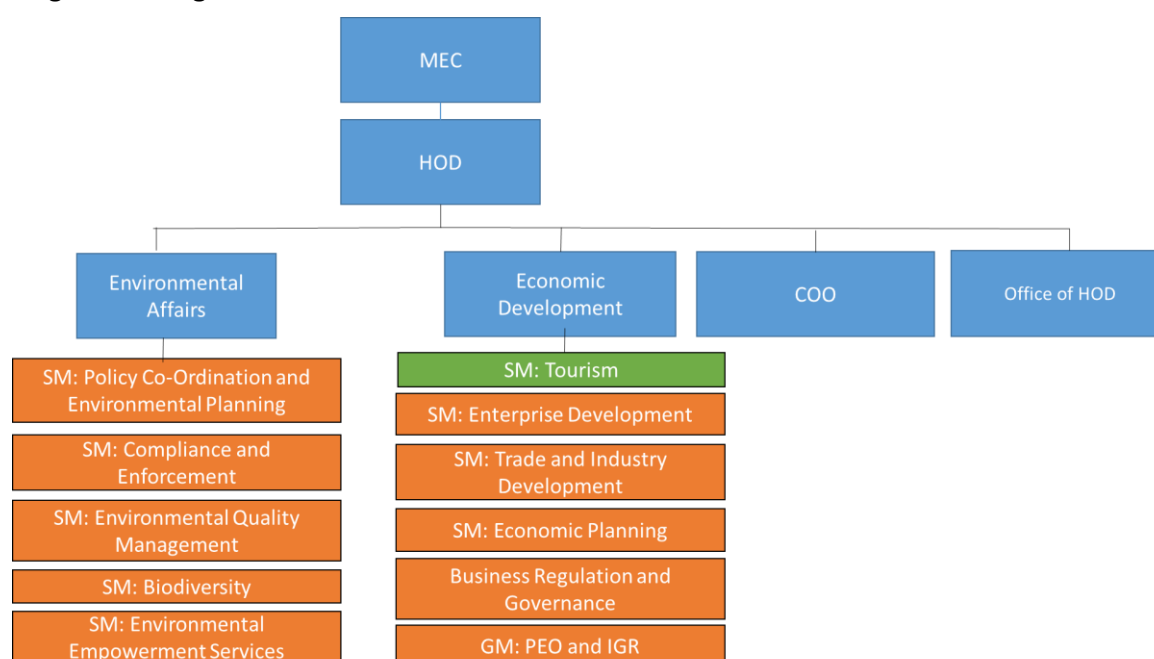
Figure 7.3 indicates the positioning of units involved in environmental management and tourism within the organisation's structure. The sub-programmes within each programme give an indication of the focus areas of the Department.

Economic Planning:

- Policy and planning
- Research and Development
- Knowledge Management
- Monitoring and evaluation

Tourism:

- Tourism Planning
- Tourism Growth and Development
- Tourism Sector Transformation

**Figure 7.3: Organisational Structure of DEDEAT**

Source: DEDEAT, 2015

Key challenges affecting DEDEAT institutional functioning include:

- There is a mismatch between the resource allocation to the department and the importance of activities it undertakes. Considering the department is tasked with policy development, research and monitoring etc.
- DEDEAT is often involved beyond its mandate in cases where the supporting institution lacks capacity. This creates functions that are on paper undertaken by two organisations.
- There is a lack of information to monitor effectiveness of programmes (DEDEAT, 2015).

### b) The Eastern Cape Parks and Tourism Agency (ECPTA)

The Eastern Cape Parks and Tourism Agency (ECPTA) is listed in Schedule 3-C of the Public Finance Management Act (PFMA), reporting to the Department of Economic Development, Environmental Affairs and Tourism (DEDEAT). Eastern Cape Parks and Tourism Agency was established in 2010 when the **Eastern Cape Parks Board** and **Eastern Cape Tourism Board** merged. The agency was established under the Eastern Cape Parks and Tourism Agency Act 2010 (Act 2 of 2010), which is entrusted with the key responsibilities to develop and manage protected areas and promote and facilitate the development of tourism in the province. Thus agency is also responsible for the management and development of the 21 Eastern Cape provincial nature reserves. The mission of ECPTA is to become: “ECPTA will become the premier conservation and tourism agency by actively pursuing equitable low-carbon economic growth through innovation and collaboration in these sectors” (ECPTA, 2015).

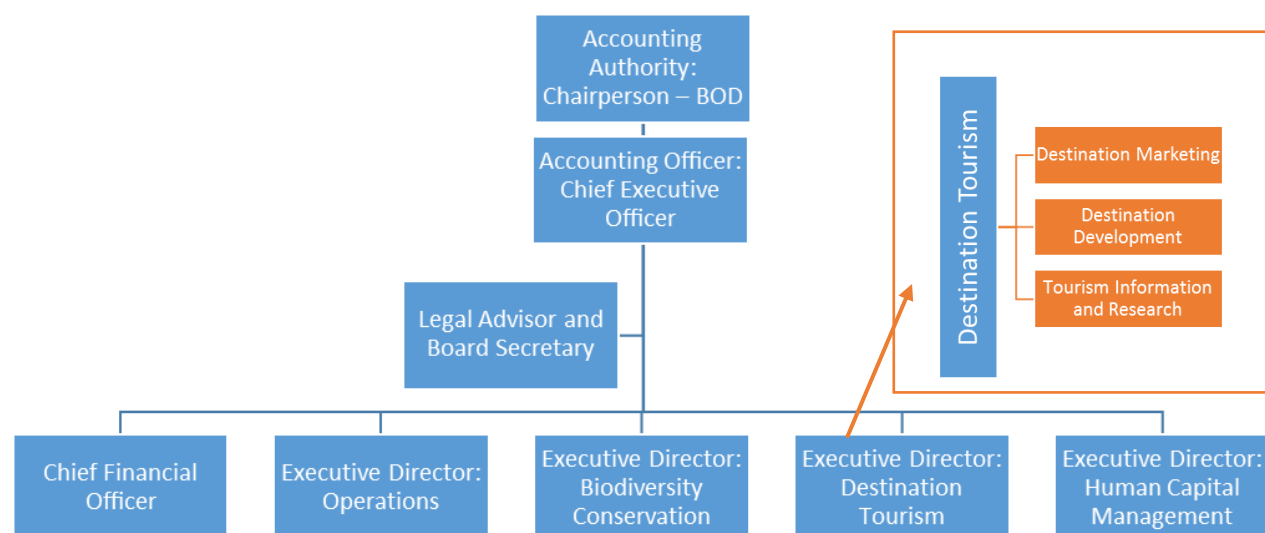
The strategic goals of the ECPTA are:

1. To secure key biodiversity in the Province
2. To serve as a catalyst for all dimensions of tourism in the Province
3. To establish and maintain an efficient and effective institution



The current organisational structure of the ECPTA is comprised of departments with particular mandates and areas of responsibilities, these include biodiversity conservation, destination tourism and operations. The current organogram is provided in Figure 7.4.

**Figure 7.4: Organisational Structure of ECPTA**



Source: ECPTA, 2012

The Biodiversity Conservation Department is responsible for achieving the first of the ECPTA's strategic goals which is to secure key biodiversity in the province. The Destination Tourism Department is required to achieve the second ECPTA strategic goal, namely to serve as a catalyst for all dimensions of tourism in the Eastern Cape. The Operations Department is responsible for managing the tourism and reserves regional operations and effectively managing and safeguarding the protected areas. The Operations Department is required to achieve all three ECPTA strategic goals. The Operation Department is of relevance to the tourism framework in Nyandeni as one of the ECPTA reserves, Hluleka is within the municipal area and this is a key attraction for the municipality.

### 1. Biodiversity Management

Strategic Objectives	Objective Statement
Biodiversity Decision Support	To implement a decision support system for biodiversity in the province.
Protected Area System Expansion	To expand the protected area system by 70 000 hectares by 2019.

## 2. Destination Tourism

Strategic Objectives	Objective Statement
SA Tourism Ranking	To ensure that the Province is ranked in the top 3 most-visited destinations in the domestic market by 2020.
Tourism Industry Transformation	To expand participation of previously disadvantaged business owners in the mainstream tourism industry

## 3. Operations

Strategic Objectives	Objective Statement
Revenue Growth	To grow annual revenue generated through on-reserve activities (hospitality and game management) to R22 million by 2019.
Protected Area Management	To maintain effective management of protected areas in line with national targets.
Reserve security	To comply with relevant legislated prescripts for the security of protected areas.
Provincial conservation transformation	To expand participation of previously disadvantaged individuals in the game and conservation industries.

Source: ECPTA, 2015

The Department's Tourism Destination sub-programmes include:

- Destination Marketing;** This programme promotes the Eastern Cape as a preferred tourist destination through institutionalising the ECPTA brand. This involves promotion of the domestic market as a key growth area. ECPTA has focused on the domestic market as it believes that the growth of the domestic market has the potential to drive performance in the international market. This objective is thus aligned to the vision of the National Tourism Sector Strategy which is to position South Africa as one of the top 20 tourism destinations globally by 2020. This also involves the allocation of resources to product development will increase the attractiveness of the Province as a domestic destination to meet visitor expectations. Initiatives to resuscitate the multi-sectoral tourism safety program, inclusive of improved tourism signage, is a vital intervention in the overall brand-building and tourism marketing approach. The use of electronic and social media channels need to be explored to reach new market segments.

- **Destination Development:** This entails ensuring compliance with the Provincial Tourism regulations, implementation transformation initiatives in the sector, monitoring the development of quality tourism products and facilitates investment opportunities for the tourism sector.
- **Tourism Information and Research:** ECPTA is the provincial tourism marketing and development entity for the Eastern Cape and thus tourism research falls under their area of responsibility. ECPTA is pursuing a strategy to develop capacity to undertake this function.
- **Registrar of Tourism:** The Registrar should provide oversight and monitor the compliance of tourism products and tour guides with legislation. In terms of Eastern Cape Parks and Tourism Agency Act 2010 (Act 2 of 2010), all tourism products and tour guides must register with ECPTA and ensure their registration is kept up to date. Although this legislation exists it is de facto not adhered to.

The key institutional challenges that ECPTA faces are:

- Loss of institutional memory, as the organisation has in twenty years gone through four major restructures.
- The income for the institution is derived from DEDEAT and thus financial stability and the threat of reduced funding is always present.
- The lack of a centralised information management system.
- There is no internally generated marketing intelligence for use by its marketing department or other provincial marketing departments.
- ECPTA must balance tourism marketing both its reserves as well as the province as a tourism destination, this creates confusion in the market place if one responsibility is not clearly defined from the other.
- Weak relations with external stakeholders (ECPTA, 2015)
- Lacks a customer focus

These weaknesses noted, ECPTA is the institution mandated with provincial destination management and marketing and thus every effort needs to be made for Nyandeni to collaborate and work with ECPTA.

#### Relevance to Nyandeni

As a small municipality, which has indicated lack of funding and a small budget to undertake large scale tourism related projects, Nyandeni requires the assistance of provincial departments and entities such as DEDEAT and ECPTA. Not only do they require financial support but also tourism support for institutional matters, which has halted tourism development. The municipality and relevant departments should create a tourism specific forum for such where tourism matters are at the heart of it.

#### 7.2.2 District

##### O.R. Tambo Tourism Unit

The O.R. Tambo District Municipality was established in terms of Section 12 of the Local Government: Municipal Structures Act, (Act No. 117 of 1998). In terms of the organogram, tourism forms part of the Rural, Economic and Development Planning Unit. The O.R. Tambo District's LED function encompasses developing tourism and is predicated on the following guiding principles:

- Maintaining a rural focus where appropriate;
- Boosting local economic growth based on developing tourism and the existing local resources in agriculture;
- Labour-intensive procurement policies.

### **Ntinga O.R. Tambo Development Agency**

Ntinga O.R. Tambo Development Agency is a service utility company which was established by the O.R. Tambo District Municipality as a 'Special Purpose Vehicle' responsible for leading Local Economic Development in the district.

The vision of the agency is to create 'vibrant and sustainable communities' through:

- Regional economic development with a strategic focus
- Operation as a state-owned company
- Streamlined operations and Total Quality Management
- Resource identification and attraction
- Robust approaches
- Continuous improvement
- Facilitated partnerships for enterprise development

In line with the agency's mandate, Ntinga's services seek to promote and influence the economic development of the district with services focusing on; Agricultural Development, Community Afforestation and Rehabilitation, Commercial and Industrial Development, Sustainable Villages Development, Tourism Development and Promotion, Human Capital Development, Enterprise Development and Support Services, Strategic Investments and Trade Promotions and Municipal Consulting Services.

Ntinga is mandated to implement tourism in O.R Tambo, through its Tourism Programme which has objectives including:

- Tourism sector plan development and implementation strategy formulation.
- Linking provincial and national tourism initiatives.
- Facilitate the establishment of tourism enterprises.
- Facilitate development of regional entrepreneurs into the industry.
- Participate in the establishment of regional and local tourism organization.

Ntinga has been involved in supporting Nyandeni with involvement in investment promotion for Hluleka Nature Reserve and the establishment of the LTO.

### 7.2.3 Local

‘Local tourism is defined as a function of local authorities within the constitution.’ According to the local government municipal structures Act of 1998; ‘local tourism’ is a municipal function and ‘promotion of tourism for the area of the district municipality’ is a function of the district.

Local and district municipalities undertake the tourism function via the tourism unit based within their organisational structures alternatively; appoint service providers to undertake the function. These external organisations are regional district and local tourism organisations.

Nyandeni Local Municipality’s organisational structure consists of five departments which are meant to align to the four core focus areas of the Municipality. The five functional departments include:

- Office of the Municipal Manager
- Corporate Services
- Budget and Treasury Office
- Community Services
- Planning and Development
- Infrastructure Development

Each department represents a functional area of work and is further divided into sub-functional components. The table below indicates the duties of each department.

