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## VISION

*“Creating a conducive environment for vibrant tourism industry with flourishing opportunities through endemism”.*

## FOREWORD



Winnie Madikizela Mandela Local Municipality is constituted by 31 wards and has population of about 28 905 people. It covers an area of approximately 2806km<sup>2</sup> and the municipal seat is located on the R61 road connecting KwaZulu Natal South Coast boundary to the N2 leading to Mthatha. Dominant land uses in Mbizana are mostly rural with a large emphasis on tourism along the coast and a bit in the interior. Mbizana is a developing rural tourism region with a depth of unique cultural attributes, natural attractions and layers of heritage. It is prerogative to be situated in the boarder of the Eastern Cape and KwaZulu Natal Province which is vibrant in terms of tourism. It prides itself as the home to the legend Oliver

Reginald Tambo and known as the internationally acclaimed biodiversity hotspot hence it was named "Pondoland centre of endemism" It is endowed with pristine beaches, petrified forests, ancient archaeological sites, rugged coastline and scenic estuaries.

Although municipality has huge potential for tourism, unemployment, poverty and inadequate economic infrastructure in the region are the challenges facing the Municipality. The Tourism Development Framework will address the unemployment challenges that faced the region. The development plan also will seek to exploit the intrinsically underdeveloped tourism sector. In a bid to exploit our natural resources for the betterment of the people's lives and in line with our own LED strategy, the Municipality is prioritizing tourism as an economic driver that will create sustainable opportunities and reduce poverty within the region. This Tourism Development Framework is the strategic plan that will ensure economic development of the area and sustainable livelihoods.

The O.R Tambo heritage Route which links various tourism nodes in Mbizana is an attempt to exploit the heritage in the precinct and honour the legend

O. R. Tambo. We hope that with the exceptional marketing strategy, Winnie Madikizela-Mandela will attract influx of tourists to the precinct and create sustainable job opportunities which will improve the lively hood of our economically deprived communities.

I would like to convey the word of appreciation to the development planning department following for the reviewal of this Tourism framework and for the extended support throughout the reviewal of the plan, by various stakeholders.

This tourism framework will definitely promote and enhance participation of all stakeholders in our pursuit of developing strong and sustainable tourism sector. Good partnership between us as Government and valued stakeholders is key to the holistic development of our Winnie Madikizela Mandela Local Municipality.

I am your servant; therefore, let's join hands for robust service delivery.

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**Hon. Councillor Daniswa Mafumbatha**  
**Winnie Madikizela Mandela local Municipality Mayor**

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## ABBREVIATIONS

1. ANDM	Alfred Nzo District Municipality
2. B&B	Bed and Breakfast
3. BEE	Black Economic Empowerment
4. DEDEA	Department of Economic Development and Environmental Affairs
5. DPLG	Department of Provincial and Local Government
6. DTO	District Tourism Organisation
7. EC	Eastern Cape
8. ECPTA	Eastern Cape Parks and Tourism Agency
9. EIA	Environmental Impact Assessment
10. EPWP	Expanded Public Works Programme
11. IDP	Integrated Development Plan
12. KZN	Kwa-Zulu Natal
13. LED	Local Economic Development
14. LTO	Local Tourism Organisation
15. MFMA	Municipal Finance Management Act
16. WMMLM	Winnie Madikizela Mandela Local Municipality
17. MLTO	Mbizana Local Tourism Organisation
18. MNR	Mkhambathi Nature Reserve
19. MSA	Municipal Systems Act
20. PGDP	Provincial Growth Development Strategy
21. PPP	Public Private Partnership
22. RSA	Republic of South Africa
23. RTGH	Responsible Tourism Guideline Handbook
24. RTO	Regional Tourism Organisation (same as DTO)
25. SAPS	South African Police Service
26. SLA	Service Level Agreement
27. SMME	Small and Medium-Micro Enterprise
28. SWOT	Strength Weaknesses Opportunities and Threats
29. TEP	Tourism Enterprise Programme
30. TGCSA	Tourism Grading Council of South Africa
31. WCSH	Wild Coast Sun Hotel
32. WTSR	Wild Coast Time Share Resort

## **EXECUTIVE SUMMARY**

Winnie Madikizela- Mandela Local Municipality (WMMLM) is situated within the Alfred Nzo District Municipality (ANDM) in the Eastern Cape (EC) Province. The municipality has got a total population of 28 905 that is spread over 48 447 households. The municipality has undertaken a process of reviewing the Tourism Development framework, from the basis that any strategically planned Tourism can increasingly be used by its communities to strengthen the local economic capacity, improve the investment climate, and increase competitiveness of local businesses, entrepreneurs. The municipality has identified tourism as one of the pillars for local economic development hence embarking on reviewal of a tourism development framework. Tourism should be the fundamental sector to stimulate economic growth in the municipality.

With the exception of the Wild Coast Sun Hotel (WCSH), there are several attempted tourism projects, some were tried but failed and some are at conceptual stage. This does not necessarily translate into lack of tourism opportunities but it challenges the nodes and relevance of types of tourism concepts for development.

The first step entails undertaking a status quo and research analysis which will provide a direction towards local economic development through the tourism industry. These form part of phase one of the reviewal of the tourism development framework for WMMLM.

The second phase focuses on the tourism concepts for development and implementation plan. Tourism will be developed to benefit the people of WMMLM area and improve their material and non-material well-being, and to provide them with investment opportunities, incentives, training opportunities etc, while encouraging and expecting them to take leadership roles in the industry. It is expected that the tourism industry will contribute immensely to decrease unemployment and alleviate poverty in the municipal area.

The tourism development framework is a blue print for future tourism development whereby it assist in the chronological process that must be undertaken to embark on tourism projects.

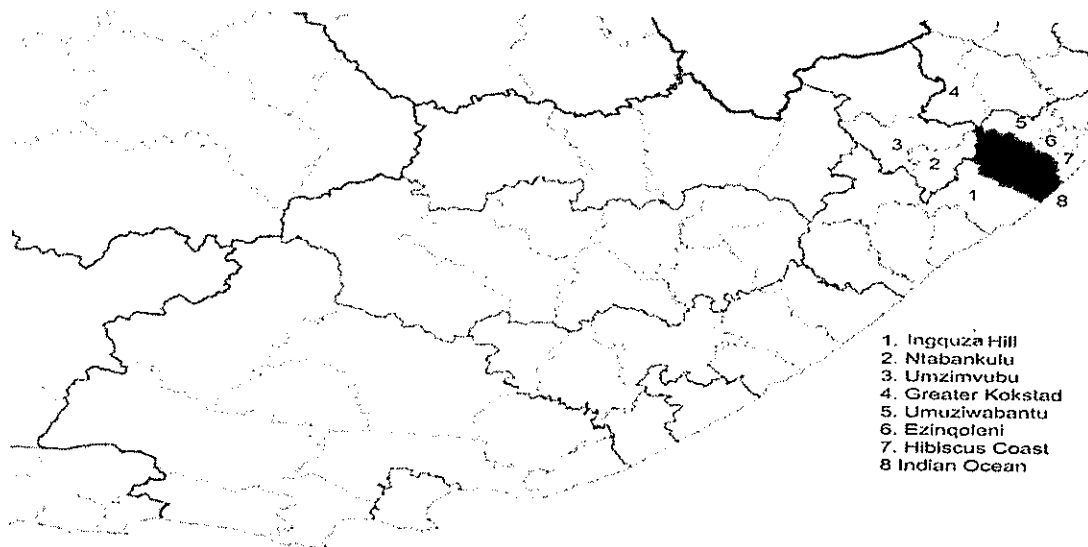


# PHASE 1

## 1. INTRODUCTION

Winnie Madikizela Mandela Local Municipality (WMMLM) is one of the local municipalities that form the Alfred Nzo District Municipality (ANDM) in the Eastern Cape Province. It covers an area of 2 806 km<sup>2</sup> with the population size 251 505. Mbizana Municipality is prerogative to be situated in border of Eastern Cape and Kwazulu Natal. It is bordered by a mature tourism destination in the form of Hibiscus coast, which fills 100 000 beds per night in peak season. Mbizana is endowed with pristine beaches, appealing scenery, petrified forests which makes the precinct unique from other destinations throughout the Province. It is the birthplace of the legends Oliver Regional Tambo and Winnie Madikizela Mandela. Mbizana is known as the pondoland centre of endemism because of its internationally acclaimed biodiversity hotspot. The LED strategy prioritised tourism as one of the enablers for economic growth hence the development of this framework to address the poverty and unemployment challenges. The development of the tourism framework is aligned with millennium development goals (MDG), LED framework and other legislative frameworks that aim at reducing poverty and creating job opportunities.

*Figure 1: Map indicates the geographical location of MLM.*



The purpose and objective of this project is to undertake a reviewal of tourism development framework for Winnie Madikizela Mandela Local Municipality.

## **2. METHODOLOGY**

Project methodology refers to the process which underpins the development of this tourism framework. The most important deliverable in this project is clear tourism development framework that will guide the development of tourism at WMMLM. Therefore there is note that if the tourism development framework is based on this methodology will enable the municipality to achieve its objective.

### **2.1 Status quo report**

This status quo report, also refer to as situational analysis, depict the present situation concerning tourism in the overall municipality. The status quo report will cover the following focus areas.

- Legislation- review of legislations that must be taken into consideration by WMMLM in undertaking any tourism development. WMMLM as one of the spheres of government must comply with different pieces legislations.
- Tourism supply- this area will focus on what is available for consumption by tourists, its status and condition.
- Tourism demand- this area will focus on who the target market is and what are they consuming currently.
- Tourism development nodes- this factor will look at potential areas for tourism development. It will also reflect on the progress made on the nodes that were presented in the OR Tambo Investment Conference in 2009.
- Triple bottom line- this assessment will look at aspects such as economic, social and environmental, how they affect tourism and how they can be applied in the development of tourism.
- Tourism infrastructure- this factor will assess the existing infrastructure in terms of roads, power supply, sewer system, water reticulation and other components of infrastructure.
- Institutional assessment- this area will look at the structures that are currently existing and their responsibilities in terms of tourism in the municipality.
- SWOT analysis- this factor will look at the strengths, weaknesses, opportunities and threats. This information is important for strategic planning purpose.

## **2.2 Tourism development framework**

This is the most important section of the document but it cannot happen without the status quo analysis. As a result, these two phases cannot be separated. In developing the framework, the following are the areas of focus:

- Tourism strategic framework- this is the framework that will be guiding WMMLM in pursuing the tourism development concepts.
- Establishment of tourism development concepts- these are the actual concepts proposed for development. The concepts answers what, who, why, how and where.
- Consultation with tourism stakeholders- this is the fundamental stage from transparency point of view to ensure buy-in and that people take ownership of the process.
- Delivery of draft tourism development plan- this is the draft that will enable further discussion among tourism practitioners and to ensure that inputs are obtained and incorporated.
- Proposal of institutional arrangement- this section proposes the structures and its representatives that will be responsible for tourism in the municipality.
- Tourism development implementation plan- this section document projects that must be carried out to unlock the tourism potential of WMMLM.
- Consultation with tourism stakeholders- consultative workshop to present proposed concepts and obtain inputs.
- Submission of tourism development plan to the municipal council- this is the final product that will be delivered to WMMLM for approval by council and implementation thereafter.

## **3. BRIEF SYNOPSIS OF THE POLICY & LEGAL FRAMEWORK FOR TOURISM**

The section on the legislative framework examines the existing legislative and policy framework in the tourism industry, which includes issues related to sustainable and responsible tourism development, coastal and marine tourism, conservation and environmental management, institutional structuring including the establishment of District Regional Tourism Organisation (DTO/RTO) and Local Tourism Organisation (LTO), Black Economic Empowerment (BEE) and the Tourism Scorecard. The following are some of the key legislations that are relevant in the development and promotion of tourism in local municipalities:

- Tourism Act of 1993
- Tourism Amendment Act of 1996
- Tourism Amendment Act of 2000
- Tourism Second Amendment Act of 2000
- National Environmental Management Act No. 107 of 1998
- National Environmental Management: Protected Areas Act No. 57 of 2003
- National Environmental Management: Biodiversity Act No. 10 of 2004
- National Heritage Resources Act No. 25 of 1999

Also included are the Municipal legislations and strategies which have direct jurisdiction on local government and its roles, responsibilities and functions. The legislations and strategies have been summarised as they have to be taken into consideration in the management of tourism development in local government.

- Local Government: Municipal Structures Act No. 117 of 1998
- Local Government: Municipal Structures Amendment Act No. 33 of 2000
- Local Government: Municipal Systems Act No. 32 of 2000
- Disaster Management Act No. 57 of 2002
- Municipal Finance Management Act. No 56 of 2003
- Integrated Development Plan (IDP) 2020/2021- reviewed
- Winnie Madikizela Mandela Local Municipal LED Strategy 2016

There are also critical tourism strategies provincially and nationally which should be taken into consideration in the planning of tourism on the local level, create alignment in all spheres of government and to ensure that national targets are cascaded to local municipality in the form of implementation. These strategies included the following:

- The National Tourism Sector Strategy 2011
- Eastern Cape Vision 2030 development plan.
- Provincial Tourism Master Plan 2014
- Responsible Tourism Framework 2002

The next section will narrate all the above-mentioned legislations and strategies on its importance and how they are relevant in tourism development. There are many other legislations that are applicable, however the above mentioned are basics and are applicable in most tourism development nodes. WMMLM must ensure that there is compliance to the legislation and other legislations that could become applicable from time to time in tourism development process.

### **3.1. Tourism Act, 72 of 1993**

The Tourism Act 72 of 1993 was promulgated to make provision for the promotion of tourism to and in the Republic of South Africa. Municipalities should note and be aware of the content of the Act as it aims to achieve, among others:

- the further regulation and rationalisation of the tourism industry
- maintaining and enhancing standards of tourism facilities and services
- the coordination and rationalisation of the activities of people in the tourism industry
- to make provision for the registration of tour guides; to prohibit any person to act to gain as a tourist guide unless he/she has been registered as a tourist guide in terms of the act

### **3.2. Eastern Cape Parks and Tourism Act, 10 of 2010**

The Eastern Cape Parks and Tourism Act of 2010 established the Eastern Cape Parks and Tourism Agency and defined its mandate relatively broadly in developing tourism in the province by leading tourism development and marketing and conservation of biodiversity. The key elements of the mandate from tourism perspective include but not limited to the following:

- The Agency is responsible for the marketing, promotion and development of tourism in the Province and the transformation of the tourism industry.
- The Agency must market the province as a preferred destination for international, regional and domestic tourists by, amongst others, (i) developing and implementing marketing strategies that target international, regional and domestic tourists; and (ii) participating in tourism marketing initiatives and strategies of the department or other organs of state.
- The Agency must promote tourism in the province by, amongst others, (i) advertising or making known the tourist attractions of the province, including the tourism products in its protected areas, in any manner it deems fit; (ii) producing, publishing, printing and selling,

and by circulating and distributing, with or without charge, travel or tourist books or guides, maps, posters, placards, brochures and bills and publications of any nature calculated to be useful to tourists within the province.

- Identifying tourism development opportunities and implementing appropriate initiatives and programmes to exploit it.
- Implementing effective measures to facilitate the enhancement of the level of standards of tourism products and services being offered in the Province;
- Identifying tourism training needs and facilitating tourism training initiatives.

The Act does not clearly define how the ECPTA and district / local tourism organisations should engage. However, the ECPTA can provide a marketing channel, information and research services to local tourism organisations. The functions are relevant and must take place on the local level. WMMLM will be responsible to execute these functions and align with provincial activities.

### **3.3. National Heritage Resources Act, 25 of 1999**

The National Heritage Resources Act lays down systems to manage and set standards for heritage management in South Africa. It provides a management framework for heritage. This Act is important and relevant as WMMLM has incredible heritage and it is expected that in the process of executing any heritage related project, this Act will be consulted to ensure compliance.

### **3.4. National Environmental Management Act, 107 of 1998**

The National Environmental Management Act (NEMA) outlines activities which may not commence without environmental authorization from the competent authority and in respect of which the investigation, assessment and communication of potential impact of activities must follow the procedure as described in regulations 27 to 36 of the environmental impact assessment regulations, 2006, promulgated in terms of section 24(5) of the act. This Act is relevant because many tourism development potential for WMMLM are located in environmental sensitive areas such as Mtamvuna Nature Reserve, Mtentu and other parts of the Wild Coast. This Act will be consulted from time to time for Environmental Impact Assessment (EIA) purpose.

### **3.5. Municipal Structures Act, 117 of 1998**

The Municipal Structures Act sets up powers and functions of the municipalities which have a direct or indirect impact on the quality of the tourism experience. This Act is relevant and cornerstone of municipal operations. It guides council on their powers in the municipal operation. It will enable councillors to understand and undertake tourism development as one of their responsibilities in line with the mandate.

### **3.6. Municipal Systems Act, 32 of 2000**

Chapter 5 of the Municipal Systems Act 32 of 2000 requires that each municipality completes an Integrated Development Plan after the start of its elected term and to review such plan every year.s

An Integrated Development Plan reflects the municipal council's vision for the long term development of the municipality, its development priorities, development statistics and action (progress). In reflecting a municipal council's vision for the long term, the Development Plan must, according to the regulations for the Municipal Systems Act (MSA), at least identify the following:

- Any investment initiatives;
- Any development initiatives including physical, social, economic and institutional development;
- All known projects, plans and programmes to be implemented within the municipality by any organ of state;
- An integrated development plan may refer to maps, statistics or other appropriate documents provided they are open for public inspection.

In terms of Section 26 (d) the council's development strategies must be aligned with any national or provincial sector plans. It is the IDP that must incorporate tourism as one of the pillars for economic growth. This Act also guides municipalities about processes to establish

a municipal entity. WMMLM will have to ensure alignment with the Act when reviewing its Local Tourism Organisation (LTO).

### **3.7. Disaster Management Act, 57 of 2002**

In terms of the Disaster Management Act, all municipalities must have Disaster Management Plans in place that identify risk, specify how to manage these risks and outline plans for handling various types of disasters that may occur within their area. Development of tourism facilities and attractions often take place in sensitive areas, therefore there will be a need for disaster plan for all existing and future tourism development to minimise and manage risks.