**Table 7.2 Focus areas of NLM Departments**

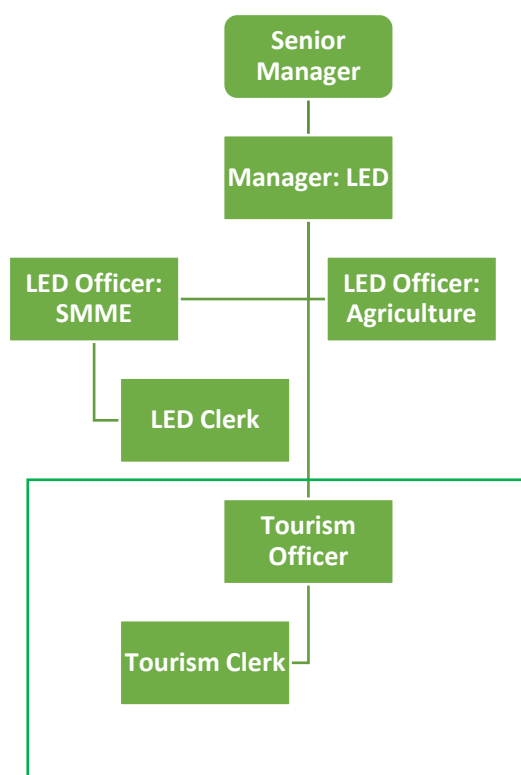
Department	Focus Areas
<b>Municipal Manager</b>	<ul style="list-style-type: none"> <li>• Legal Services</li> <li>• Internal Audit</li> <li>• Council Affairs</li> <li>• Communication</li> <li>• Risk Management</li> <li>• Municipal Planning</li> <li>• Intergovernmental Relations</li> <li>• Special Programmes</li> <li>• Public Participation</li> </ul>
<b>Corporate Services</b>	<ul style="list-style-type: none"> <li>• Human Resources Management</li> <li>• Human Resources Development</li> <li>• Integrated Employee Wellness (OHS, EAP &amp; HIV/AIDS)</li> <li>• Employment Equity</li> <li>• Information Communication Technology</li> <li>• Records Management</li> <li>• Facilities Management</li> <li>• Customer Care</li> </ul>

<b>Budget and Treasury</b>	<b>Management of:</b> <ul style="list-style-type: none"> <li>• Municipal finances</li> <li>• Supply Chain Management processes</li> </ul>
<b>Community Services</b>	<ul style="list-style-type: none"> <li>• HIV AND AIDS and health related matters</li> <li>• Safety and Security</li> <li>• Parks and public spaces</li> <li>• Cleansing</li> <li>• Refusal Removal and Solid Waste Disposal</li> <li>• Early Childhood Development</li> <li>• Sports, Arts and Culture</li> <li>• Traffic and Parking</li> </ul>
<b>Planning and Development</b>	<ul style="list-style-type: none"> <li>• Local Economic Development</li> <li>• Rural Development</li> <li>• SMME and cooperatives</li> <li>• Tourism Development</li> <li>• Small town Revitalisation</li> <li>• EPWP</li> <li>• Agriculture Development</li> </ul>
<b>Infrastructure Development</b>	<ul style="list-style-type: none"> <li>• Electricity (maintenance of street lights and electrification of households)</li> <li>• Construction and maintenance of access Roads</li> <li>• Public Amenities</li> <li>• Storm water management</li> </ul>

Source: NLM, 2015

All top and middle management positions are filled. As of February 2015, 280 of a possible 312 positions across all departments of the municipality were filled (NLM, 2015). After the Municipal Manager's Department, the Planning and Development Department, which tourism falls under, had the most occupied positions, where twelve of the fifteen positions were filled.

The Local Economic Development (LED) Unit falls within the Planning and Development Department. It is divided into three sub sectors: Agricultural Development, SMME and Cooperatives Support and Tourism Development. It is headed by the LED Manager, who reports to the senior manager of Planning and Development and comprises of three LED Practitioners and two administration support staff. The LED unit is also supported by a Manager of Spatial Planning, a professional planner registered with the South African Council of Town and Regional Planners (SACPLAN). In total the LED Unit has six posts, all are filled. To show commitment to tourism the municipality has indicated the need to include an additional tourism related post in the form of a Tourism Information Officer (NLM, 2015). It is recommended that no additional posts be created within Nyandeni LM for tourism management but that the focus be on ensuring that there is capacity to fulfil projects and objectives with existing posts allocated.

**Figure 7.2 Nyandeni LED Unit Organogram**

Source: NLM, 2015

In addition, several LED stakeholder engagement forums have been established to promote stakeholder and community participation. These include:

- Nyandeni Cooperatives Forum
- Nyandeni Local Tourism Organisation
- Informal Traders Association
- Arts and Craft Association
- Nyandeni Farmers Association
- Taxi Association
- LED Forum (LTO being one of the stakeholders)
- Economic and Infrastructure Cluster

The function of tourism usually lies mainly in a specific division within government (local, national, provincial) however; tourism is impacted upon by various other divisions. Other government departments and agencies can come together to have a positive impact on development of tourism in the area. Government agencies at national and local government levels such as roads and transport, emergency services, waste management etc. play a role in managing a destination and therefore impact on tourism.

Example: If NLM was organising a tourism event, these sector departments could come together as follows:

Government Function	Activity	Relevant Organisation
Local tourism	Event marketing	LTO / Nyandeni
Emergency services	Reaction in the event of accidents	Nyandeni Disaster management, SAPS, Traffic Department
Police services	safety of tourists, visitors	SAPS, NSRI
Waste management	refuse removal	Nyandeni
Traffic and parking	Traffic regulation	Nyandeni

Tourism related projects as per IDP are indicated in the table below:

**Table 7.3: Projects and Programmes**

Project	Funding Source	Funding Year		
		2015-2016	2016-2017	2017-2018
Tourism Development	OPEX	R 262 000	R 277 458	R 292 996
Life Guards Support	OPEX	R 700 000	R 741 300	R 782 813
Support to LTO	OPEX	R 104 800	R 110 983	R 117 198
Mlangane Development Project	OPEX	R 54 800	R 58 033	R 61 283
Mdumbi Hotel and Conference Centre	OPEX	To Source funding		
Branding and signage	OPEX	R 52 400	R 55 492	R 58 599

Source: NLM, 2015

### National, Provincial, District and Local Tourism Organisations

The Tourism Institutional Framework has several tiers including National, Provincial, District, Local and Community Tourism Organisations.

The three spheres district and local of government (District, Local and Community) are interdependent and interrelated. This means that each sphere operates in its own unique area but is required to co-operate with each other within a system of co-operative governance and intergovernmental relations.

A representative from the LTO sits at the DTO; therefore local issues from the LTO are brought forward for discussion at the DTO meetings. An **informal relationship** exists between District and Local



Municipalities as the district determines destination marketing and overall research whereas; the Local Municipality implements programmes and projects on the ground.

### **District Tourism Organisation (DTO)**

The District Tourism Organisation is a stakeholder platform for those involved in the district's tourism sector and is a key tourism institution needed within the District. The DTO or District-level tourism function should in effect play a coordinating role, and develop an effective visitor information network thereby linking all the fully functioning LTO's in the district.

A DTO is needed to create an enabling environment to allow the tourism sector to grow. This institutional structure supports tourism development in the District and hence should be developed. The District Tourism Organisation allows for greater communication and cooperation between the various tourism stakeholders. Once it is established, it is important that the DTO receives the necessary funding and administrative support from District government to establish itself as a key tourism institution.

Actions needed in order to establish the DTO are:

- Lobby for funding of the District Tourism Organisation
- Administrative support to the District Tourism Organisation is necessary
- Inclusion of the District Tourism Organisation in District tourism planning process.

The structure of the DTO usually consists of the following:

- a) A Management Board: consisting of representatives of the local tourism organisations, tour guiding association, Portfolio Councillor of the District Municipality,
- b) District Municipality's Tourism Development Coordinator, representatives of Tourism Working Group and an employee of the Tourism.
- c) An Executive Committee
- d) The Secretariat

The District Tourism Organisation role is to manage and guide the development of responsible tourism in the district. Its aims as per its Terms of Reference are:

- a) Further tourism in the district, promote or undertake publicity of tourism in any acceptable form; promote the development of the tourism sector in the district;
- b) Promote progressive transformation and the participation of SMME's in the tourism sector in the district;
- c) Provide advisory and information services;
- d) Promote and undertake research related to tourism;
- e) Take such steps as the founding members or the Management Board considers desirable for the encouragement of the development, achievement and maintenance of satisfactory and acceptable standards in tourism establishments and facilities within the district;
- f) Encourage the adoption of measures for providing training and instruction for persons employed or intending to take up employment in the tourism industry;

**O.R. Tambo District Municipality currently does not have a DTO in place.**

### **Local Tourism Organisation (LTO)**

LTO's are placed in the lowest tier of the hierarchical structure of organisations of tourism at a destination. LTO's are usually non-profit organisations that promote a destination area to consumers. In most cases LTO's have small budgets and limited mandate within the institutional structuring of tourism in a particular country. These are limiting factors in terms of marketing and promotional channels that can be utilised. It is suggested due to these constraints that smaller LTO's partner with regional tourism organisations as well with other tourism organisations therefore limited marketing funds can be used effectively (Keyser, 2009).

The overarching role of the LTO is to create interest in the destination area in its entirety. The role of LTO's are as follows:

1. Operating tourist/visitor information office
2. Marketing the destination through print and electronic media
3. Running an accommodation booking system
4. Running tourism awareness programmes in schools
5. Attending regional (Eastern Cape) consumer shows
6. Running community tourism awareness programmes/initiatives
7. Attending national consumer and trade shows
8. Establishing and co-ordinating community tourism forums
9. Co-ordinating bids for conferences and events
10. Lobbying for improvements in infrastructure, e.g. road upgrades
11. Managing events
12. Providing input to municipal tourism policy
13. Undertaking research
14. Providing input to municipal planning for tourism in the local area
15. Disseminating market research to members
16. Providing advice and information to tourism entrepreneurs
17. Organising familiarisation tours for the trade & media
18. Assisting with tourism business skills development

The municipality currently does have a LTO that's operational, however it is limited in its duties.

### **Nyandeni LTO**

The Nyandeni LM Local Tourism Organisation (LTO) was formed 8 years ago, and with no clear programmes of its own, it is largely dependent on the municipality for funding and tourism related programmes. The LTO is currently just an association and is not registered. It is currently responsible for:

- Marketing

- Increasing economic activity
- Ensuring involvement of communities in tourism related activities such as cultural festivals
- Communication between stakeholder/ product owners and the municipality (LTO, 2016)

The LTO is guided by a constitution and Terms of Reference which were established at the formation of the organisation. Although there is a constitution, it has been indicated that some aspects of it need to be reworked, for example there should be a large focus on businesses. The Terms of References has two main focuses; marketing and capacity.

The Nyandeni LTO comprises of those in the tourism sector and even those that form part of the value chain, essentially those who have an influence and on the tourism sector. **The LTO has twenty members**, with product owners paying membership fees of R 500 p.a for product owners and R 200 p.a for tour guides etc. The Nyandeni LTO comprises of the following:

- Tour operators
- NGOs
- Transport Agencies
- Community Representatives
- Retailers
- Nyandeni Local Municipality
- Hotel and Guest Association
- Crafters

The projects which the Nyandeni LTO undertook included the Greenfair Festival, a debate session, Nyandeni Marathon, flea-market and ongoing empowerment projects. The immediate plans of the LTO include:

- Empowerment of new product owners; to ensure they run successful tourism products
- Marketing- as a high priority
- Mobilising on key infrastructure projects such as roads and electricity
- Transformation of the tourism industry

**The annual IDP allocation for the LTO is R 150 000.**

The Nyandeni LTO faces several challenges which have hindered its growth and have caused a lack of a formalised tourism industry in Nyandeni. The three main challenges are

- Lack of office space
- Lack of support from its constituency
- lack of funding
- Lack of consolidation of resources
- Lack of marketing of Nyandeni especially on the internet
- Not enough signature events
- Lack of information about area

Nyandeni needs to create a Tourism forum as a platform for wider stakeholder engagement, beyond that at the LTO.

Although there is an Nyandeni LTO the tourism sector of is still underdeveloped. This problem can be attributed to the challenges which the LTO currently faces. The LTO can act as the Municipality's tourism implementer however this would require it be well resourced.

### **Action Plan for Nyandeni LTO**

The following short term actions are identified:

- As one of the main function of an LTO, the implementation of a Program of Action is required.
- This would require an Appropriate Structure and a Tourism Strategy to be in place. The review of the Tourism Strategy is currently underway. An Appropriate Structure should have balanced representation from public and private sector stakeholders to ensure that sufficient skills and experience are available to implement a Program of Action.
- As mentioned above, Nyandeni LTO is currently not a registered company. Ideally it can either be a Public Private Partnership (PPP), an association, Section 21 Company or Trust.
- Formalisation of organisation which will allow for legal agreement to exist between municipality and organisation such that NLM can be held accountable for tourism service delivery.
- Consider amendments to the constitution.
- Larger municipal support to LTO and Tourism Forums which need to be established as per concept plans.
- The current municipality allocation is very low. If the municipality is to be serious with tourism the amount allocated to the LTO needs to increase

### **Nyandeni Budget**

It is imperative that the Nyandeni LTO be sufficiently well resourced to undertake tourism marketing and development initiatives. This would also need to consider marketing partnerships as well. As marketing, will be of benefit to the private sector products, it is recommended that some of the operational and marketing budget be covered through funding from the private sector. Two mechanisms by which funds can be raised from the private sector for the Nyandeni LTO are:

- **Membership subscriptions:** All tourism product owners would be required to pay a monthly subscription fee towards the Nyandeni LTO.
- **Event fees:** A portion of the entrance fees/ticket prices of key events within the Nyandeni Local Municipality should be allocated to the Nyandeni LTO

### **Nyandeni Proposed LTO Budget**

**Table 7.4 Proposed LTO budget**

# REVIEW OF NYANDENI TOURISM SECTOR PLAN

Budget Items	2017/2018	%	2018/2019	%	2019/2020	%
<b>Income</b>						
Municipal Allocation	R 200 000	67.7%	R 250 000	70.4%	R 901 000	88.6%
Membership Fees	R 10 440	3.5%	R 11 484	3.2%	R 12 632.4	1.2%
Event Fees (30%)	R 84 900	28.7%	R 93 390	26.3%	R 102 729	10.1%
<b>Total Income</b>	<b>R 295 340</b>	<b>100%</b>	<b>R 354 897</b>	<b>100%</b>	<b>R 1 016 361.4</b>	<b>100%</b>
<b>Expenditure</b>						
Salaries and wages					R 649 000	60.2%
Rental of LTO Office					R 120 000	11.1%
Administration Costs	R 5 000	7.4%	R 5 500	7.4%	R 6 050	0.6%
Direct Marketing	R 10 000	14.8%	R 11 000	14.8%	R 12 100	1.1%
Administrative Costs	R 7 500	11.1%	R 8 250	11.1%	R 9 075	2.9%
Office Costs					R 60 200	5.6%
Brochures	R 20 000	29.6%	R 22 000	29.6%	R 24 200	2.2%
Trade and Consumer Shows	R 10 000	14.8%	R 11 000	14.8%	R 12 100	1.1%
Travel	R 15 000	22.2%	R 16 500	22.2%	R 18 150	1.7%
<b>Total Expense</b>	<b>R 67 500</b>	<b>100%</b>	<b>R 74 250</b>	<b>100%</b>	<b>R 1 078 875</b>	<b>100%</b>

It is strongly recommended that a full business plan be developed for the operation of the Nyandeni LTO. This will enable outside funding to ascertain exact funds needed and where funds are utilised, and encourage the LTO to have a detailed breakdown of their annual financial needs.

### **Nelson Mandela Bay Tourism**

The Nelson Mandela Bay Tourism Association is responsible for tourism related products and activities in the Nelson Mandela Bay which includes Port Elizabeth, Uitenhage and Despatch. Members pay membership fees of either R55 per month (Basic membership- SMME's and small establishments) or R 120 per month (Primary Membership-Larger accommodation establishments, product owners and businesses receiving direct benefit from tourism e.g. private game reserves). Membership fees give members access to benefits such as listing in the NMBT visitor guide, advertising on the NMBT site, invitation to workshops, marketing platforms etc., essentially broadening the member's reach.

In the 2014/15 financial year, the organisation received R 16 570 500 in municipal operational grant funding, and a further R 500 000 in capital investments for special projects, with the hope of securing R350 000 per annum thereafter. Other sources of income for the association include; commercial activities (retail, commission on bookings, ticket sales) and marketing partners.

Some key elements which have ensured the association remains successful include;

- The support of the municipality in monetary (municipal grant funding of over R16 million) and institutional support
- The support of private sector
- The membership benefits (marketing, advertising, workshops) which ensure a return for members
- Source other income streams such as commercial activities
- Co-host large scale events in the Nelson Mandela Bay such as Ironman Africa

### **7.2.4 Private Tourism Associations**

#### ***ECTour***

The Emfuleni Corridor Tourism Association is a private sector marketing association which is funded by Emfuleni Resorts- Sun International as per obligation which requires them to reinvest in tourism in the province. The association comprises of six associations; Addo, Wild Coast, Karoo Heartland, Tsitsikamma, Kouga-Baviaans, and Route 72, of the nine tourism nodes of the Eastern Cape. Only one representative from each node can sit on the board, which is chaired by the CEO, Jonker Fourie. The member organisations include accommodation, activities, restaurants, farm stalls and attractions. One of ECTour key roles involves assisting member organisations with sourcing funding (ECTour, 2016).

#### ***Wild Coast Holiday Association***

The Wild Coast Holiday Association is the representative for the Wild Coast node. The Wild Coast Holiday Association, is an association of members who are owners of property along the Wild Coast.

The association incorporates Wild Coast tourism products and activities, and serves as a branding tool where these are marketed under a larger banner. The products, activities and attractions which form part of the association, are located in Chintsa, Coffee Bay, East London, Haga, Centane, Mazeppa Bay, Mbotyi, Morgan Bay, Port Edward, Qolora Mouth and Qora.

Nyandeni LM currently has no linkages with the Wild Coast Association (Wild Coast Association, 2016). The association is rebranding and wanting to include more products, which is an opportunity for Nyandeni. As an already existing brand with reputable products, this could assist Nyandeni with marketing, which would enable the municipality to reach an even greater market.

### **7.3 Synthesis**

The section has indicated the role which provincial, district and local tourism organisations need to play in the tourism framework for Nyandeni. One of the key areas is to ensure the municipality receives support not only limited to financial support but also institutional support especially for the LTO. It is essential that the LTO receives support as it is an important organisation representing the private sector and the municipality in tourism development. In the medium term two positions at the LTO could be supported to professionalise their operations. A tourism forum is also recommended to promote wider stakeholder communication. No additional positions were identified for within Nyandeni municipality.

## Section 8: Implementation Plan

The strategic framework developed in the previous chapter identified programmes and projects per strategic pillar. These projects need to be developed further and direction provided on their implementation. Thus an implementation framework is set out in this chapter to provide guidance.

The expected economic benefits associated with tourism are unlikely to materialise unless there is an effective implementation of the actions. The purpose of the implementation plan is to provide tools to direct the relevant stakeholders in the implementation of the tourism strategy.

The plan has been designed to align to the structure of the previous chapters and to the systems approach of this strategy. It therefore considers each component of the tourism system based on the focus areas identified. These implementation areas are both tourism specific such as: marketing and product development and general improvements to the environment such as roads, security and infrastructure.

The key stakeholders expected to implement projects within the Tourism Strategy is the Nyandeni Local Municipality itself. Other implementation partners include the O.R Tambo District Municipality, DEDEAT, DSRAC, ECDC, CATHSSETA, SEDA, COGTA, Department of Roads and Public Works and the private sector. It is also recommended that the Nyandeni Tourism Sector Strategy be incorporated into the district and regional planning for the region.

### **8.1 Implementation Framework**

As part of the implementation framework it is important to consider the potential impact of an intervention or project, especially on the natural environment. In addition to an intervention's environmental impact there are several other principles that need to be considered when interventions/projects are implemented. Some of these are highlighted below:

- **Feasibility Assessments**

Feasibility studies should be undertaken for a specific intervention as required. Feasibility studies can include an economic, financial, technical and environmental component which assesses the impact the proposed tourism intervention will have on the entire tourism environment. The environmental feasibility assessment will have a direct bearing on the overall sustainability of the intervention.

- **Legal Compliance**

As part of the implementation process it will also be necessary to ensure that the required permitting process is undertaken prior to the implementation of the intervention. This is particularly important regarding interventions that comprise a construction component. Key legislation here are the National Environmental Management Act No.15 of 2009, National Water Act No. 36 of 1998, Natural Heritage Resources Act No.25 of 1999 and the National Environmental Management Waste Act No. 59 of 2008.



- **Community Involvement**

Involving and engaging with the community that will be affected by the tourism intervention is essential to ensure their buy-in and to establish formal working relationships. In some cases it may be essential in order to ensure legal compliance.

- **Sustainability**

Sustainability refers to both financial and economic sustainability, as well as environmental sustainability. All tourism interventions and projects need to be operated under best business practises to ensure that the use of the natural environment is properly managed and degradation is controlled. Failure to adequately manage, monitor and control the interventions/projects can affect the long-term viability of the intervention and potentially lead to legal action.

## **8.2 Implementation Programme**

The following section outlines the various interventions/projects as per their expected time frames as well as their proposed budgets. Implementing agents and other responsible parties are also identified. Critical to the implementation process is ensuring the interventions are correctly prioritised. This ensures that quick-win interventions occur first. Figure 8.1 outlines the proposed intervention phasing

**Figure 8.1 Proposed intervention phasing**

Phase 1: Short Term	Phase 2: Short to Medium Term	Phase 3: Medium to Long Term
<ul style="list-style-type: none"> <li>•Infrastructure-roads upgrade at tourism nodes</li> <li>•Tourism skills training and awareness</li> <li>•Update tourism information on municipal websites and develop and update database and tourism stats</li> <li>•Linkages with existing marketing initiatives by ECPTA</li> <li>•Establish a Tourism Forum</li> <li>•Capacitate the Local Tourism Organisation</li> <li>•Identify linkages with the N2 Toll road, Wild Coast Meander and Umzimvubu Scheme Development</li> <li>•Offer training on establishment of community tourism models</li> </ul>	<ul style="list-style-type: none"> <li>•Ablution facilities at beaches and tourism infrastructure</li> <li>•Offer training on establishment of community tourism models</li> <li>•Capacity Development of Nyandeni Staff and Councillors</li> <li>•Create market access platforms for crafters</li> <li>•Development of cultural tourism attraction at Nyandeni Great Place</li> <li>•Manage coastal environments</li> <li>•Coastal and marine adventure facilities</li> <li>•Mthatha Mouth Beach Development</li> </ul>	<ul style="list-style-type: none"> <li>•Infrastructure – Sanitation, Energy and Waste</li> <li>•Mdumbi Green Destinations</li> <li>•Mngcibe Lodge</li> </ul>

**Phase 1: Short Term Interventions**

There are several interventions which can be considered quick wins and should be implemented by the Nyandeni Local Municipality as a matter of urgency. These interventions are primarily based on creating a tourism enabling environment, by upgrading current infrastructure and provision of tourism support to the municipality. These interventions include:

**Phase 2: Short to Medium Term Interventions**

The interventions identified in this section are those that can be undertaken over the short to medium term but are based on a foundation created by the implementation of Phase 1 interventions. These interventions focus on developing the tourism environment of Nyandeni for visitors and the marketing of the area. As Nyandeni Local Municipality has limited brand recognition amongst tourists, linkages to existing marketing initiatives in the area *will be vital to promote the area and increase demand for attractions.*

There has must be an adequate supply of good quality tourism products within the municipality to attract tourists, hence the need for further product development. As existing products are developed and new products introduced (based on visitor information obtained in Phase 1) the volume of foot traffic will increase leading to the further development of the tourism sector. Furthermore, as the tourism sector develops it is important that the environment is managed properly. Thus, environmental management programmes need to be considered for the short to medium term.

**Phase 3: Medium to Long Term Interventions**

The interventions identified in Phase 3 are those that require a considerable level of planning, funding and information before implementation. The nature of these interventions therefore requires that they be implemented over a longer period than other interventions. In some cases the planning has already occurred and thus they will be implemented in the short to medium term.

**8.3 Implementation Plan**

The Nyandeni Tourism Sector Strategy Project Implementation Plan is outlined below. The plan provides the basic details per project, in terms of the organisation responsible for the project and the budgetary requirements. It also provides guidelines as to the broad timeframes for the implementation of each project. This information will allow for these projects to be included in the drafting of the IDP or other planning documents.

Tables 8.3.1 to 8.3.4 present the Project Implementation Plan for the Tourism Sector Strategy

### 8.3.1 Infrastructure Development

Table 8.1 Infrastructure Development

Intervention	Possible Funder	Budget and Phasing				
		15/16	16/17	17/18	18/19	19/20
Infrastructure- roads upgrade at tourism nodes	NLM, MIG, DoT, ORTDM, ECDRP	R 219 920 407	R 79 131 175	R 55 065 000	R 35 195 000	R 42 910 000
Infrastructure- Sanitation, Energy and waste	DEDEAT, Eskom, NLM, MIG, SEDA, ORTDM	R 13 043 316	R 1 181 271	R 1 718 991	R 250 000	R 250 000
Facilities at beaches	ORTDM, NLM, DEA, DEDEAT			R 3 470 000	R 449 400	R 480 858
Manage Coastal environments	NLM, ORTDM, DEA, DEDEAT			R 2735 000	R 2 209 100	R 2 250 440
Mthatha Mouth Tourism Nodal Development	ORTDM, DEDEAT	To be determined				
Mdumbi Tourism Nodal Development (Feasibility Study)	ORTDM, NLM,			R1 000 000		
Mngcibe Tourism Nodal Development (Feasibility Study)	DEDEAT, NDT			R1 000 000		

### 8.3.2 Product Development, Diversification and Community Tourism

Table 8.2 Product Development, Diversification and Community Tourism

Intervention	Possible Funder	Budget and Phasing				
		16/17	17/18	18/19	19/20	2020-
Offer training on establishment of Community Tourism Models	NDT, DEDEAT	R 1 500 500	R 600 000	R 600 000		
Tourism Skills Training and Awareness	DEDEAT, CathSETA, NDT, LTO, product owners		R 300 000	R 200 000	R 200 000	
Development of Cultural Tourism attraction at Nyandeni Great Place	CathSETA, NDT, DEDEAT, product owners, LTO		R 300 000	R 200 000	R 200 000	
Identify linkages with the N2 toll road, Wild Coast Meander and Umzimvubu Scheme Development	NLM, ORTDM, DEA, DEDEAT	R 120 000	R 120 000	R 120 000		
Coastal and Marine adventure facilities (feasibility)	DEDEAT, NDT, CathSETA, Private sector	To be determined				

### 8.3.3 Marketing Initiatives

Table 8.3 Marketing Initiatives

Intervention	Possible Funder	Budget and Phasing				
		16/17	17/18	18/19	19/20	2020-
Linkages with existing marketing initiatives ECPTA, SAT, Product Owners, ECTour and TGCSA marketing initiatives	DEDEAT, NDT, ECPTA, NLM	R 100 000	R 110 000	R 120 000		
Create marketing platform for crafters	DSRAC, DEDEAT, NDT, NM			R 1 000 000	R 10 000 000	R 2 000 000
Update tourism information on municipal website and develop and update database and tourism statistics	NLM, ECPTA, LTO		R 160 000	R 63 600	R 67 416	

### 8.3.4 Institutional Development

Table 8.4 Institutional Development

Intervention	Possible Funder	Budget and Phasing				
		16/17	17/18	18/19	19/20	2020-
Capacitate the LTO	NLM, ECPTA, LTO	R 50 000	To be Decided			
Establish Tourism Forum	NLM		R 34 400	R 36 464	R 38 651. 84	
Capacity Development of Nyandeni staff and councillors	NLM, DEDEAT			R 500 000	R 0	R 0

# ANNEXURE 1

## CONCEPT NOTES

## 1. Infrastructure - Roads upgrade tourism nodes

Infrastructure development has been highlighted as one of the key challenges for developing tourism in Nyandeni LM. Although the municipality suffers from extreme lack of services and infrastructure, only general infrastructure upgrades would be contained within the IDP. Within this action plan only infrastructure relating to key nodes and access have been identified. The Nyandeni Spatial Development framework offers guidance on managing settlement growth and development.