### **3.8. Municipal Financial Management Act, 56 of 2003**

The objective of the Municipal Finance Management Act (MFMA) is to ensure sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities. This is done by among others:

- establishing requirements for the management of their revenues, expenditures, assets and liabilities, and management of financial dealings;
- establishing requirements for the budgetary and financial planning processes;

MFMA specifies that the municipal budget is the primary route through which municipalities may expend funds. As specified in the Municipal Systems Act 32 of 2003, Section 25 (c), the municipal budget must be based on the policy and development framework of the Integrated Development Plan.

Expenditure by a municipality may be either of an operating or capital nature, provided that the required funds are allocated in the operating or capital budgets respectively.

The municipality may therefore undertake expenditure (either operating or capital) towards the development of tourism projects provided that the required funds are provided for in the approved budget, based on the Integrated Development Plan.

### **3.9. Tourism White Paper, May 1996**



The Tourism White Paper was established to be used as a guideline to grow the tourism industry in South Africa. It recognised that, due to a racially discriminatory history and deliberate 'protectionism', tourism development in SA had largely been a "missed opportunity". During the apartheid era, the industry had been catering to a homogenous, predictable, and minority clientele, of the privileged domestic tourist. As such, the potential of the tourism industry to boost national income, strengthen employment and rural economies, generate foreign exchange, spawn entrepreneurship and new services to stimulate other sectors of the economy, had been limited.

It is fortunate that SA's transition to democracy and subsequent drafting of a new constitution and legislation coincided with a global movement towards a more socially and environmentally responsible development philosophy. In line with global trends towards sustainable development, the 1996 Tourism White Paper proposed '*Responsible Tourism*' as its benchmark

*Responsible Tourism* is defined as "*Tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry, responsibility for the safety and security of visitors and responsible government, employees, employers, unions and local communities*".

*Responsible Tourism* advocates that all stakeholders involved in the tourism industry, from national government to one-man tourism operators, should take a proactive approach in developing, marketing and managing tourism initiatives, such that they comply with the three pillars of sustainable development: i.e. that they strive towards greater social responsibility, environmental sensitivity, and economic sustainability.

### **3.10. Responsible Tourism Manual for South Africa, July 2002**

The Responsible Tourism Manual for South Africa was developed by the then Department of Environmental Affairs and Tourism to provide established as well as community-based

tourism enterprises with information about “responsible tourism” and the opportunities that it presents for improving business performance.

Specific to South Africa, and in line with current international best practice, the manual contains a range of practical and cost-effective responsible actions available to tourism businesses and tourism associations. The manual also refers to many useful sources of information and examples of best practice that can help to guide users' implementation of responsible business activities. The guiding principles for Responsible Tourism are economic, social environmental and sustainability.

### **3.11. Eastern Cape Provincial Growth and Development Plan, 2008**

The Eastern Cape Provincial Growth and Development Plan PGDP was formulated in 2003, as a medium and long term strategic planning document with an annual review. The PGDP provides a strategic framework and the programmes are aimed at improving the quality of the life of the poor regions of the province.

Objectives of the PGDP are the development of an overarching strategic framework, and translation of this strategic framework into detailed and sequenced sectoral strategic plans and programmes. The main aim of the PGDP is to articulate a consensus-based vision and quantified targets for provincial growth and development.

In terms of the Eastern Cape Provincial Growth and Development Plan (PDGP), the development and diversifying of the tourism sector is one of the key strategic areas of intervention as well as the provision of the necessary infrastructure for such development.

### **3.12. Eastern Cape Tourism Master Plan**

The Eastern Cape Tourism Master Plan has identified nine strategic priorities towards its drive to promote tourism in the province as follows:

- Effectively marketing the Eastern Cape as a tourist destination
- Developing a strong Eastern Cape Brand Identity
- Building the capacity of the implementing agents
- Encouraging much more co-operation and joint effort in the industry

- Refocusing on research efforts
- Increasing the level of tourism education and awareness
- Improving access to tourist destinations
- Improving the level of safety and security
- Expanding and developing the nature reserves and national parks as quickly as possible

All these strategic priorities are very relevant to the tourism sector of WMMLM and there must be alignment between local and provincial stakeholders. The priorities must drive the focus on WMMLM in terms of fast tracking tourism growth.

### **3.13. Integrated Development Plan**

Integrated Development plan is a strategic planning instrument used to guide municipal officials, both at district and local level, in making decisions that are crucial for the area as a whole. It informs all planning, budgeting, management and decision-making in the municipality.

## **4. CURRENT TOURISM SUPPLY**

Tourism is composed of both supply (an industry) and demand (an activity). Supply and demand are linked through marketing, research, distribution, global and national tourism organisations and transportation. The environment affects supply and demand because it reflects historical, current and future legislative, technological, social and economic trends. These activities should all operate within a functioning tourism system.

The supply side of tourism focuses on the most fundamental resources that attract tourists to the municipal area, the natural and cultural resources of the municipal area. These resources need to be sustained and managed for the benefit of all on this planet. Tourism supply is made up essentially of what the tourism industry brings to the tourist.

The destination and those that package it to meet the needs of tourists is the foundation of what makes it attractive to potential tourists.

The analysis of supply take into consideration the following factors:

- Tourism sub-sectors
- Tourist attractions
- Tourists facilities, including ownership, employment levels, prices, and grading classification
- Number of rooms and beds
- Occupancy rate
- Tourism routes
- Tourism events and key activities
- Tourism development initiative (existing and planned)

Tourism at WMMLM is at a budding stage as there is increase of facilities to attract visitors with the WCSH which attract many tourists all year round. There are also few B&B's in the town of Bizana which have a reasonable occupancy rate but there is lack of activities to compliment these facilities and to prolong visitor's stay. There are many opportunities which cannot be classified as products as they are still on conceptual stage, however by pursuing the development of these concepts, WMMLM can have a wide variety of tourist experiences. The table below reflect the current tourism products supply within the municipality.

TOURISM PRODUCT TYPE	NAME OF BUSINESS	LOCATION	STATUS QUO	SERVICES	GRADING STATUS	NO OF ROOMS	OCCUPANCE RATE	RATES (2011) Min-Max	NUMBER OF EMPLOYEES (permanent)
Hotels	Wild Coast Sun Hotel	Mbizana (Border to Port Edward)	Operating	Golf, restaurants, play machines, water activities, etc.	3 Star	200	98%	R1000 - R10 000	500 (direct) 500 (indirect)
Bed and Breakfasts and Guest Houses	Makwande	Bizana	Operating	Dinner, breakfast and lunch on request.	3 Star	28	80%	R592 - R889	9
	Daph's	Bizana	Operating	Private bar, dinner, garden tea, wedding services, breakfast and lunch on request.	3 Star	16	80%	R450-R550	7
	Sinawe	Bizana	Operating	Private bra, dinner, breakfast and lunch on request.	3 Star	36	70%	R600-R900 R500	7
	Lunganakho Country Lodge	Mzamba	Operating	Dinner, Bed and Breakfast, Events Cattery Braai Facility	3 Star	07	20%	R500 -R1500	2
	Hluma Lodgel	Bizana Nomiacu	Operating	Conference Bar Accommodation	3 Star	8	90%	Walk-In R740 R600 R1400	8
	Emampingeni Lodge	Mzamba	Operating	Accommodation	3 Star	12	60%	R450-R550	3
	Lubusi Botique Hotel	Bizana	Operating	Dinner Small Events Conference Centre	4 Stae	16	75%	R600-R900 R680 R1350 maxi	4
	Sada Botique Hotel	Mzamba	Operating	Bar Events Accommodation Conference	4 Star	11	80%	R850 R950 R1500	7
Self catering facilities	Mintamvuna tented camps	Mintamvuna Nature Reserve	Not operating, some facilities have been completed and some are under construction.	NA	Not graded yet	5	NA	Not available in the market	NA

	Mlentu estuary tented camp	Mlentu estuary	Not operating yet.	NA	Not graded yet		NA	NA	NA	NA
<b>Tour Operators</b>	OR Tambo Heritage Route lodge	Mzamba	Not operating yet	NA	Not graded yet	8	NA	NA	NA	NA
	Mzamba Tours	Mzamba	Operating	Padding	Not graded	Take +20 visitors per time.	No information	R200pp	2	2
	Voli Travels	Bizana	Operating	Hiking Trails	Not graded	Take +20 visitors per time.	70%	450pp	2	2
<b>Cultural and Heritage facilities</b>	Garden of Remembrance	Nkantolo	Not operating	Accommodation, historic picnic area.	Not operating	NA	NA	NA	NA	NA
	Kananda Graves	Kananda	Not operating	Historic graves	Not operating	NA	NA	NA	NA	NA
	Mbongweni	Mbongweni	Not operating	1 Rondavel	Not operating	NA	NA	NA	NA	NA

*Table 1: Summary of tourism supply*

It is important to mention that from the perspective of this section, supply refers to facilities existing and rendering services to tourists. It has been realised that there are many facilities that were documented but do not exist. The example is the one rondavel that has been built at the birth place of Winnie Madikizela Mandela at Mbongweni. The information that was obtained is that the intention of this rondavel is to display history of this legend. However, by the time of compiling this document and visiting this site, the rondavel was empty and there were no records of people visiting the area.

The extent of information provided on the above table is based on the information that could be sourced from different interviewees. That cannot rule out the possibility of areas that could be excluded, however this exclusion could be as a result of lack of information.