### Project Purpose

To improve the accessibility to key tourism nodes within the municipality and improve service provision within these nodes, including provision of water, energy, sanitation and stormwater.

### Description

Road infrastructure supports domestic and regional needs and is an effective catalyst for spatial development, and the development of businesses, transport systems and human settlements. Road infrastructure is important as it provides connections to the external world, and specifically, access to markets and public services, such as ambulances and police services. The building of roads is also an important source of job creation, especially if labour intensive methods are used, which helps alleviate poverty and unemployment (National Treasury, 2011). National treasury estimated in 2011 that the cost of a new road or major repairs of existing roads typically cost about R3.5 million per kilometre for a lightly trafficked paved rural road (National Treasury, 2011). Whilst a freeway can cost tens of millions of Rands per kilometre.

Road construction at the provincial and local level needs to be informed by projected mobility and settlement patterns, which take into account plans for key economic nodes and spatial development. Planning for road infrastructure needs to be incorporated into the IDP and Integrated Transport Plan for the area. A key challenge for road investment delivery is the lack of effective institutional arrangements and proper coordination this is due to the broad constitutional assignment of functions for roads. SANRAL has capacity to undertake large, complex new build road infrastructure and is the entity taking forward the new N2 Toll Road. Inefficiencies in road infrastructure delivery, have contributed to the inability of many provincial authorities to maintain the quality of the provincial transport system. At the municipal level, this is further exacerbated as financial and planning constraints have contributed to considerable parts of municipal access roads (including unproclaimed roads) being in very poor condition.

Nationally the numbers of vehicle registrations for light passenger vehicles has increased. With more cars on the road municipalities need to consider means to develop integrated public transport systems. Although Nyandeni's population is widely dispersed this may offer an opportunity to promote greater usage of public transport.

The N2 Toll Road has seen SANRAL undertake improvements to existing sections or the brownfields sections of the road between Mthatha and Port St Johns. Apart from the construction activity in the area and associated job creation, this project would also create the opportunity to unlock tourism potential of the area, through better accessibility, new scenic routes and new bridges at Msikaba and Mtentu which could become tourist attractions in their own right. SANRAL expects bridge construction to commence in 2017 and the greenfield construction to commence in 2018-2021 (SANRAL, 2016).

Much of the road network in Nyandeni is unproclaimed, meaning that they have not been formally adopted by any sphere of government.

The key challenges faced by municipalities in road infrastructure is:

- **Inappropriate prioritisation in allocating budgets:** Prioritisation of new infrastructure happens at the expense of maintaining existing assets.
- **Maintenance budgets:** This budget item cannot be treated as a discretionary line items and be the first to be cut when other projects materialise. Municipalities need to be constantly investing in the refurbishment of their infrastructure and ensuring that aging assets are upgraded timeously.
- **Non-integrated housing developments:** These occur because provinces are not working closely with municipalities to plan the location of new housing developments, as a result houses get built where the support road infrastructure does not exist.
- **Excavations by other service providers and illegal practices:** These excavations damage the road infrastructure, as does overloading of heavy transport vehicles.
- **Loss of key technical staff:** Often key staff are not replaced or they are replaced by less qualified staff. A recent survey by the South African Institute of Civil Engineering revealed that 79 of the 231 local municipalities had no civil engineers, technologists or technicians on their permanent staff.
- **Lack of asset lifecycle planning capability:** Maintenance of roads and storm water infrastructure is mainly done on an adhoc basis as there is no proper base for planning and budgeting for planned maintenance of infrastructure (National Treasury, 2011).

Municipalities can access grant funding through Public Transport Infrastructure and Systems Grant (PTIS) or through allocating a portion of their equitable share for road construction projects. In rural municipalities use is often made of The Department of Public Works for road construction. Road maintenance can be boosted by accessing the Expanded Public Works Programme (EPWP). Municipalities still however need to budget for road maintenance, this takes the form of routine maintenance, upgrading and rehabilitation activities.

The total estimated cost of all the listed projects in the Nyandeni Integrated Transport Plan is **R432,221,582**, whilst the total estimated cost of the projects listed for the 2015/2016 financial year is **R219,920,407** (Nyandeni, 2015).

## Objectives

The objectives of upgrading bulk infrastructure in Nyandeni are:

- **Road Maintenance Projects:**  
To increase accessibility to main and tourism nodes by undertaking an upgrade and re-grading of the gravel roads.
  - DR 18030 (34.1km) road from R61 to Mthatha Mouth via Ngqeleni);
  - DR08308 (36.2km) from R61 to Hluleka Nature Reserve (tourism route);
  - DR08302
  - DR08303 (15.1km) from Ngqeleni to R61 (strategic link route).
  - DC18179 Improved Access to Ntlangano Area.
  - Improved Access to Mlengana Ecotourism Area
  - N2 to DR08175 via Nyandeni Great place

### Implementation projects

- Development of Wild Coast meander – provincial roads authority
- Upgrading of R61 mobility corridor by SANRAL
- Upgrade existing public transport facilities
- Upgrade sidewalks and pedestrian sidewalks.
- Upgrade stormwater systems in urban centres

### Planning projects

- Maintenance and operations plans for Public Transport Facilities at Ntlazo, Libode and Ngqeleni.

## Key Considerations

A number of considerations to make include:

- The Nyandeni Integrated Transport Plan indicates that routine road maintenance projects should take priority over the newly identified road maintenance projects.
- The 2015 Integrated Transport Plan has been used as a basis for project identification in this project note. The Integrated Transport plan should be consulted for more detail as regards project implementation.
- Road and transport projects have been considered more widely than simply the access road to the coastal nodes and attractions and mobility corridors. The provision of public transport facilities such as bus terminuses and taxi ranks, allows both residents and visitors to make use of public transport to access the area. Also public transport greatly assists residents to access work opportunities, education and schooling, thus enabling the growth of tourism in the area.
- Road projects need to be aligned to the IDP and Spatial development framework of the municipality to ensure that investments account for future development patterns of the area.

## Activities to be undertaken

The following actions need to be prioritised to ensure that any infrastructure related development is done so in a sustainable and environmentally friendly manner:

### 1. Stakeholder Collaboration and Engagement

A key challenge in infrastructure delivery is stakeholder capacity and engagement. Key areas that the Nyandeni Municipality can undertake around stakeholder engagement is to engage with SANRAL around the N2 Toll Road along the R61 and the proposed Wild Coast Meander. Once stakeholders to engage with include the Eastern Cape Department of Road and Public Works, O.R. Tambo District Municipality and the national Department of Transport. The municipality and stakeholders should form an 'action' committee where infrastructure development is prioritised. In doing so the focus is on the specific projects which are related to the upgrading and maintaining of road infrastructure and the provision of key services in key nodes. Other interested and affected parties to be consulted include local taxi associations, Local Tourism Association, scholar transport providers and the Bus companies.

### 2. Implement the Integrated Transport Plan with tourism focus

The Nyandeni Integrated Transport plan provides a prioritised framework for transportation projects in the area. The implementation of these projects should be undertaken in accordance with the plan



and also with a focus on implementing key roads and initiatives that assist tourism and LED. This step requires key aspects of the plan to be implemented:

- Resourcing of the MIG project management department and Road Infrastructure unit of NLM
- Sourcing funding
- Ring-fencing maintenance funds
- Capacitating road maintenance functions
- Project management

The Nyandeni Roads Master Plan recommended that:

- At least **R 242,911,582** be allocated for road upgrades, but ideally **R 262,911,582 is required to keep up with much needed road development, e.g. rural access roads;**
- At least **R 64,380,000 be allocated for maintenance purposes**, but ideally R 123,810,000 is required to keep up with much needed road maintenance;

## Role Players

Key role players in this project include

- Nyandeni Local Municipality
- O.R. Tambo District Municipality
- Provincial Department of Roads and Public Works
- Department of Transport
- South African National Roads Agency (SANRAL)

## Indicative Budget

The Nyandeni Integrated Transport Plan based its calculations of construction and planning costs based on the typical road upgrading unit costs for different road classes:

New roads	Upgrading of existing roads
<ul style="list-style-type: none"> <li>• R6 million / km to construct a road with kerbing and stormwater pipe system.</li> <li>• R 700 000.00 / km to re-gravel a road, including rip and compact.</li> <li>• Urban 2 lane road: R10 million to R25 million/km.</li> </ul>	<p>Typical road upgrading and maintenance cost/km for standard activities in the NLM are:</p> <ul style="list-style-type: none"> <li>• R 300 000.00 / km for wet blading.</li> <li>• R 180 000.00 / km for a 1.2m wide block paved sidewalk.</li> <li>• R 150 000.00 / km for general upgrading of a rural surfaced road.</li> <li>• Urban 2-lane road: R 5 million to R 13 million/km.</li> </ul>

*The above are estimated values and exclude VAT and contingency provision. Source: NLM, 2015*

The following table illustrates the implementation arrangements and budgeting surrounding the upgrade and maintenance of selected road infrastructure. It is to be noted that selected projects from the Integrated Transport Plan have been identified as having a particular tourism and general Local economic Development benefit, for the full list of transportation projects the reader is referred to the 2015 ITP.

**Table 1: Implementation Budget**

Budget	Possible Funder	Total Cost	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<b>Planning Projects</b>							
Operations & Maintenance Plan (OMP): Ntlaza rank, Libode Rank and Ngqeleni Rank	NLM	R450 000		R450 000 (R150 000 per site)			
Update of Integrated Transport plan	NLM	R1,100,000	R150,000	R150,000	R150,000	R150,000	R150,000
Update of Roads Master Plan	NLM	R1,100,000	R150,000	R150,000	R150,000	R150,000	R150,000
Condition survey and assessment of surfaced and unsurfaced roads in Ngqeleni.	MIG	R200 000			R100 000	R100 000	
Condition survey and assessment of surfaced and unsurfaced roads in Libode.	MIG	R200 000			R100 000	R100 000	
Study to provide access roads to rural villages, including improved access across streams and watercourses in NLM.	MIG	R1 000 000		R200 000	R200 000	R200 000	R200 000
Feasibility study for improved access to the Mlengana Ecotourism area	NLM	R200 000				R200 000	
Communication and coordination around Wild Coast Meander Route and N2 with SANRAI/ DPW	NLM	Undetermined					
<b>Implementation</b>							
Roads and Bridges in the NLM (See Table 5-7 of Integrated Transport Plan for the list of projects)	MIG	R242,911,582	R166,490,407	R51,221,175	R25,200,000		
Upgrade pedestrian sidewalks to public transport facilities in Libode, Ngqeleni and Ntlaza town centres.	DoT	R1000 000			R500 000	R500 000	
<b>Maintenance</b>							
Routine Road Maintenance in the NLM	MIG	R64,380,000	R47,580,000	R9,800,000	R7,000,000		
Annual Routine Maintenance Contract	ORTDM / ECDRP W	R5,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000
DR08030 from R61 to Ngqeleni	ORTDM / ECDRP W	R3,510,000		R3,510,000			
DR18030 from Ngqeleni to Mthatha Mouth	ORTDM /	R10,000,000			R5,000,000	R5,000,000	

## REVIEW OF NYANDENI TOURISM SECTOR PLAN

DR08308 from R61 to Hluleka Nature Reserve	ECDRP W	R10,860,000				R5,430,000	R5,430,000
DR08302 & DR08303 from Ngqeleni to R61	ORTDM /	R4,530,000					R4,530,000
Communication and coordination around Wild Coast Meander							
<b>Total</b>		<b>R346 441 582.00</b>	R 215 370 407.00	R 66 481 175.00	R 39 400 000.00	R 12 830 000.00	R 11 460 000.00
<b>Project Total in ITP</b>		<b>R432,221,582</b>	<b>R219,920,407</b>	<b>R79,131,175</b>	<b>R55,065,000</b>	<b>R35,195,000</b>	<b>R42,910,000</b>

Source: NLM, 2015

### Funding

Based on the ITP 2015 (Nyandeni, 2015) road infrastructure, planning and maintenance can find possible funding from the following sources:

- **Eastern Cape Department of Roads and Public Works:** Projects that could be funded include maintenance and construction of transportation infrastructure, inclusive of roads, public transport facilities and traffic control systems.
- **Eastern Cape Department of Transport:** Funding could be obtained for the implementation of specific public transport related projects such as infrastructure and systems.
- **OR Tambo District Municipality:** The District Municipality provides funding support to the various Local Municipalities within the ORTDM on an annual basis. Some of these funds could be utilised for new transport infrastructure type projects.
- **National Treasury:** Municipal funds obtained from the regional service levies and the equitable shares allocated by National Treasury.
- **Municipal Infrastructure Grants:** MIG funding from the Department of Provincial and Local Government are received for projects that meet the Expanded Public Works Programme (EPWP) criteria.
- **Loans from the Development Bank of South Africa (DBSA).**
- **Special Projects:** Special funding can be obtained from the National Department of Transport for motivated special or demonstration projects.

### Conclusion

Road infrastructure and maintenance has been an area that has been underinvested in within the Nyandeni Municipality. There is a need to improve transportation linkages, upgrade and maintain road and promote non-motorised and public transport. Road infrastructure improvements not only impact on tourist numbers but also assist local residents to access places of employment, markets, services and education. Thus improvements to roads can be seen as part of a sustainable tourism agenda for the area.

## 2. Infrastructure – Sanitation, Energy and Waste

### Project Purpose

This programme encapsulates projects that improve access to water, sanitation and energy for key tourism nodes and to assist in the overall development of the economy of the municipality. The programme also considers the sustainable use of water and energy for tourism, so as to promote responsible tourism. National treasury refers to the three critical factors needed to support rural tourism, clear forms of community participation and ownership of tourist products; second, adequate skills to provide necessary products and services; and third, local infrastructure development, including water, electricity, sanitation and road infrastructure. The last aspect is tackled in this action plan.

### Description

Nyandeni is tasked with electricity reticulation (agency), storm water management and refuse removals, refuse dumps and solid waste disposal. The IDP does not refer to Nyandeni undertaking its mandate on provision of water and sanitation services (limited to potable water supply system, domestic waste water and sewerage disposal system) in terms of Part b Schedule 4 of the constitution.

Water is fundamental to life, the environment, food production, hygiene and power generation. Maintenance of water infrastructure is a critical concern within the municipality according to the 2015 IDP. Most settlements in Nyandeni do not have access to piped water. There are also a number of projects to install water tanks which would allow a measure of self-sufficiency. Upgrading of water supply was identified in all Wards but of special interest to the tourism sector would be the prioritisation of water supply to Ngqeleni, Mtahtha Mouth/ Mdumbi, Lwandile/ Presley Bay and Libode.

As per the IDP there the municipality aims to provide access to sanitation to all communities that being 21450 households. This is to be achieved for Nyandeni by facilitating the provision of sanitation with ORTDM and to facilitate upgrade of existing sewer system to waterborne in Libode and Ngqeleni.

The IDP indicates that the aim for water provision in Nyandeni is “To provide basic water supply to all communities”. This would be undertaken through facilitating the provision of water with ORTDM and to facilitate maintenance of existing water schemes.

The aim of the Nyandeni Municipality as regards electrification is Provide and maintain electricity. This activity includes Business plans for funding connections through the Department of Energy, the provision of electricity to public amenities. Provision and maintenance of street lighting and engagement of ESKOM for electrification programs

### Objectives

- To promote better access to safe water in general bit also particularly within towns and tourism nodes.
- Provide water at key tourism attractions
- Ensure roads have proper storm water systems in urban areas.
- Promote better access to electricity within the municipality, but especially in the main coastal node of Mthatha Mouth

- Promote the usage of renewable energy in tourism developments and within communities
- Undertake waste management functions in urban areas and promote waste recycling projects

## Key Considerations

In this action plan the following were identified as key considerations:

- Need for the promotion of renewable energy and off grid community solutions. This may not be a viable option for all tourism products but it can provide a point of difference for products wishing to operate in a pristine environment with a relatively small impact on the environment.
- The IDP has been used as the main source document of projects for this project plan.

## Activities to be undertaken

### 1. Implement Nyandeni Storm Water Plan:

Implement budgeted projects (as per storm water master plan and maintenance plan for Libode and Ngqeleni). Storm water maintenance on newly constructed and old roads

### 2. Waste and Refuse Collection:

This activity includes items in the IDP such as waste management and refuse collection in wards 3, 14, 16 and 23. The establishment of a waste collection centre in Ngqeleni.

### 3. Waste Recycling projects:

Identify cooperatives for waste recycling and provide assistance with securing supply and access to markets.

### 4. Implement Sanitation projects as per IDP:

There are a number of sanitation projects identified for the urban areas and rural areas of Nyandeni. Identification of suitable sanitation options for coastal nodes should also be considered. A set of town planning guidelines of sanitation along with options for new settlements and coastal nodes should be developed and implemented.

### 5. Electrification projects implemented as per IDP:

An electrification project has been identified for the coastal node of Mthatha Mouth. This would offer a number of advantages for tourism development. This project is for the linking of 600 households in Mthatha Mouth to electricity at a cost of R10 million the associated infrastructure of linkage is estimated at R2.4m.

### 6. Investigate off grid village energy systems:

The costs of accessing the national grid for electricity are prohibitively expensive and thus not all communities will be able to access electricity in the medium term. Off grid renewable energy solutions offer the household and community the opportunity to make use of natural resources such as sun, wind and bio-energy to provide energy. Alternative energy systems also offer a point of difference for many tourism products who wish to market themselves as eco-friendly.

### 7. Prioritise water access at tourism attractions and nodes:

In conjunction with the O.R. Tambo District Municipality prioritise the availability of water at key tourism nodes including Mthatha Mouth, Presley Bay, Mlangane Nature Reserve and Great Place. Other water projects are contained within the O.R. Tambo IDP.

## Role Players

The following would be the key role players in this project;

- O.R. Tambo District Municipality
- Nyandeni Local Municipality
- Department of Energy
- Department of Environmental Affairs
- Local Tourism Organisation

## Indicative Budget

The following table provides an indicative budget and possible funders for this project:

**Table 2: Implementation Budget**

<b>Linkages to other projects</b>		Linkages to the road infrastructure projects in terms of funding access.					
<b>Implementing Agents</b>		Nyandeni LM and O.R Tambo DM					
<b>Potential funding sources</b>		O.R Tambo DM, MIG					
Budget	Possible Funder	Total Cost	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
<b>Energy</b>							
Renewable Energy Plan	DEDEAT	R500 000			R500 000		
Mthatha Mouth 15/16	ESKOM	R10 000 000	R10 000 000				
Mthatha Mouth Link	ESKOM	R2 400 000	R2 400 000				
<b>Waste Management</b>							
Waste management	NLM		R235 276	R249 157	R263 110	R250 000	R250 000
Construction of refuse removal Transfer Station in Ngqeleni	MIG		R408 040	R432 114	R455 881		
Recycling project	DEDEAT / SEDA	R1 000 000		R500 000	R500 000		
<b>Storm water</b>							
Implement projects in Storm water plan	MIG	R5 000 000	To be determined	To be determined	To be determined	To be determined	To be determined
<b>Water</b>							
Prioritise water access in tourism nodes	ORTDM	Undetermined					
<b>Total</b>		<b>R 8 910 000</b>	<b>R 3 053 316</b>	<b>R 1 181 271</b>	<b>R 1 718 991</b>	<b>R 250 000</b>	<b>R 250 000</b>

## Conclusion

Government's objective is to ensure that all South Africans have access to basic water and sanitation services. Government has prioritised not only the rollout of infrastructure necessary for the rendering of these services but also the provision of free basic services to poor households. The provision of

water services is a municipal competence in Nyandeni it falls under the O.R. Tambo District Municipality. In this project plan it is noted that within this objective cognisance should be made of securing water to tourism attractions and nodes. The most effective means of delivery of this water would need to be identified in a feasibility study for the site's development. Responsibility in tourism would also look at promoting alternative energy solutions, self-sustainable water and sanitation options for products.

### 3. Facilities at Beaches

#### Project Purpose

The coastal and rural areas of Nyandeni is one the country's most iconic feature. The main beaches include Mdumbi, Mthatha Mouth, Lwandile/ Presley Bay and Tshani. There is also a beach at Hluleka Nature Reserve. Investment in beach infrastructure at these nodes is needed to cater for the tourism and recreational uses of the beach. Infrastructure and services to the beaches might include parking areas, access roads, ablutions, life guards on a regular roster, demarcated swimming areas and connectivity to emergency support. The municipality has a legal obligation to protect the safety of bathers and visitors through reasonable measures.

#### Description

The aim of the project is to ensure beaches and the coastal area in Nyandeni are well equipped to welcome tourists by providing ablution facilities and tourism infrastructure. Nyandeni is currently lacking essential infrastructure which caters to the tourism sector.

Nyandeni is tasked with performing the beaches and amusement areas function which forms part of Schedule 4 of the Constitution powers and functions of a municipality.

#### Objectives

- Access and prioritise beach infrastructure for beaches within the municipality.
- Provide safety and security at beaches
- Protect beach environment with sensitive beach infrastructure developments
- Promote universal accessibility at beaches

#### Key Considerations

It is crucial to remember that the beaches of Nyandeni are underutilised tourism attractions. They also lie in areas of pristine natural beauty and thus need to be sensitively developed. The following consideration need to be prioritised:

- All proposed beach developments must ensure that they preserve the natural and cultural heritage of the nodes
- All nodes need to be preserved and still accessible to the communities.
- As primary tourism nodes, their full economic potential needs to be maximised.
- The municipal liability over visitors at the beach needs to be protected with adequate signage and due considerations of risks around water and personal safety.

#### Activities to be undertaken

- Identify key beaches for beach infrastructure
- Prioritise the types of beach infrastructure
- Confirm public liability of the municipality
- Develop a concept plan
- Secure environmental approval/ opinion



- Pursue supply chain processes for implementation

## Role Players

- Nyandeni LM
- Department of Environmental Affairs
- Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT)
- Eastern Cape Parks and Tourism Agency

## Sustainable Outcomes

The development of the beach facilities and tourism infrastructure at identified beaches is in line with The Eastern Cape's Coastal Management Programme's recommendations for nodal development. By identifying the beaches for infrastructure other beaches can be prioritised for non-intervention based on the limited number of visitors.

## Indicative Budget

The following table provides an indicative budget and possible funders for this project:

**Table 3: Implementation Budget**

<b>Linkages to other projects</b>		Linkages with other beaches along Wild Coast Road. Offer hiking trails running from Port St Johns, through Nyandeni LM to Coffee Bay etc. Offer more attractions to visiting tourists.			
<b>Implementing Agents</b>		Nyandeni LM, DEA			
<b>Potential funding sources</b>		DEA, DEDEAT			
Timeframe	Possible Funder	Total	2017-2018	2018-2019	2019-2020
Lifeguards	O.R. Tambo		R 420 000.00	R 449 400.00	R 480 858.00
Signage	NLM		R 50 000.00		
Infrastructure	DEA, DEDEAT		R 3 000 000.00		
<b>Total</b>		<b>R 4 400 258.00</b>	<b>R 3 470 000.00</b>	<b>R 449 400.00</b>	<b>R 480 858.00</b>

## Conclusion

There is a need to ensure that the municipality has recreational access to beaches and that safe bathing and usage of the beach is promoted. Improved road access will also increase numbers of visitors and can increase the risks of an accident, thus the potential for the municipality to incur liability. By installing beach infrastructure the beaches can be promoted as key attractions in the municipality.

## 4. Manage Coastal Environment

In terms of the South African Constitution, section 24 of the Bill of Rights:

*Everyone has the right*

*(a) to an **environment that is not harmful to their health or well-being; and***

*(b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that*

*i. prevent pollution and ecological degradation;*

*ii. promote conservation; and*

*iii. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.*

All spheres of government are expected to undertake the above approach. Apart from the right to a healthy environment, local government has a specific role contained with Section 152 (1) of the Constitution as regards its role in the environment:

*a) To provide democratic and accountable government for local communities*

***b) To ensure the provision of services to communities in a sustainable manner***

*c) To promote social and economic development*

***d) To promote a safe and healthy environment***

*e) To encourage the involvement of communities and community organisations in matters of local government*

National Environmental Management Act No. 107 of 1998 (NEMA) is the primary piece of framework legislation for the environment and contains certain provisions which are of great significance to local government.

In general the key aspects of environmental governance include:

- **Mainstreaming the environment:** thus integrating environmental issues and considerations into wider government policies, plans and programmes. This includes the integration of environmental planning into economic strategies, Integrated Development Plans and Spatial Development Frameworks.
- **Strategic approaches to Environmental Impact Management:** this involves greater use of strategic tools in assessing environmental impacts such as Bioregional plans, Strategic Environmental Assessment (SEA) and Environmental Management Frameworks (EMF). These plans will be used to identify sensitive areas suitable or unsuitable for development.
- **Integrated Environmental Management Planning:** Municipalities to undertake comprehensive environmental assessment. IEMPs, once prepared, provide invaluable guidance for municipalities and their communities and lead to the strengthening of environmental input into the IDP preparation processes.
- **Economic value of environmental resources;** there is increase focus on the ecosystem services and accounting for the usage of resources, such as carbon offsetting etc. (Middleton, Goldblatt, Jakoet and Palmer, 2011)

## Project Purpose

This programme encapsulates a number of projects related to promoting greater capacity within the Nyandeni Municipality to plan and manage its sensitive environmental resources. It also aims to ensure municipal compliance to environmental legislation and the promotion of sustainable tourism through environmental safeguards.

## Description

Environmental projects need to be prioritised within municipal and IGR planning, management and policy development. To ensure full benefit is extracted from environmental assets, the programmes selected need to contribute to job creation, social inclusion and the low carbon green economy. The environmental projects which have been prioritised focus on conservation, education and job creation within Nyandeni LM.

This programme would include projects such as:

- Implement the Eastern Cape Coastal Management Programme guidelines for the Wild Coast including:
  - Promote economic development
  - Prioritise estuary management
  - Promote holistic spatial planning and equitable access
  - Expand protected areas
  - The establishment of coastal set-back lines as identified in the ICM Act as a provincial responsibility. Coastal set-back lines, as detailed in the ICM Act, are prescribed boundaries that indicate the limit of development along ecologically sensitive or vulnerable areas, or an area that poses a hazard or risk to humans
- Develop environmental IGR platform
- Expand Working for Coasts – EPWP projects
- Put in place environmental by-laws
- Develop a climate change response strategy
- Develop coastal management plan and bioregional plans
- Enforcement of by-laws with the training and appointment of justice of the peace
- Expansion of waste recycling projects
- Awareness campaigns

## Objectives

- Fulfil environmental mandate as per Constitution and National Environmental Management Act (NEMA)
- Fulfil objectives of the Eastern Cape Coastal Management Plan
- Undertake environmental planning is integrated into IDP and settlement planning
- Undertake programmes to create economic activity from the environment
- Undertake programmes to reduce and reuse waste
- Plan to adapt and mitigate for climate change

## Key Considerations

Some key considerations under this project:

- The mandate of local government has expanded around environmental management due to new environmental legislation, it is important that the Nyandeni Municipality ensures compliance.
- Rural municipalities such as Nyandeni struggle with accessing and maintaining the required staff with environmental management skills.
- There is generally poor integration of environmental issues into planning.
- There are institutional obstacles such as no department or position within the organisation to undertake environmental management and compliance.
- Municipalities receive limited support from national and provincial government around environmental management.
- There is often fiscal constraints to support or fund environmental functions.
- There is often a lack of political will to support environmental functions.
- Pressing social and economic issues often divert attention away from environmental functions.

## Activities to be undertaken

The following actions need to be prioritised to ensure that any programmes undertaken within the environmental priorities are in the interest of responsible tourism.

### 1. Collaboration and stakeholder engagement

An action committee needs to be established to address the short-term issues affecting the environment, and for the coordination and action plans for the long-term outcomes of the programmes. Nyandeni, ECPTA, DEDEAT and the Department of Environmental Affairs should be at the forefront of these engagements. The engagement should also include the specific programmes which should be considered, and what each entail.