There are many tourist attractions in MLM; however most of these attractions have not been mentioned in the above table because there is no information, with exception of Mtentu and Mtamvuna, which have already been mentioned under facilities. Other attractions include Mnyameni, Skhombe, Xholobeni, Ingeli, etc. In all these mentioned names, there is no information because there is no existing development that could entice visitors to spend time and money. Most of these sites will be transformed through proper attractions with supporting infrastructure to host visitors in conceptualisation stage of this document. Other tourism niches such as events were investigated but from the information that was gathered, there is no existing event other than attempts that were tried in the past.

## 5. CURRENT TOURISM DEMAND

The demand side of tourism focuses on the needs and motivations that drive individuals to become tourists, how these needs and motivations are shared by other people and how this becomes the basis for defining tourist segments and markets, and how these tourist segments ultimately drive the movements of tourists from one country and region to the next. Tourists take holidays in the hope that these holidays will satisfy, either partially or wholly, various needs and desires. It is the task of the marketer to transform needs into desires by making the individual aware of the various ways in which his or her needs can be satisfied.

Simply stated, travel motivation has two components that interact. On the one hand, there are individual needs, an awareness of which provides the impetus for seeking satisfaction (termed 'motives' or 'push factors'); on the other hand, there are travel destinations, products or services that are perceived to have the ability to satisfy those needs (these are called 'pull factors'). There are many visitors that are currently visiting WMMLM for various purposes including business, leisure and other purposes.

The dominating visitors to the existing B&Bs are mostly business market but WCSH dominant tourists are gamblers. B&B such as Sinawe receives lot of visitors but there are no proper records on their origin and purpose of visit. It is believed that there are other market segments that visit WMMLM but are not recorded e.g though facilities such as Mtentu are officially closed but and they do bookings on an ad hoc basis and these bookings are not recorded. Overall, all the analysis of information on this section is based on information obtained from interviewees. That cannot rule the possibility of exclusion which could be as a result of lack of information or failure of existing tourism operators record tourist data.



The table below indicates the list of tourism products, the market segments, and origination of visitors, the purpose of visit and the length of stay.

**Table 2: Summary of market analysis**

<b>PRODUCT NAME</b>	<b>MARKET SEGMENTS</b>	<b>ORIGINATIO N OF MARKET SEGMENTS</b>	<b>PURPOSE</b>	<b>LENGTH OF STAY</b>
<b>Wild Coast Sun Hotel (WCSH)</b>	Holiday makers, Leisure market (gamblers), Business market	Kwa-Zulu Natal, Eastern Cape, Gauteng	Holiday Gambling Business	2-6 nights
<b>Makwande</b>	Business market, Leisure market	Kwa-Zulu Natal, Eastern Cape (and locals from Mbizana),	Business Leisure	1-3 nights
<b>Daph's Bed and Breakfast</b>	Business market, Leisure market	Kwa-Zulu Natal, Eastern Cape,	Business	1-3 nights
<b>Lunganakho Country Lodge</b>	Confrences, Events, Business, Leisure	North West, Kwa-Zulu Natal, Eastern Cape	Accommodation Business Events Confrences	4-5 maxim
<b>Hluma Lodge</b>	Holiday Business Confrences	Gauteng Free-State North West Eastern Cape	Confrences Accommodation Business	1Night 2-3 4-5 Night
<b>Emanmpingeni</b>	Business Lesu	Eastern Cape Kwa-Zulu Natal	Accommodation	3-5 Days
<b>Lubusi Botique Hotel</b>	Holiday Events Business	Eastern Cape Kwa-Zulu Natal	Business Events Conference	3-5 Days
<b>Sada Botique Hotel</b>	Business Leisure Holiday	International Gauteng Eastern Cape	Events Business Conference	1Night 5Night
<b>Sinawe</b>	Business market, Leisure market	Kwa-Zulu Natal, Eastern Cape,	Business	1-3 nights

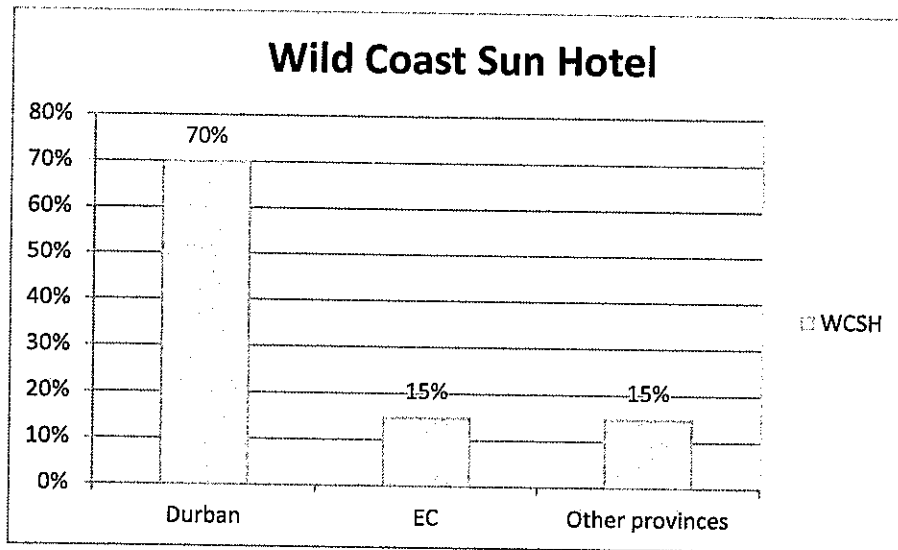
### 5.1. Analysis of individual product demand

Due to lack of statistics, information was gathered in detail from sources particularly the existing tourism products. The information that was received is sufficient to provide a picture to MLM on the current market segmentations, the province of origin and the purpose for visiting.

#### 5.1.1 The Wild Coast Sun Hotel

The bookings for the WCSH are made centrally in their reservation department in Johannesburg; therefore, it was not easy to gather detailed information, however from the information gathered, it was learned that 70% of visitors are originating from Durban in KZN, 15% is originating from the EC and another 15% from other provinces. A total of 70% of visitors are gamblers which is the primary business of the WCSH.

Figure 2: Wild Coast Sun Hotel market analysis

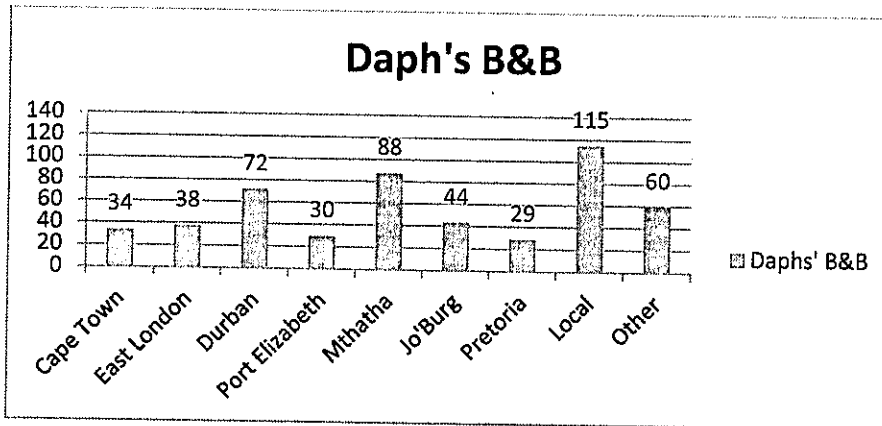


#### 5.1.2. Daph's B&B

This is one of the popular B&Bs situated in Bizana. From the 1<sup>st</sup> of January 2019 to the 30<sup>th</sup> of June 2019, this B&B has attracted over 115 visitors from local, followed by 88 visitors from Mthatha, 72 visitors from Durban and other towns such as Port

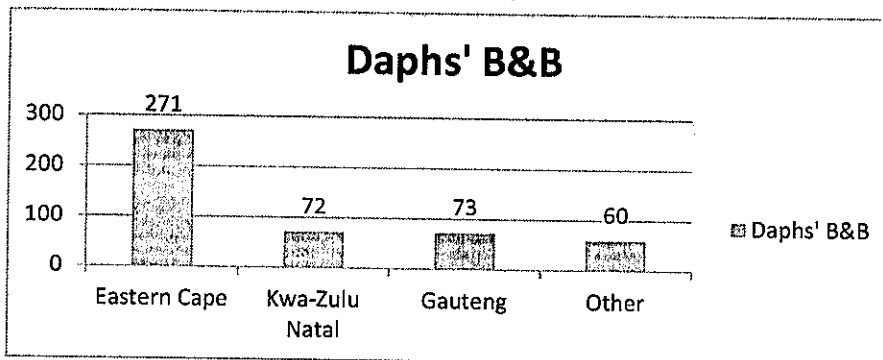
Elizabeth and Johannesburg are sharing visitors between 5 and 60. The total number of visitors that were attracted in the same period is 510.

**Figure 3: Daph's B&B market analysis per towns**



The same numbers of visitors from Daph's B&B were analysed in terms of provinces to determine the province that contribute lot of visitors. EC is the primary market as the B&B is boosted by local visitors, KZN particularly Durban is the second priority target market, followed by Gauteng as the B&B recorded lot of visitors from Johannesburg and Pretoria. The other figure below represents visitors from Free State, Western Cape and other provinces.