### 2. Resourcing Environmental Function in Nyandeni

This activity includes the appointment of staff and resources to undertake environmental management functions.

### 3. Undertake Integrated Environmental Planning

This activity would include development of a Nyandeni Coastal Management Plan and Integrated Environmental Management plan to inform the IDP and future planning documents. The development of a plan with implementable actions around Climate Change Adaption and Mitigation. These environmental plans would also extend into planning around developments, settlement planning and infrastructure investment.

### 4. Identify Environmental Business Projects

This project looks at supporting innovative local business projects around recycling, waste collection as well as ecosystem services. Expanded Public Works programmes such as Working for Coasts could be expanded in the municipality. Ecosystem services could include local harvesting as well as carbon credits. This step would involve identification of the beneficiaries and assistance in businesses applying for start-up or expansion funds to support their business venture.

### 5. Environmental By-Law Compliance

This step involves the development of environmental by laws and the appointment of justice of peace officers to enforce by-laws.

## 6. Awareness and education campaigns

This step could include an analysis of the required training and awareness programmes required and the target audience. This could be rolled out through a project partnership with WESSA, DEA or Sustainable Seas Trust.

## Role Players

- Nyandeni LM
- Department of Environmental Affairs
- Department of Agriculture, Forestry and Fisheries
- ECPTA
- DEDEAT

## Indicative Budget

The following table illustrates the budgeting surrounding the project:

**Table 4: Implementation Budget**

<b>Linkages to other projects</b>		<ul style="list-style-type: none"> <li>• EC Coastal Management Programme</li> <li>• Wild Coast Coastal Management</li> </ul>			
<b>Implementing Agents</b>		Nyandeni LM, DEA, DAFF, ECPTA, DEDEAT			
<b>Potential funding sources</b>		DAFF, ECPTA, DEDEAT, O.R Tambo DM			
<b>Timeframe</b>	<b>Possible Funder</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019- 2020</b>
Capacitating environmental function- employing two environmental officers	NLM	R 2 069 340.00	R 650 000.00	R 689 000.00	R 730 340.00
Integrated Environmental Planning	OR Tambo, DEA, DEDEAT	R 2 000 000.00	R 1 000 000.00	R 500 000.00	R 500 000.00
Environmental Business Support	DEDEAT	R 600 000.00	R 200 000.00	R 200 000.00	R 200 000.00
Education and Awareness	DEA	R 600 000.00	R 200 000.00	R 200 000.00	R 200 000.00
Bylaws	NLM	R 1 925 200.00	R 685 000.00	R 620 100.00	R 620 100.00
<b>Total</b>		<b>R 7 194 540.00</b>	<b>R 2 735 000.00</b>	<b>R 2 209 100.00</b>	<b>R 2 250 440.00</b>

## Conclusion

Environmental management and integrated planning is an aspect that Nyandeni needs to ensure compliance with. It is the mandate of local government to ensure a healthy environment for its residents and visitors alike. Nyandeni has impressive natural resources which are its main tourist attraction and these should be sustainably and responsibly developed. Projects related to recycling, waste reuse, eco-system services and expanded public works programmes also offer job creation opportunities.

## 5. Offer training on establishment of community tourism models

### Project Purpose

The aim of the project is to develop a community tourism model which would be suitable for Nyandeni specifically to involve communities in tourism, by ensuring they gain the relevant knowledge by provision of information through training and other programmes which will improve tourism products

### Description

The presence of communal land in Nyandeni presents an opportunity for community tourism initiatives. As tourism develops in the municipality it is necessary to ensure that communities are empowered as to the opportunities presented by community based tourism. Therefore, a programme of empowerment, capacitation and awareness in communities where tourism nodes have been identified should be undertaken.

The legal and business requirements of a community tourism venture can be onerous and communities may lack access to skilled professionals to assist them. Thus this project seeks to train community trusts on trust establishment, tourism development and assist in creating linkages between community trusts and established product owners.

Beneficiaries of the training will be identified based on discussion with the LTO and identification of communities in high potential tourism areas. Training will be undertaken with identified communities and or community organisations in the effort to either establish a trust or to improve the existing functioning of the trust. After initial training and establishment, there would be a need to provide ongoing support to community tourism businesses through access to business, legal and tourism specialists.

### Objectives

- To develop new self-sufficient, market related community tourism ventures through provision of mentorship, training and partnership support
- Develop a model for community tourism development for Nyandeni
- To empower local communities to increase their involvement in tourism
- To support existing ventures to become self-sufficient and profitable

### Key Considerations

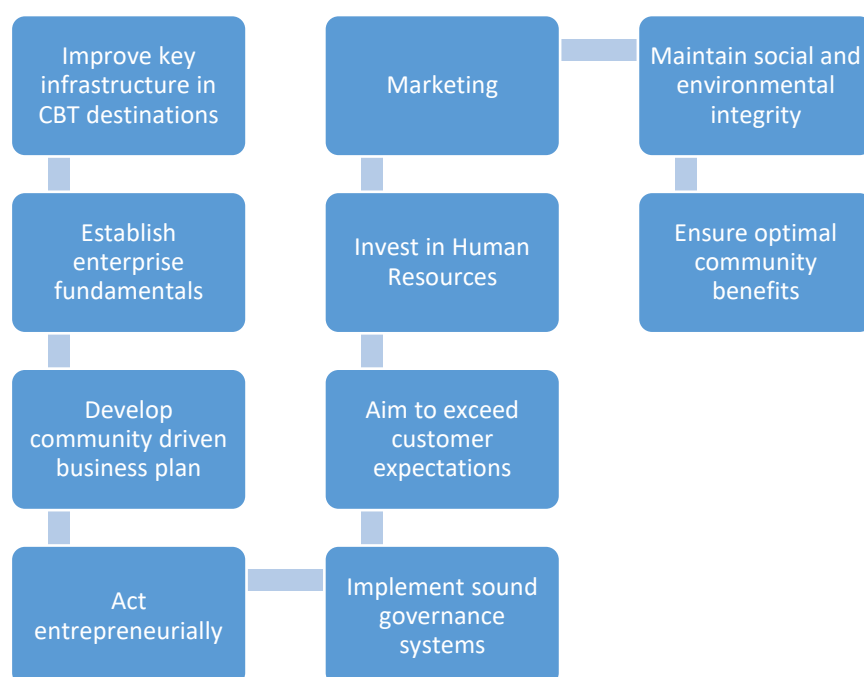
Community based tourism organisations can often experience the following:

- Dependence on the municipality to develop tourism products and drive projects, as the communities are not empowered.
- Municipality under capacitated thus delays encountered.
- Lack of entrepreneurial background in either the municipality or community.
- Development has not been undertaken logically rather the easiest components of the projects have been completed first with little attention to more complex issues i.e. building of chalets without securing water access.
- Lack of communication between parties.
- Lack of understanding of tourist needs and tourism general.
- Community does not have access to specialised business and legal expertise.

- Community members are not all informed of enterprise and thus there are differing levels of understanding and expertise.
- Trustees do not have financial, business or legal background thus can provide limited expertise.

The activities for this step can be aligned to the UNWTO guidelines to assist in improving the functioning of a CBT. These steps are indicated in the Figure below.

**Figure 5: Guidelines for Community Based Tourism Development**



Adapted UNWTO, 2009a

**1) Improve infrastructure in CBT destinations:** To ensure that CBT can be successful governments need to ensure that the basic infrastructure is in place for tourism. The key aspects that need to be in place in a CBT destination is road or air access and communication especially internet connectivity.

**2) Establish enterprise fundamentals:** Many CBT enterprises fail due to poor business management and unrealistic expectations. Before the development of a CBT, there first needs to be a fundamental understanding and awareness of tourism within the community. Activities such as launching an introductory tourism programme could be undertaken at this stage. A pre-feasibility assessment of the suitability of the project could also be undertaken. This step would culminate in the community designing their development vision and concept.

**3) Develop a community driven business plan:** Based on an agreed concept, vision and a fundamental understanding of tourism is in place the community can move forward towards the development of a business plan. CBT enterprises are often characterised by poor business planning. A well designed and carefully researched business plan is thus a necessity. The business plan would include a concept, market analysis and marketing plan, product development plan, operational plan and a financial viability plan. In drafting the business plan broad community participation would be undertaken to

ensure that there is an understanding of the businesses to be developed and what role the community would play in them.

**4) Act entrepreneurially:** The critical success factor is agreeing to a suitable organisational structure. The development of appropriate governance structures and institutional structures is essential. CBT's key reason for failure is a lack of a business minded approach to its processes. Ownership, management and governance roles should be clearly defined and understood by all members. The UNWTO identified that communities should not hand over control of resources entirely and that they should still be allowed to maintain ownership and of control resources. Options for ensuring entrepreneurial drive in the CBT include:

- **Joint Venture Agreements:** JV agreements are often the most popular means of developing a CBT enterprise. Communities need to be capacitated on how to enter into JV agreements.
- **Sub leasing usage rights** with an entrepreneur or group of entrepreneur from the community.
- **Partnership** or usage right offered to a established operators
- **Cooperation agreements** with other communities
- Formation of a **tourism network or association**

The opportunities for individual entrepreneurs should also be developed and promoted so that the CBT does not have a monopoly on resources that could be used as part of a business start-up. An example might be a community that is establishing tourist accommodation on communal land, it is in the interest of the CBO to encourage a local entrepreneur to offer services to the lodge such as an internet café, restaurant or tour guiding.

**5) Implement sound governance systems:** the next challenge for a CBT is to operate efficiently and offer a preferred service to tourists that can compete in the market. CBT ventures should take basic steps to reduce governance risks and ensure a sustainable business. Guidelines would include basing governance on business principles, these include:

- Election of trustees by third parties as agreed by the community
- Use of the CBT business plan as the guiding framework for the enterprise
- Communities need to be trained on the duties and responsibilities of trustees before elections
- Communities should be guided on appointing of trustees on the value that the person will add to the board
- Elected trustees should be trained on their responsibilities

Managers of CBT enterprises should be appointed in a competitive and transparent manner. Where an enterprise cannot appoint a manager from outside the community the alternative is to identify an entrepreneur from inside the community and provide additional training.

The roles of all parties must be well defined and a clear distinction should be made between the roles of the Community, Trustees and Management. Lastly robust financial management practises must be followed and followed strictly to ensure that sound governance and financial management systems are implemented.

**6) Aim to exceed expectations:** The aim of the business should always be to exceed the customer's expectations and not expect that poor value will be forgiven due to the communal nature of the enterprise. Even if a business is not centred on luxury accommodation there are certain non-negotiable these being value for money, comfortable accommodation, hygienic facilities, warm and



welcoming staff and efficient booking and payment systems. CBT enterprises should operate on the same quality standards of a traditional tourism enterprise.

**7) Invest in Human Resources:** Employment within a community can often be a highly contentious issue thus employment processes need to be undertaken in a transparent manner, there should be an audit undertaken of the available skills in the community to ascertain which positions could be potentially filled by community members. A training plan would then be developed to consider aspects of training ranging from basic housekeeping to advanced business management.

**8) Marketing:** Marketing and promotion should be budgeted for through a marketing budget. The marketing plan will be built on protecting and enhancing the unique selling points of the destination and knowledge of the needs of its customers.

**9) Maintain environmental and social integrity:** It is essential to ensure that the impact of tourists on the destination is minimised. Through consideration of the numbers of tourists visiting an attraction as well as planning and designing facilities and services that lessen the environmental impact. Proactive environmental management is required throughout the lifespan of the tourism product.

**10) Ensure optimal community benefits:** At the heart of CBT is the relationship between the community and the tourists, the community provides the services, access and benefits as a result of the tourists enjoying their hospitality. Thus CBT can only be considered successful if there are benefits accruing to the local community. The expectations of communities need to be managed through broad participation in the business planning stage of the project as well as regular communication. Where possible communities should be included in the supply chain through the local sourcing of goods and services. The benefits derived from the CBT need to be monitored and direct and indirect impacts quantified.

## Activities to be undertaken

Key activities to be undertaken in this programme is:

- **Identify existing community tourism operators and communities seeking assistance**

Use of the LTO, Tourism Forum and traditional leaders can be made to identify existing community operations or prospective community associations.

- **Develop training programme on community organisation/ trust establishment**

Contact can be made with DEDEAT and NDT to access training resources and programme development support.

- **Develop training programme on community tourism**

Capacitate and resource the Nyandeni to support community ventures through the LED Unit. This unit will roll out the training either by itself or in conjunction with a training partner.

- **Assist in establishment of trusts**

Nyandeni LM can connect Community Based Organisations with support to formalise their associations. Support could also be found from SEDA and NDT.

- **Provide ongoing support**

CBO will need ongoing support and access to financial and legal advice. This can be facilitated by Nyandeni and its partners such as SEDA and NDT.

## Role players

- Community associations
- LTO
- Nyandeni LM
- DEDEAT
- National Department of Tourism (NDT)

## Indicative Budget

The following table provides an indicative budget and possible funders for this project:

**Table 6: Implementation Budget**

<b>Linkages to other projects</b>	Linkages other training programmes in the district and province				
<b>Implementing Agents</b>	Nyandeni LM, SEDA				
<b>Potential funding sources</b>	NDT, DEDEAT				
Timeframe	Potential Funders	Total Cost	2017-2018	2018-2019	2019-
<b>Community Tourism Development fund</b>	<b>SEDA, DEDEAT, NDT</b>	R 2 700 000.00	R 1 500 000.00	R 600 000.00	R 600 000.00
<b>Total</b>		R 2 700 000.00	R 1 500 000.00	R 600 000.00	R 600 000.00

## Conclusion

The development of the products and marketing in Nyandeni will be highly reliant on the success of CBT enterprises to develop and sustain enterprises that are of a high quality and can provide benefits to the local community. In the strategy the projects identified for undertaking the development of these institutions are split across a number of projects, however the overarching programme of community development for successful CBT needs to be considered a key project for the municipal tourism unit.

## 6. Tourism Skills Training and Awareness

### Project Purpose

The project purpose would be to support the development of a local skills base in the municipality to operate and be employed in tourism businesses.