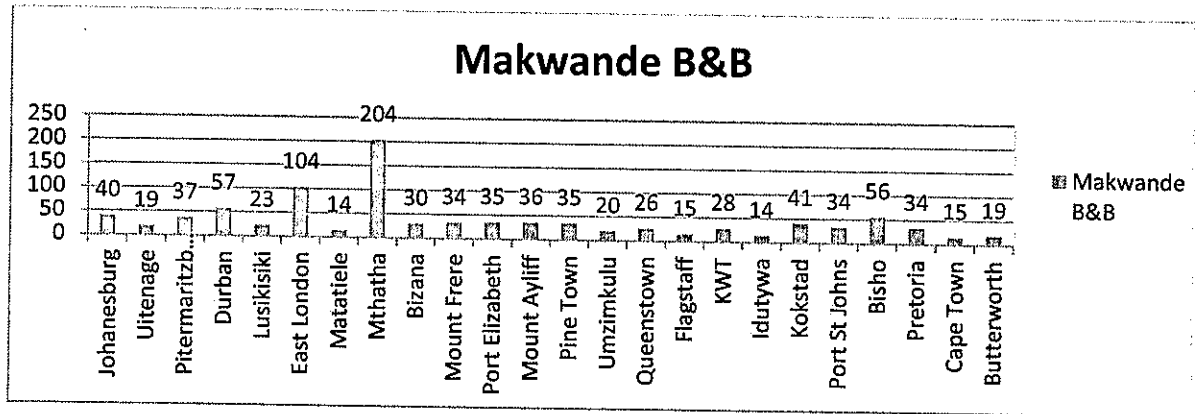
**Figure 4: Daph's B&B market analysis per provinces**



### 5.1.3. Makwande B&B

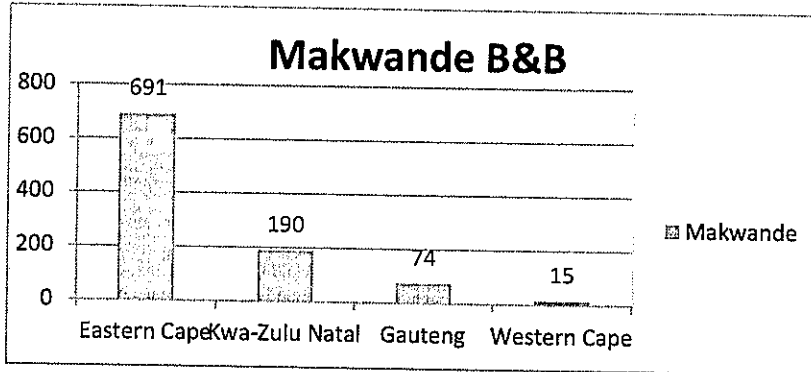
Makwande is the biggest B&B at Bizana and seems to be the most popular compared to Daph's and Sinawe. The B&B has accommodated over 1500 tourists from January to June 2019, a number which is considerably high for small and emerging destination such as Bizana. When comparing the total number of visitors for the same period in terms of town of origin, Mthatha is leading followed by East London as both have attracted over 200 visitors. The rest of the towns indicated on the below graph have attracted visitors between 10 and 130.

Figure 5: Makwande B&B market analysis per towns



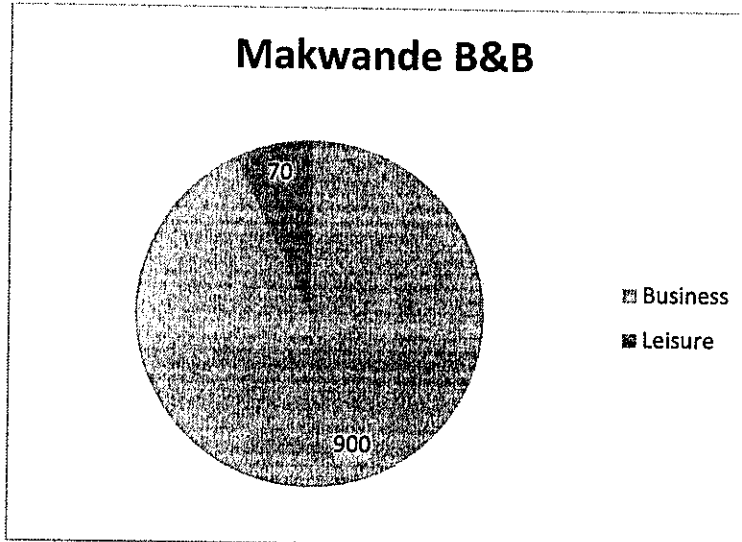
The graph below summarizes visitors per province. It is important to analyse per province to determine the provinces that bring visitors to Mbizana. This information will be instrumental towards marketing efforts. EC is the leading province followed by KZN, Gauteng and Western Cape with the small numbers of visitors. From this chart, it is clear that local market is the priority for this B&B.

**Figure 6: Makwande B&B market analysis per provinces**



Makwande is the only B&B in Bizana that has records of visitors to determine the purpose of visit. In the same period from January to June 2019, a whopping 1000 visitors visited Bizana for business purpose and the other 70 for leisure. This information will give a broad idea for strategic marketing and packaging of products. A conclusion that can be made is that the inland is attracting more business tourists while the coastal area is attracting more leisure tourists as 70% of the WCSH tourists are leisure.

**Figure 7: Makwande B&B purpose of visit analysis**

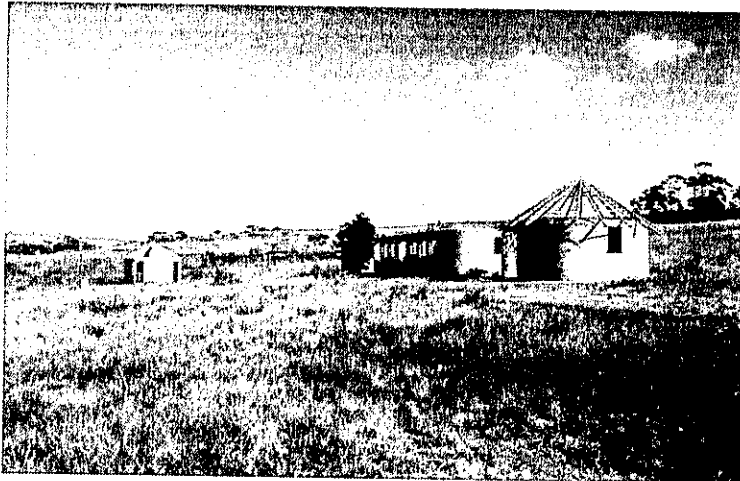


## 6. STATUS QUO OF EXISTING AND PROPOSED TOURISM CONCEPTS

### 6.1. Incomplete arts and craft structure

There is an incomplete structure which, according to the information gathered was meant for art and craft center. This structure was left at a roof level as illustrated in the picture below. This structure comprises of two rondavels and one building in between, estimated at 70 square meters. Arts and crafts are one of the most important features for the tourism industry, hence a detail investigation on potential arts and crafts that could be linked to the tourism industry of MLM. Further investigation and analysis will be carried out on the conceptual stage to determine how this structure can be used to contribute towards the growth of the tourism industry.

*Figure 8: Incomplete facility at the coast*



## 6.2. Mtentu estuary tented camp

Mtentu is one of the jewels of WMMLM, the existing structure has got seven tented camps (two sleepers), one dining, and kitchen, a lodge with five tented camps (2 sleepers), one dining and kitchen. The whole tented camp can potentially accommodate over 20 visitors sharing per night. The lodge is owned by the community and currently closed, however it appears that bookings are being taken on ad hoc basis by the separate community structures which are fighting among themselves.

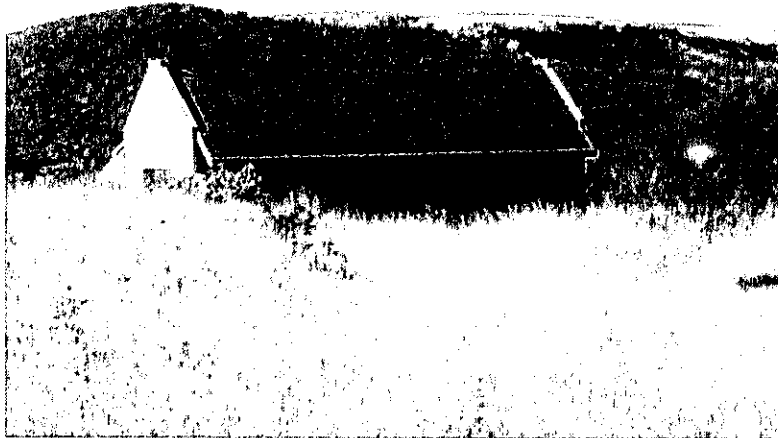
*Figure 9: Mtentu estuary tented camp*



### 6.3. Mtamvuna Nature Reserve

There are newly built tented camps (8 accommodation facilities with a carrying capacity of 2 people per house, a conference facility which can accommodate over 50 delegates. There are other facilities which are under construction including the main entrance facility. There is more foot print for development in this nature reserve. The reserve is accessible and located close to Port Edward. The facilities are not opened yet to the public and are currently under the management of the community trust.

*Figure 10: Mtamvuna lodge*

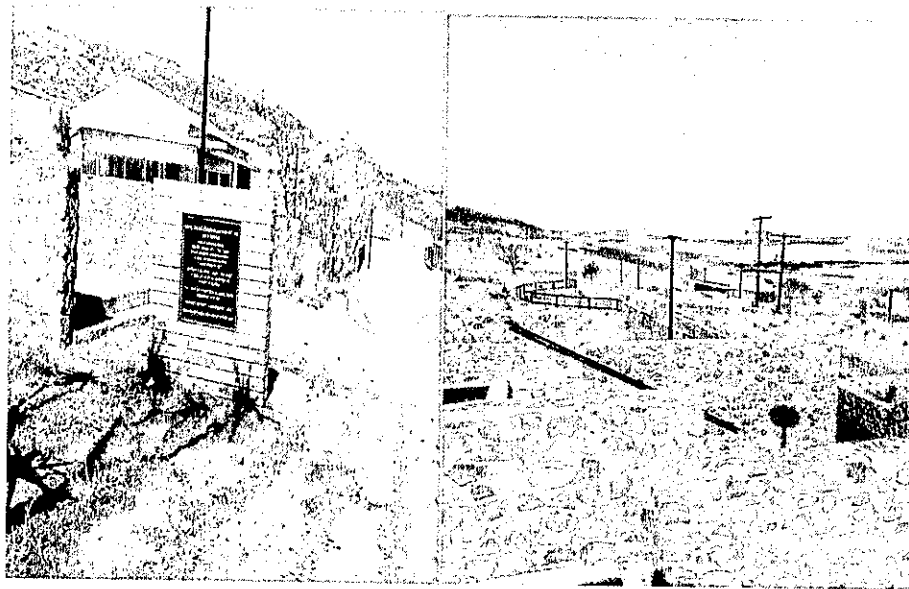




#### 6.4 Garden of remembrance (Nkantolo)

This is the birth place of the political icon Oliver Reginald Tambo. There are currently interpretative library, interpretative and welcome centre which were just completed, statue of OR Tambo and a picnic area. The site is not yet operating and appears to be inactive from tourism perspective; however it is strategically located close to tourist route. The site is located about 25km out of Bizana.

*Figure 11: Garden of Remembrance*



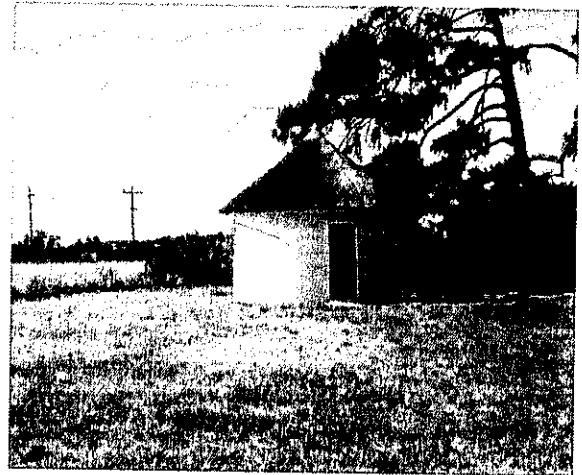
## 6.5. Mbongweni heritage

The birth place of another political icon, Winnie Nomzamo Madikizela-Mandela, this site is located about 31km from Bizana. This is the original home where this political icon was born. There are still some family members of Madikizela that are still residing in this house shown in the left picture. On the right is the rondavel that was built by WMMLM but it is closed and there is nothing happening. The rondavel is in the same yard of Madikizela.

*Figure 12: Winnie Madikizela-Mandela's birth place*



*Figure 13: Rondavel built at Winnie Madikizela-Mandela's birth place*



## 6.6. Oliver Reginald Tambo Cultural Village

This cultural village is located in the town of Bizana and it comprises of four larger buildings, each building occupying approximately 170 square meters, ablution block, information and administration office and open space for cultural exhibition and picnic area. The building is not in active use other than ad hoc meetings by different structures with the exception of Small Enterprise Development Agency (SEDA) which is using a small portion of the building on a full time basis.

*Figures 14: OR Tambo Cultural Village*



## 6.7. Ingeli lodge

This is one of the potential sites for low impact tourism development. At the present moment, there is nothing other than water catchment area. The picture on the left is Ingeli mountain from WMMLM and the picture on the right indicates Ingeli Mountain from the other side of KZN. There is no existing lodge as the name says; however from the information gathered, it was earmarked for lodge development a few years ago. From situational analysis perspective, the rationale behind looking at Ingeli from the border of Kwa Zulu Natal is to investigate any relationship and possible integration for future development.

*Figure 15: Ingeli lodge (from WMMLM)*



*Figure16: Ingeli lodge (from KZN)*



### **6.8. Mbizana Nature Reserve**

There are buildings that were built and recently burnt by community people during the post 2011 local government election. Though the facilities have been burnt, the structure is still solid that it could be repaired. It is unsure what the intention was going to be after completion. It was also learned that the land where this structure has been built is under land claim. Attempts to obtain business plan for this development yielded no results.

*Figure 17: Mbizana Nature Reserve*



### **7. INVESTMENT PROJECTS PRESENTED IN 2009**

WMMLM identified and presented several projects for investment in the OR Tambo Investment Conference which took place in the WCSH in 2009. These projects are emanating from Mbizana LED Strategy of 2009. The following are the projects that were presented to the delegates:

- Bio Fuel
- Heritage theme park
- Ingeli lodge
- Light industry multi-purpose center
- Middle and high income residential area
- Mtamvuna lodge

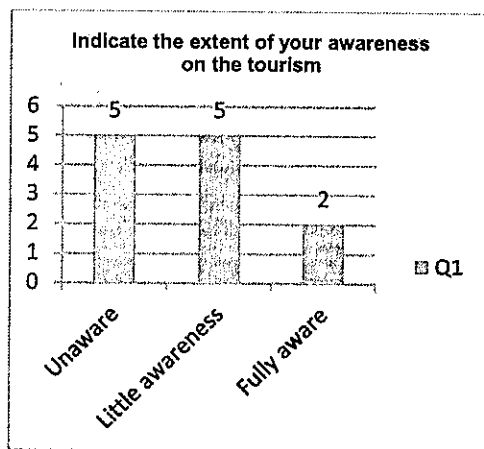
- Multipurpose center

The year 2011 is the third year since the conference took place; the question is to what extent had the municipality implemented the projects? Prior embarking on phase two which is the conceptual stage and strategy development, a thorough analysis of tourism related projects in the list mentioned above, its relevance and possible integration of these concepts to the mainstream tourism development of WMMLM will be taken into consideration.

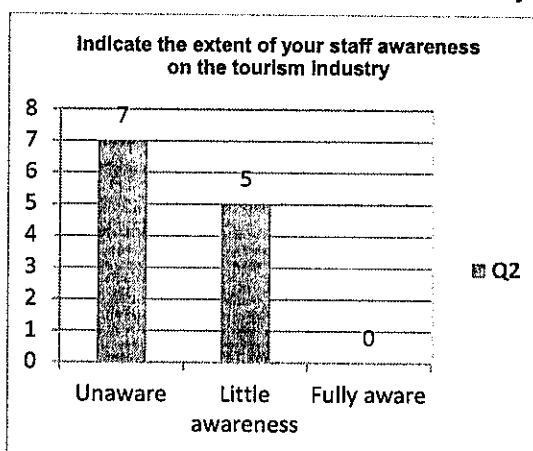
## 8. OUTCOMES ON THE PERCEPTION OF ENTREPRENEURS ON TOURISM

A snippets survey was undertaken as part of the situational analysis to determine the perception of entrepreneurs concerning their understanding of the tourism industry. A total of twelve businesses were interviewed in the form of questionnaire and each entrepreneur was asked a total of seven questions. The businesses that were selected are located on the main road and rendering services for tourists. These businesses include filling stations, supermarkets and restaurants. The outcomes have been analysed and presented in seven charts below.

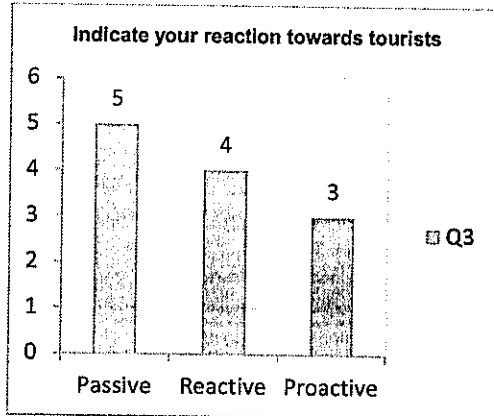
**Figure 18 Extent of tourism awareness**



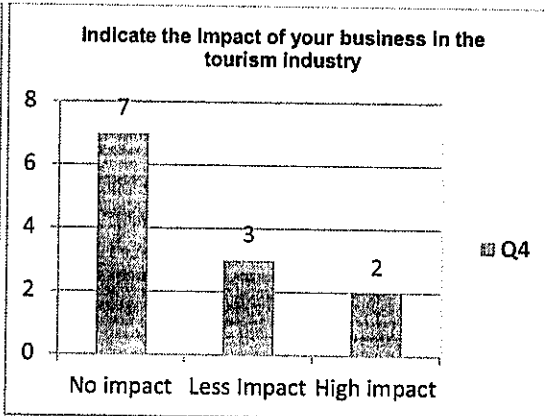
**Figure 19 Extent of tourism awareness by staff**