### Description

This project would involve basic tourism skills training for identified groups. This training might include:

- Basic business skills
- Tourism awareness
- Hospitality
- Mentorships with established businesses
- Tour guiding initial training and assistance with reregistering
- First Aid
- Health and Safety
- Know you area and tourists for frontline staff

### Objectives

- To identify the skills needs to support the tourism sector
- To undertake appropriate and relevant training

### Key Considerations

Key considerations of this project would include:

- To ensure that training is not duplicated and that it is relevant to the area's needs.
- To bear in mind that newly skilled individuals may leave the area if there is not employment to keep them there. Thus skills training and development should be seen as a continuous activity.
- Skills training can come in a variety of modes and can include bursaries, short courses, online course, information sharing, guest lecturers and on the job training. These elements can all find a place in a training programme.
- Training can be expensive and thus Nyandeni should look to identify partnerships for delivery and funding.

### Activities to be Undertaken

#### 1. A training audit is undertaken

A prioritised list of training needs would need to be developed in conjunction with product owners, LTO and Nyandeni Municipality. This audit might also look at target groups and specific beneficiaries.

#### 2. Identify the funding

Funding would need to be sourced to undertake training. Thus the Nyandeni Lm would need to identify appropriate partners for funding and implementation of the training. A model for training

whether it is wholly subsidised, part subsidised or non- subsidised would need to be developed through the development of a training plan.

### 3. Undertake training sessions and monitor

After the training is undertaken it would be necessary to ensure that the effectiveness of the training is assessed at the end of the session and also post workshop.

## Role Players

- Nyandeni LM
- CathSETA
- NDT
- DEDEAT
- FET Colleges
- Product owners
- LTO

## Indicative Budget

The following table provides an indicative budget and possible funders for this project:

**Table 7: Implementation Budget**

<b>Linkages to other projects</b>		Linkages other training programmes in the district and province			
<b>Implementing Agents</b>		Nyandeni LM, CathSETA, FET colleges, WSU, private training providers			
<b>Potential funding sources</b>		NDT, DEDEAT, CathSETA, product owners and LTO			
<b>Timeframe</b>	<b>Potential Funders</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
<b>Training audit</b>	CathSETA, DEDEAT, NDT	R 100 000.00	R 100 000.00		
<b>Training support</b>	CathSETA, DEDEAT, NDT	R 600 000.00	R 200 000.00	R 200 000.00	R 200 000.00
<b>Total</b>		<b>R 700 000.00</b>	<b>R 300 000.00</b>	<b>R 200 000.00</b>	<b>R 200 000.00</b>

## Conclusion

The development of local skills to start tourism businesses and to improve local employability levels is an important aspect in developing the tourism industry in Nyandeni.

## 7. Cultural Tourism at Nyandeni Great Place

### Project Purpose

Nyandeni Great Place has potential to be developed into an important cultural tourism attraction for international and domestic visitors wishing to experience pondoland culture and traditions. The aim of this project is to develop cultural tourism at the Nyandeni Great Place.

### Description

Cultural tourism is an important aspect of the Nyandeni tourism destination that has yet to be developed. This despite the rich cultural heritage of the area. This project would involve consultation with traditional leadership on an appropriate development to showcase and celebrate the area's heritage. It would consider the feasibility of a development and the scale of development that could be supported in that area. It would consider opportunities for hosting cultural events, promotion of crafts, provision of food and activities and performances. The development would also look to linkages with between the Nyandeni Great Place and other cultural products in the region such as Mvezo, Qunu and the Nelson Mandela Museum.

### Objectives

- To create an attraction that offers a cultural tourism experience within the municipality whilst safeguarding and being respectful to local traditions and culture.
- To increase the variety of attractions in the municipality
- To offer a platform for cultural performances, events, food providers, crafters and performers.

### Key Considerations

Based on understanding of the challenges faced by cultural tourism and cultural village development the following are some critical success factors that would need to be considered:

- A cultural development must adopt a business-oriented approach
- The operator needs to have extensive tourism industry experience
- The most success cultural villages are privately-funded
- Location of the development is critical. It should be situated on or just off a a busy, tourist route
- It should be easily accessible
- There should be linkages with other tourism establishments, so that visitors can be referred to the activity
- Successful villages offer support to the local community they are situated in. this could include economic initiatives as well as skills development initiatives.
- The attraction should offer a unique tourist experience, it can't be false or lack authenticity.

### Activities to be undertaken

#### 1. Engagement between municipality and traditional leaders

One of the most important aspects of the project will be the engagement between the municipality and traditional leaders. Prior to the involvement of other possible stakeholders, the municipality

needs to engage the traditional leaders to get their approval and support on the project. This forms the basis of the project and is critical to get it going. This activity also outlines the specifics of the project, which includes the requirements.

## 2. Undertake a Feasibility Study and Business Plan

Once municipality and traditional leaders have agreed upon the project and there is general project concept, funding can be sourced for a feasibility study and business plan. This study would consider the engineering, market and environmental feasibility of the proposed development. It would also identify potential funders to approach. The plan would identify the next phases for the development's approval including environmental approvals and legal aspects.

## 3. Based on Feasibility Assessment move forward

The feasibility assessment will indicate the proposed best option for development and then this can be considered by the municipality who can undertake the development.

## Role Players

- Traditional leaders
- Nyandeni LM
- Department of Sport, Recreation and Arts and Culture - DSRAC
- NDT

## Indicative Budget

The following table provides an indicative budget and possible funders for this project:

**Table 8: Implementation Budget**

<b>Linkages to other projects</b>		Linkages other training programmes in the district and province			
<b>Implementing Agents</b>		Nyandeni LM, CathSETA, FET colleges, WSU, private training providers			
<b>Potential funding sources</b>		NDT, DEDEAT, CathSETA, product owners and LTO			
Timeframe	Potential Funders	Total Cost	2017-2018	2018-2019	2019-
Training audit	CathSETA, DEDEAT, NDT	R 100 000.00	R 100 000.00		
Training support	CathSETA, DEDEAT, NDT	R 600 000.00	R 200 000.00	R 200 000.00	R 200 000.00
<b>Total</b>		<b>R 700 000.00</b>	<b>R 300 000.00</b>	<b>R 200 000.00</b>	<b>R 200 000.00</b>

## Conclusion

Cultural tourism at Nyandeni Great Place presents the municipality with an opportunity to broaden its product base. It also places the cultural heritage of the area as a key asset to be showcased. If a feasibility study proves the venture is feasible it could offer spin off opportunities for vendors, performers and crafters.

## 8. Identify linkages with the N2 Toll road, Wild Coast Meander and Umzimvubu Scheme Development

### Project Purpose

The aim of the project is to pursue local economic opportunities linked to strategic infrastructure projects for the region.

### Description

A number of mega projects have been identified for the pondoland region, of which portions fall into Nyandeni or Nyandeni may be indirectly affected. These indirect effects may include increased demand for housing, short term accommodation, services and retail of the construction phase. Once implemented increased traffic on the N2 toll road will offer a diverse opportunities for tourism, retail and service development especially in nodes that the road passes through such as Libode. Other development which are on the cards are the Umzimvubu Dam Development and the Wild Coast Meander route.

It is therefore important for the Nyandeni Municipality liaise with the national departments and entities undertaking these ventures to align Nyandeni planning and also to promote local labour usage and investment in spin-off opportunities.

### Objectives

- To create a stakeholder platform with national project planners and implementers
- To identify local economic opportunities linked to new developments

### Key Considerations

Key considerations might include:

- The role of local government to influence planning and implementation is limited. The influence of the forum would rather include investment opportunity identification and assistance in trying to localise skills and business development to support construction and implementation phases.
- The tourism element as regards the new road infrastructure will be important to manage and plan for
- Town planning and settlements patterns around the new infrastructure will need to be considered and planned to prevent ribbon development.

### Activities to be undertaken

#### 1. Identify and approach key stakeholders

The initial step will be to identify key stakeholders within the national implementing agencies and to make contact. From here a forum can be created to discuss opportunities for the local municipal area.

#### 2. Establish platform for discussions

Create an appropriate forum structure to identify and discuss cooperation between entities on the mega projects and to identify LED opportunities.

### 3. Identify action items and funding support

Undertake scoping exercises to identify opportunities for LED, Tourism and construction development. Undertake integrated development planning to feed project ideas into the IDP. Activate trade and investment functions to package opportunities for investment in the municipality. Facilitate supplier days, SMME development sessions and business information sessions on potential opportunities.

### Role Players

- Nyandeni Lm
- Port St Johns LM
- OR Tambo District
- SANRAL
- Department of Water and Sanitation
- Provincial Department of Public Works

### Indicative Budget

The following table provides an indicative budget and possible funders for this project:

**Table 9: Implementation Budget**

<b>Linkages to other projects</b>		Capacitation of LTO Forum			
<b>Implementing Agents</b>		Nyandeni LM			
<b>Potential funding sources</b>		Nyandeni LM, DEDEAT			
<b>Timeframe</b>	<b>Potential Funders</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
Stakeholder Forum	<b>NLM</b>	R 60 000.00	R 20 000.00	R 20 000.00	R 20 000.00
Supplier Days and SMME capacitation	<b>NLM, DEDEAT</b>	R 300 000.00	R 100 000.00	R 100 000.00	R 100 000.00
<b>Total</b>		<b>R 360 000.00</b>	<b>R 120 000.00</b>	<b>R 120 000.00</b>	<b>R 120 000.00</b>

### Conclusion

The project looks at the need for closer stakeholder collaboration and discussions so as to identify localisation opportunities for SMME around mega-projects. As well as the opportunity to plan for responsible investment in tourism and related sectors within the municipality.



## 9. Linkages with existing ECPTA, SAT, product owners, ECTOUR and TGCSA marketing initiatives

### Project Purpose

To create strongly marketing ties and share marketing between institutions so that Nyandeni, its products, attractions and experiences are well represented.

### Description

Based on findings of the market analysis Nyandeni LM lacks linkages to other Wild Coast Route products and is not well marketed within these routes. The marketing analysis did not recommend that a separate identity for Nyandeni be created rather that it markets its experiences and products strongly under the Wild Coast Route. Furthermore, as indicated by the Wild Coast Holiday Association, there is no relationship which exists between the association and Nyandeni LM which makes it difficult to have uniformity such as to create itineraries which offer a variety of activities available on the route. The purpose of the project is to create marketing linkages with ECPTA, SAT and the WC Holiday Association.

### Objectives

- Create linkages with existing marketing strategies from SAT, ECPTA, ECTOUR
- Create linkages, shared itineraries and shared marketing drives with Wild Coast Route products

### Key Considerations

The municipality will be aligning itself with already existing brands, making it necessary for its branding, within these brands, to be clear and concise. Although it will be within other marketing initiatives, one must be able to separate Nyandeni from the other areas, and have a full grasp of the tourism sector of the municipality, beyond the ECPTA, SAT and Wild Coast Holiday Association.

### Activities to be undertaken

#### 1. Engagement with ECPTA, SAT, ECTOUR, Wild Coast Holiday Association

The project is centred on the engagement of the municipality with the key players of the tourism sector in the area. The engagement of the municipality with these players should be on its inclusion into marketing strategies, in such a way that it will be recognisable yet still fits in with the broader vision of each strategy.

#### 2. Create shared marketing initiatives

Promote the area strongly under a shared marketing platforms under the banner of the Wild Coast. Linkages could include:

- Press tours
- Shared Itineraries
- Share space at expos and indabas
- Links on websites

- Share information for other areas on the website
- Standardise marketing materials and logos

## Role Players

- Nyandeni LM
- DEDEAT
- ECPTA
- Wild Coast Holiday Association
- ECTour
- South African Tourism – Shot'Left
- LTO

## Indicative Budget

The following table illustrates the budgeting surrounding the project:

**Table 10: Implementation Budget**

<b>Linkages to other projects</b>	Identify linkages with the N2 Toll road, Wild Coast Meander and Umzimvubu Scheme Development			
<b>Implementing Agents</b>	Nyandeni LM			
<b>Potential funding sources</b>	ECPTA, DEDEAT, NDT, Nyandeni LM			
<b>Timeframe</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
<b>Marketing budget for collaborative marketing and alignment</b>	R 330 000.00	R 100 000.00	R 110 000.00	R 120 000.00
<b>Total</b>	R 330 000.00	R 100 000.00	R 110 000.00	R 120 000.00

## Conclusion

Due to the size of Nyandeni and its lack of prominent tourism products it is recommended that marketing efforts are focused on alignment and support of the Wild Coast Route and marketing linkages. The inclusion of Nyandeni into existing, established marketing initiatives could help broaden the municipality's tourist reach. Initiatives by ECPTA, ECTOUR and SAT are aimed at provincial and national markets, this could extend the existing market of Nyandeni.

## 10. Create marketing platforms for crafters

### Project Purpose

The aim of the project is to transform the tourism sector by increasing the participation of black businesses and individuals in all aspects of the sector. It aims to promote and develop local crafters and artists with SMME support and a market platform.

### Description

Crafters in Nyandeni have a limited market to sell to and are not exposed to innovations in materials, design and techniques. The aim of this project is to develop Nyandeni craft platform offering craft product development support, a physical space to market to tourists and linkages with markets nationally through IT. This would allow crafters to be exposed to a greater market, not only limited to Nyandeni, but also where tourists will be able to view and buy goods.

### Objectives

- Greater exposure of Nyandeni crafters beyond Nyandeni LM
- Growth and professional development of crafters
- Create marketing platforms to expand market of crafters
- Product development support to crafters
- Online and physical market access points

### Key Considerations

Key considerations which should be kept in mind:

- Crafters may need additional business skills training.
- Crafters may need additional assistance in product development, innovation and quality control.

### Activities to be undertaken

#### 1. Crafters Interest Study

Interview Crafters as to their needs for training and skills development and support. As to their interest in joining the programme.

#### 2. Market Study

Undertake a market assessment of need for craft support and to inform the types of craft demanded, the supply of craft and types of craft.

#### 3. Feasibility Study and Business Plan developed

The remaining components of a full feasibility study are undertaken as well as a business plan. The business plan is developed to assist in securing funding. Particular attention is spent on institutional aspects and identification of responsibilities.