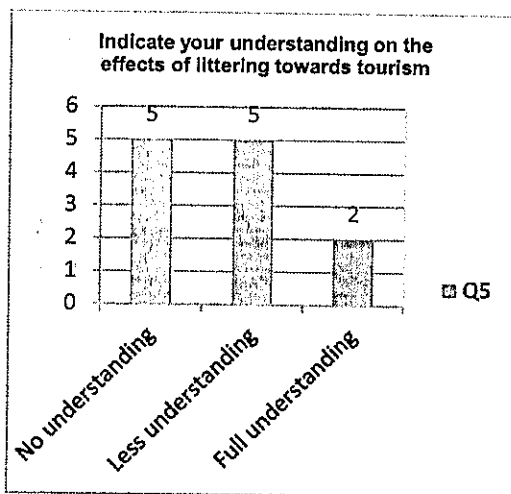
**Figure 20: Reaction towards tourism**



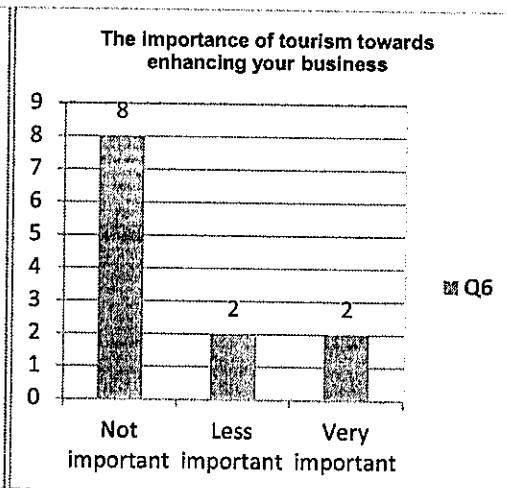
**Figure 21: Impact of business towards tourism**



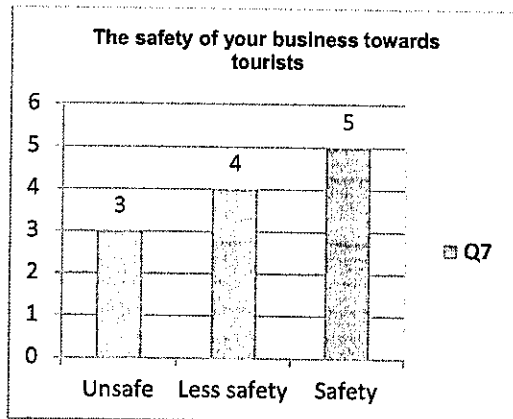
**Figure 22: Understanding of effects of littering towards tourism**



**Figure 23: Importance of tourism littering towards enhancing businesses**



**Figure 24: Safety of business towards tourism**



The outcomes from this survey indicate gaps as businesses that are directly linked to the tourism industry lack understanding of the industry. This raises questions as whether tourists are prioritised and taken care of. Most business owners understand the tourism industry but they are not in the forefront of visitor services, unlike their staffs that have no exposure yet they are in the interface with tourists. The outcomes are not positive; however, they provide a clear direction for the municipality to determine the extent in which tourism awareness campaigns should be pitched.

## 9. TRIPLE BOTTOM LINE ASSESSMENT

### 9.1. Economic Objectives and Indicators for Responsible Tourism

#### 1) Assess economic impacts as a pre-requisite to developing tourism

- Extend the season of enterprises by developing new products to create better employment conditions and to provide a stronger base for local economic development. Monitor occupancies or seasonality of employment over the year to show progress in extending the season.
- The historically disadvantaged are a significant emerging domestic tourism market. Identify and encourage commercial responses to this opportunity.
- Recognise that our cultural heritage should not only be assessed in economic terms, and that tourism can create revenue from cultural heritage, traditional ways of life and wildlife and habitats.



- Encourage business relationships between foreign entrepreneurs and local emerging entrepreneurs.
- Always consider the opportunity costs of tourism for local communities and their livelihoods, and be prepared to accept that there may be more appropriate economic opportunities for the area. Maintain and encourage economic diversity, avoid over-dependency on tourism.
- Plan initiatives and investment to contribute to the broader local economic development strategy (for example, IDP's for the area).
- Planning authorities need to consider how they can intervene to avoid tourism developments where they may cause adverse effects such as local land price inflation, loss of access to resources or undermining sustainable livelihoods.
- Exercise a preference for business and land tenure arrangements that directly benefit local communities and / or conservation.
- Conduct market and financial feasibility assessments before raising expectations and exposing the community or local entrepreneurs to risk.

## **2) Maximising local economic benefits – increasing linkages and reducing leakages**

- Encourage all establishments to upgrade their standards of service, particularly small, medium, micro-enterprises and emerging entrepreneurs, and to maximise their revenue earning potential by adding value.
- Encourage the informal sector to become part of the formal sector.
- Buy locally-made goods and use locally-provided services from locally-owned businesses wherever quality, quantity, and consistency permits. Monitor the proportion of goods and services the enterprise sourced from businesses within 50 km and set 20% target for improvement over three years.
- Help local communities or emerging entrepreneurs to develop their products so that they are more easily used by others and marketed to tourists.

- Co-operate with other formal sector businesses to maximise benefits for local community enterprises – for example, a community laundry or tailoring business may only be viable if a group of enterprises commit to source supplies there. Showcase the initiative and be explicit about whether community projects are funded by tourism revenue to the enterprise, donations from tourists or tour operators, or funds from donor aid agencies.
- Give customers the opportunity to purchase locally produced crafts and curios, set targets to increase the proportion of sales of goods sourced within 20 km of the enterprise. Assist local craft workers to develop new products to meet market demand as evidenced in the enterprise.

### 3) **Ensure communities are involved in and benefit from tourism**

- Government and established businesses need to redress previous imbalances, and to enable the historically disadvantaged to engage in the tourism sector. For example they should source 15% of services and 15% of products, increasing by 5% per year, for 3 years, from historically disadvantaged groups, and / or individuals, and report on purchasing activities.
- Work closely with local communities, small, medium, micro-enterprises and emerging entrepreneurs to develop new products that provide complementary products for formal sector tourism enterprises.
- Develop partnerships and joint ventures in which communities have a significant stake, and with appropriate capacity building, a substantial role in management. Communal land ownership can provide equity in enterprises.
- Identify projects that the enterprise can support that will benefit the poor. Identify at least one project.
- Assist the development of local communities and emerging entrepreneurs with visitor feedback on their products.
- Consider guaranteeing loans for promising projects in communities or with emerging entrepreneurs, and providing marketing, training and managerial support.

- Foster the development of community-based tourism products by providing marketing and mentoring support.
- Encourage visitors to spend more money in the local economy, and to visit local bars and restaurants and participate in tours to local areas, bringing business to local communities. Where appropriate treat this as part of the business of the enterprise and charge a booking fee or commission, or sell craft and local food products through the mainstream enterprise.
- Encourage tour operators to be more innovative in their itineraries, by for example including shebeens, local museums, arts and craft shops and local ethnic restaurants in their tour itineraries and by doing so encourage visitor spending.
- Consider using local entrepreneurs (particularly emerging and historically disadvantaged entrepreneurs), experienced consultants and non-governmental organisations in developing community initiatives.
- Be transparent when reporting community benefits distinguish between:
  - Benefits to employees
  - Benefits to emerging or community based entrepreneurs
  - Community benefits, for example leasehold payments that go to community projects (grinding mills or school books) or are distributed as household income in the local area.
- Consider establishing targets to monitor progress in achieving objectives.

#### **4) Marketing & Product Development**

- Lack of market access is a major constraint on the growth of new enterprises. Enterprises should provide information about local services and attractions provided in local communities, and encourage their clients (individuals and operators) to use them.
- Consider co-operative advertising, marketing and the promotion of new and emerging products and attractions.

- Ensure that the visual way in which the product is presented includes local cultural elements and emphasises the richness of the local complementary product.
- Consider developing and marketing fairly traded tourism products.
- Foster the development of access opportunities for all visitors and potential visitors, regardless of physical or mental conditions of the visitor. Public authorities and enterprises need to understand and embrace financial incentives that enhanced accessibility will create, and the positive image such 'access to all' will provide.

#### 5) Equitable Business

- Enterprises should pay fair prices for local services purchased or packaged as part of mainstream itineraries. Beware of abusing market power and imposing unfair commissions or pushing down prices inequitably
- Develop transparent systems of sharing the benefits of tourism through equitable contracts, (e.g. this can be applied through tendering processes.)
- When entering into agreements with local communities or emerging entrepreneurs ensure that the risk is equitably shared.
- Recruit and employ staff in an equitable and transparent manner and maximise the proportion of staff employed from the local community. Set targets for increasing the proportion of staff and / or of the enterprise wage bill going to communities within 20 km of the enterprise.
- Develop a community labour agreement with targets for employment and for progression. Recognise that the enterprise can play a significant role in increasing the skills and capacity of the local community and that the enterprise benefits from that.
- Go beyond the bare minimum wage rate and invest in local staff – quality is dependent upon well-motivated staff.