#### 4. Roll Out of Craft Programme

Full operation of the programme with a space for retail of craft and/or online access to market craft. The second aspect of the programme would be training to support the craft industry that would include training crafters on quality control, Marketing and Sales of Products, Product Development and business basics.

## Role Players

- Nyandeni LM
- DEDEAT
- ECDC
- DSRAC

## Indicative Budget

The following table illustrates the budgeting surrounding the project:

**Table 11: Implementation Budget**

<b>Linkages to other projects</b>	<ul style="list-style-type: none"> <li>• Art and Craft Hubs in the OR Tambo DM</li> <li>• Mpondo Cultural and Heritage Festival</li> <li>• Isingqisethu Wild Coast Cultural Festival</li> <li>• Footprints Festival</li> </ul> <p>The crafters can promote and sell at these events.</p>			
<b>Implementing Agents</b>	Nyandeni LM, ECDC, OR Tambo DM, DSRAC			
<b>Potential funding sources</b>	DSRAC, DEDEAT, NDT, Nyandeni LM			
<b>Timeframe</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
<b>Needs assessment and planning</b>	R 1 000 000.00	R 1 000 000.00		
<b>Marketing platform</b>	R 12 000 000.00		R 10 000 000.00	R 2 000 000.00
<b>Total</b>	R 13 000 000.00	R 1 000 000.00	R 10 000 000.00	R 2 000 000.00

## Conclusion

Creating a platform for crafters directly benefits local communities, providing them with opportunities to earn a living and develop their skills. The programme offers a marketing platform to sell craft products from and training. The programme also nurtures hidden talent, with the aim that Nyandeni crafters can export and exhibit in art exhibitions and festivals, both nationally and internationally.

## 11. Update tourism information on municipal website and develop and update database and tourism statistics

### Project Purpose

The municipality requires regularly updated tourism information, which can assist the tourists to find accommodation, activities and facilities. It also provides local information on what to expect if visiting the area. The aim of the project is to regularly update tourism information on the Nyandeni Website and thus offer a one stop site for information on the area. Secondly to collect tourism statistics on visitors and product owners so as to have information to track performance and trends over time.

### Description

This project would look at creating a protocol and structures for the collection of tourism information. Currently the municipality does not track tourism statistics, to enable the municipality to know the number of visitors, number of establishments, number of beds, number of SMMEs in tourism etc. For the municipality to be competitive, such information is critical, to not only track the tourism industry's performance but to also understand the target market that is being attracted.

Furthermore, aside from the outdated tourism brochure, the municipality currently has no database which indicates the establishments, activities and sites. The development and updating of the tourism database would assist the municipality with knowledge of the products, amenities, activities and services on offer. It is important for this information to be kept up to date, thus systems are need to be put in place to collect and update the database.

Tourism statistics can be roughly categorised into the following categories:



Lastly the project looks at updated the Nyandeni website on a regular basis with news and information pertinent to visitors to the region. This could include warnings and road condition reports, news, list of accommodation, list of activities with contact details etc. Attractions and directions on how to access the area. This element would involve the LTO supporting the Nyandeni Lm with regular content for the website. Whilst Nyandeni would need to update the content regularly.

### Objectives

- To develop a system for the collection of tourism statistics
- To implement statistics collection
- To update website and brochures with appropriate information

## Key Considerations

Key considerations include:

- The time cost of research dynamic needs to be considered thus the municipality needs to balance the needs for data with costs, to find the best option.
- As the statistics and database need to be updated annually it is important that Nyandeni ensures that systems are in place for such. This means that annually, the municipality must ensure that the tourist surveys are ready, a methodology in place, the research medium decided on and staff trained to collect, capture and analyse data.
- Need to make linkages with other departments and organisations as well as have a marketing budget to create stories and content for the website.
- The support of product owners and LTOs is crucial in access information.
- Information that is collected can be sensitive thus it must be handled with care and trust developed between the Nyandeni Lm and the product owners.

## Activities to be undertaken

### 1. Engagement of municipality and product owners

The municipality needs to engage with the product owners and get their support and participation in the project. The municipality needs to ensure that the product owners are willing to conduct surveys with their guests and to provide establishment data.

### 2. Regular updating schedule of website

A graphic designer and marketing agency can be commissioned to update the website at regular intervals with relevant visitor information. This would rely on a monthly retainer plus professional hours for content development.

### 3. Develop statistics protocol

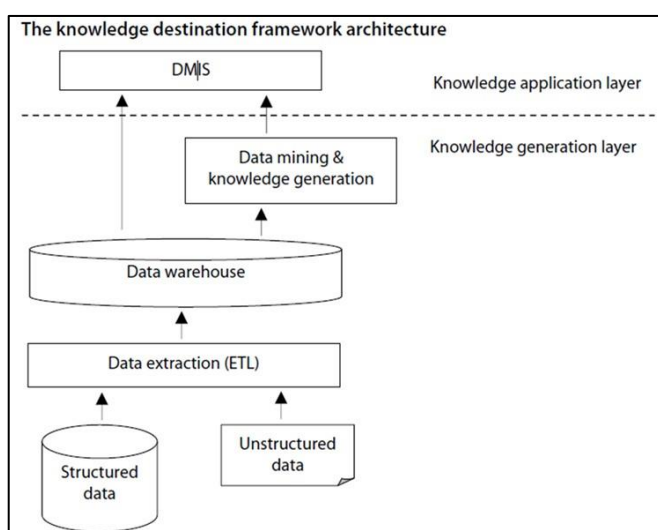
A statistics protocol should be developed that considers the data needs of the municipality and the best processes to collect them. The process report can indicate the following information:

- The type of information that should be collected;
- How often it should be collected;
- Who should be collecting it;
- Quality control measures;
- Submission of information to a central processing facility; and
- Non-financial incentives for collecting information.

This document should be circulated with stakeholders and the LTO to ensure buy-in.

### 4. Undertake statistics collection

The last step looks at the implementation of the protocol and regular collection of data.



## Role Players

- Nyandeni LM
- LTO
- Product Owners
- ECPTA
- DEDEAT

## Indicative Budget

The following table illustrates the budgeting surrounding the project:

**Table 12: Implementation Budget**

<b>Linkages to other projects</b>		<ul style="list-style-type: none"> <li>• DEDEAT has undertaken a study to develop a Provincial statistics framework for Tourism.</li> <li>• ECPTA is capacitating its Tourism Research capabilities</li> </ul>			
<b>Implementing Agents</b>		Nyandeni LM, LTO			
<b>Potential funding sources</b>		Nyandeni LM, ECPTA, LTO			
<b>Timeframe</b>	<b>Potential funders</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
Website and content development	NLM	R 191 016.00	R 60 000.00	R 63 600.00	R 67 416.00
Statistics Framework	ECPTA, DEDEAT	R 100 000.00	R 100 000.00		
Collection	NLM, ECPTA	R 0.00	to be determined	to be determined	to be determined
<b>Total</b>		<b>R 291 016.00</b>	<b>R 160 000.00</b>	<b>R 63 600.00</b>	<b>R 67 416.00</b>

## Conclusion

This project forms an integral part of growing and developing the tourism industry of Nyandeni LM. The generation of statistics will assist planners to monitor the effectiveness of interventions and see trends developing. It will assist the product owners in providing aggregated data for the area. It will assist new businesses and investors make investment decisions into the Nyandeni municipality.

Whilst the provision of reliable and relevant data on a ongoing basis on the Nyandeni website will offer a number of marketing benefits that will be of great support to the product owners and visitors to the area.

## 9. Capacitate the LTO

### Project Purpose

The aim of his project is to capacitate and develop the Local Tourism Organisation (LTO). The LTO is an organisation funded in part by the municipality and in part by members. The LTO is responsible for the promotion and marketing of the area and the organisation of product owners. It will allow various stakeholders to share ideas and concerns relating to the promotion of the destination. The LTO is also responsible for marketing the destination through print and electronic media. The LTO is the key tourism institution within the municipality. To function effectively it will require necessary funding and administrative support from the local municipality.

### Description

The project looks to identify the needs of the LTO to be an effective marketing and stakeholder body for the tourism interests of the municipality. The project aims to provide the necessary capacity support in the form of financial and human resource support.

### Objectives

- To capacitate the LTO to offer the best service for the effective organisation of tourism in the municipality.

### Key Considerations

Key considerations for this project include:

- Alignment with proposed institutional structures.
- There is a need to assess what are the institutional and capacity building requirements of the LTO.

### Activities to be undertaken

#### 1. Identify capacity need

The LTO and Nyandeni LM will undertake a capacity needs assessment on what are the needs of the LTO. This can be undertaken in the form of questionnaire or workshops. A visit to another municipality and their LTO can also be arranged to learn lessons on the functioning of LTOs in collaboration with the municipality.

#### 2. Inclusion of LTO in tourism planning process.

Budget and support to the LTO needs to be identified and budgeted for in IDPs and annual budgets.

### Role Players

- Nyandeni LM
- LTO
- Product owners



## Indicative Budget

The following table illustrates the budgeting surrounding the project:

**Table 13: Implementation Budget**

<b>Linkages to other projects</b>	• Capacitation of the Tourism Forum				
<b>Implementing Agents</b>	Nyandeni LM, LTO				
<b>Potential funding sources</b>	Nyandeni LM, ECPTA, LTO				
<b>Timeframe</b>	<b>Potential funders</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
Needs analysis	<b>NLM</b>	R 50 000.00	R 50 000.00		
Capacity development	<b>NLM</b>	R 0.00	to be determined	to be determined	to be determined
<b>Total</b>		<b>R 50 000.00</b>	<b>R 50 000.00</b>	-	-

## Conclusion

Capacitating the Nyandeni LTO involves identification of their needs and to establish appropriate funding and resourcing interventions.

## 9. Establish a Tourism Forum

### Project Purpose

To create a wider discussion platform for a variety of stakeholders including tourism product owners, the municipality, environmental agencies and government departments.

### Description

A Tourism Forum can be created as a stakeholder platform. A Tourism Forum is necessary to improve communications, cooperation and partnerships between key tourism stakeholders. A tourism forum would be constituted of the municipality, LTO, interested sector departments and product owners.

### Objectives

- To create a stakeholder platform around tourism that looks at wider stakeholders to promote holistic development of the industry.

### Key Considerations

Key considerations include:

- Linkages to existing fora and the adopting existing terms of reference for the Forum from another forum.
- Identification of how the chairing of the meetings and secretariat functions will be handled.

### Activities to be undertaken

#### 1. Identify key stakeholders to participate in forum

These stakeholders might include:

- Nyandeni LM
- LTO
- Provincial Department of Public Works
- DAFF
- ECPTA
- Department of Social Development
- SAPS
- DEA
- DEDEAT
- NDT
- Business Chambers
- Wild Coast Holiday Association
- ECTour

#### 2. Constitute Tourism Forum

This step would include the development of a Terms of Reference, a schedule of meetings and appointment of a body to undertake the secretariat functions. Once established the forum can assist in developing and deepening communication channels/linkages/networks.

### Role Players

- Nyandeni LM
- LTO
- Sector departments

## Indicative Budget

The following table illustrates the budgeting surrounding the project:

**Table 14: Implementation Budget**

<b>Linkages to other projects</b>		<ul style="list-style-type: none"> <li>• Capacitation of the LTO</li> <li>• Projects and programmes contained within this strategy</li> </ul>			
<b>Implementing Agents</b>		Nyandeni LM			
<b>Potential funding sources</b>		Nyandeni LM			
<b>Timeframe</b>	<b>Potential funders</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
Forum establishment	<b>NLM</b>	R 109 515.84	R 34 400.00	R 36 464.00	R 38 651.84
<b>Total</b>		R 109 515.84	R 34 400.00	R 36 464.00	R 38 651.84

## Conclusion

Many interventions needed for Nyandeni require the support of sector departments and a concerted focus on tourism development. The forum aims to bring these sector departments together to discuss and create action items to further a number of projects contained within this strategic framework.

## 9. Capacity Development of Nyandeni Staff and Councillors

### Project Purpose

The aim of this programme is to provide Nyandeni staff in the LED directorate and Councillors with an appreciation of key aspects of tourism destination development, planning and management. The rationale is that many municipal ventures are undertaken with limited focus on the market demands and an awareness of tourists needs.

### Description

The project involves the identification of areas of need within the LED unit and councillors of Nyandeni LM. These training needs could include:

- Competitiveness in tourism destination development
- National regulations and municipal functions around tourism
- Institutional set up - LTO
- Market demand and planning for the needs of tourists
- Awareness of tourists needs
- Cultural sensitivity

### Objectives

- To capacitate official and councillors on the demands and complexity of the tourism sector.

### Key Considerations

The following key considerations need to be kept in mind during implementation:

- The skills which are provided are specifically catering for the tourism sector of Nyandeni LM
- Skills need to align to current district and provincial trends to keep the sector up to date
- Needs to be a systematic programme to ensure full benefit

### Activities to be undertaken

#### 1. Identification of training themes and needs

Nyandeni, institutions and business owners would need to engage and decide on the type of programmes which would be beneficial for the sector. A needs assessment should be undertake initially.

#### 2. Develop councillor awareness programme and staff training programme

A training programme will need to be developed and rolled out with identified councillors and staff.

### Role Players

- Nyandeni LM
- Higher Learning Institutions
- Training providers

## Indicative Budget

The following table illustrates the budgeting surrounding the project:

**Table 15: Implementation Budget**

<b>Linkages to other projects</b>	• Projects and programmes contained within this strategy			
<b>Implementing Agents</b>	Nyandeni LM			
<b>Potential funding sources</b>	Nyandeni LM, DEDEAT			
<b>Timeframe</b>	<b>Total Cost</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-</b>
<b>Training programme – needs assessment and implementation</b>	R 500 000.00	R 500 000.00		
<b>Total</b>	R 500 000.00	R 500 000.00	R 0.00	R 0.00

## Conclusion

The skills to manage and make decisions on tourism development within the municipality needs to be developed within the structures of local government. This is essential to ensure that market driven, sustainable and responsible tourism initiatives are promoted. As well that any development does not negatively impact on the tourism sector and the environment in Nyandeni.