### **Social importance of tourism for WMMLM**

It is a known fact that tourism is one of the fastest growing sectors in the world, and it is no different in South Africa and specifically in the Eastern Cape. Tourism in WMMLM has passed the infancy stage, and as the industry develops, negative social impacts are inevitable. Some of the serious issues that come with a tourism boom include commodification of culture, destruction of traditional ways, drug and alcohol abuse, prostitution and human trafficking. In poverty stricken areas the prostitution of young boys & girls increase. These issues should all be dealt with when drafting a plan to develop the industry, not all tourists have good intentions and plans need to be in place to deal with these issues.

The role of the WMMLM in education is to facilitate and cooperate with the Department of Education and other agencies for the provision of schools, education programs as well as directly provide for erection of early childhood learning facilities like crèches. In particular the municipality needs to communicate information to relevant authorities in terms of key priority areas needing education infrastructure and services.

HIV/Aids is a public health concern that the municipality should at least monitor and proactively contribute to the reduction of the impact and the spread of HIV/Aids among its communities.

The main triple bottom line points from the Responsible Tourism Guidelines and Handbook (RTGH) dealing with social issues are:

- Involve local communities in planning and decision making
- Assess social impacts of tourism activities
- Respect social and cultural diversity
- Be sensitive to the host culture

These guidelines need to be followed by municipal tourism units when planning issues around tourism development, but most importantly tourism operators should ensure that their clients abide by some of these guidelines as well, especially being sensitive to the host culture. Tourists should visit areas solely for the purpose of learning about that culture and enjoying the company of their hosts.

The RTGH further states that; respect for local culture and support for social development are an important part of Responsible Tourism, considering the impacts that tourism can have on local communities. Tourism can improve local living conditions, but uncontrolled development can destabilize whole communities. Negative impacts can include increased begging, alcohol and drug abuse, prostitution. Tourism operators must be sensitive to these negative effects, including loss of privacy for the community, invasion of sacred sites and so on that can result from tourism.

By setting up co-operative structures with the local community, this can be managed so that the communities benefit from tourism and culture is respected and preserved.

#### **How can this be achieved?**

- Establish co-operative structures: community structures, management boards, etc
- Promote a local tourism culture: by talking about tourism at local schools, inviting school groups to visit a tourism operation, etc.
- Support local development and education: identify local community projects for improvement – education, health, sport, adopt a school, etc.
- Respect local culture, check with local communities what is appropriate in terms of visits and access to their culture, and ensure that guests do not damage or remove any artefacts.
- Extensive tourism awareness has to be undertaken in conjunction with Eastern Cape Parks and Tourism Agency (ECPTA), ANDM and other institutions to educate the public and interested community members who will in turn establish their own tourism related businesses and become ambassadors of WMMLM.

#### **9.2 Social Objectives and Indicators for Responsible Tourism**

##### **a) Involve the local community in planning and decision-making**

- Understand the historical, political and cultural context of local and host communities, and historical relationships with tourism development and protected areas.

- Creating opportunities and eliminating barriers to access mainstream tourism markets for local communities, historically disadvantaged people and individuals.
- Understand the local, safety and security, infrastructural, resource, educational, poverty, disability and health constraints (e.g. HIV/AIDS), when designing, operating and marketing tourism.
- Encourage proactive participation and involvement by all stakeholders, including the private sector, government at all levels, labour, local communities (their leaders and structures) at all stages of the tourism life cycle.
- Encourage formal and informal sector enterprises to develop effective structures, or join existing bodies, for marketing and tourism development. Create the environment to do so by providing resources, technical and management capacity.
- Encourage successful entrepreneurs, particularly those from the emerging tourism fraternity, to mentor others.
- Planning authorities should work to include stakeholders as part of a decision-making process at the destination level, to determine what constitutes sustainable levels of tourism in the social, natural, and economic context.
- Programmes of education within school curriculums, and public awareness within communities, are needed regarding the potential positive and negative aspects of tourism.
- Post employment education and training programmes within the framework of the Skills Development Act and South African Qualifications Authority (SAQA) are required to educate employees regarding the potential pros and cons of tourism, and comparative costs and benefits of alternative enterprises in order to aid decision making.
- Involve the local communities in growing the local tourism business by using existing facilities and by developing new activities and attractions. Individual enterprises and groups of enterprises need to develop complementary products. (Report number of new activities/ attractions; number of visitors).

- Empower communities to market their cultural traditions and products as assets and enhance their economic opportunities.
- Interpretation material and visitor information centres should be developed in consultation with local communities.
- Integrate community development goals as identified in the Integrated Development Plan (and similar processes) into the enterprise's social and sustainability mission and objectives.

**b) Assess social impacts as a prerequisite to developing tourism**

- Identify and monitor potential adverse social impacts of tourism and minimise them in the short and the long-term, and ensure that communities actively participate in the monitoring.
- Larger enterprises should appoint a member of staff to take responsibility for developing better local relationships and partnerships. Implement social audits of tourism projects. These can be conducted in an inexpensive, rapid and participatory way.
- Consider schemes to encourage local co-operation and civic pride like an "adopt a school" initiative or 'adopt a street', or other local area near the enterprise. Work with local government and the local community to identify priority sites, and make them safe and attractive for tourists.
- Enterprises should develop strategies to promote equality in terms of gender, ethnicity, age, and disability, and report progress on implementation.

**c) Maintain and encourage social and cultural diversity**

- Develop tourism with dignity, respect and nurture local cultures (including religion), so that they enrich the tourism experience and build pride and confidence among local communities.
- Use tourism as a catalyst for human development, focussing on gender equality, career development and the implementation of national labour standards. (Report on gender equality and career development)



- Tourism development should not compromise respect for social and cultural and religious rights, or the essential human rights of people to food, a safe and clean environment, work, health, and education.
- Support the development of sustainable local handicraft enterprise by assisting with improvement of design, marketing, production and packaging skills for craft workers in relation to market demand. Consider specifically what can be done to enhance the skills and earnings of women, particularly in rural areas.
- Support visits by local school children to tourism sites that promote and display their heritage.
- Consider what contributions the enterprise can make to scholarships, local youth sports teams and other community causes. Monitor and report increasing contributions with respect to the number of projects and level of investment.
- Showcase local cultural artefacts in your enterprise and encourage the development and sale of traditional cultural products, crafts and folklore. Aim for 25% items for sale at enterprise from within 50 km, with tours offered to local markets, and try to increase these by 25% over 3 years. Provide customer feedback in order to raise standards.
- Be wary of the dangers of commodification, and encourage craft and other cultural workers to maintain the authenticity and cultural values of their products. Encourage craft workers to explain the cultural values and history of their crafts.
- Give enterprises a local flavour by serving local dishes and source soft furnishings, arts and crafts locally. Monitor the proportion of local dishes on menu; and the proportion of furnishings & crafts locally made, and aim to increase these proportions by 25% over 3 years. Visitors expect to find at least one local dish their menus.
- Identify cultural heritage resources in the local area and where there is sufficient demand from tourists and work with the local community to develop them as sustainable tourism attractions. Consider mission settlements, sites of slave occupation, festivals, struggle-related monuments and places, rock art sites, cultural monuments, food, drink, arts and crafts, music, dance and storytelling.

- Encourage tourists to show respect by learning a few words of the local language, (and to use them when talking to local people) and to learn about the host culture and traditions.
- Share enterprise level knowledge regarding informal sector tourism skills and products. Draw the attention of ground handlers, the media and tour operators to complementary product opportunities in the local community.

**d) Be sensitive to the host culture**

- Respect, invest in and develop local cultures and protect them from over-commercialisation and over-exploitation. Encourage workers and staff to observe their religious and cultural practises.
- Respect indigenous intellectual property, especially when setting up contractual arrangements for the use of indigenous knowledge.
- Use local guides, and encourage them to continually improve their quality, to ensure that the community speaks for itself and to increase the revenues going into the local community (by higher fees for quality tours). Monitor and report this economic contribution to the community and set targets to increase it annually.
- Develop a local social contract for interactions and behaviour between the local community and tourists (including responsible bargaining), developed with the participation and contributions from the community, and display it prominently for visitors and publicly within the community.
- Create opportunities for visitors to interact with locals in an unstructured, spontaneous manner (e.g. through sporting activities, visits to local schools, shebeens, taverns, restaurants in townships).
- In accordance with the Batho Pele principle, provide visitors with inclusive, honest and reliable information about history and contemporary life in South Africa, local tourism attractions and facilities.
- Promote a sound, proud, service ethic among all participants in the tourism sector.

- Promote and ensure the respect and dignity of people in the development, marketing and promotion of tourism.
- Ensure that tourism does not undermine the resource rights, traditional knowledge and skills of local communities.
- Negative social and cultural impacts associated with tourism, such as increased crime, drug and alcohol abuse, prostitution, and crime should be monitored and be proactively addressed in cooperation with the community.
- Educate tourists regarding local culture and where necessary make them aware of how they should behave to respect it.
  - The exploitation of human beings in any forms, particularly sexual and when applied to women and children, should be energetically combated with the co-operation of all concerned.

#### **Environment, management of protected areas, cultural heritage and built environment**

WMMLM municipal area has some of the most erodible soils in South Africa. Overstocking, poor veld management and uncontrolled veld fires are some of the factors underlying this environmental degradation of the municipality. The veld fires are a threat to property as well as to human and animal life. All these factors deteriorate the landscape leaving huge dongas and a vegetation cover of inedible grasses.

Environmental degradation reduces the region's economic potential through the loss of tourist appeal and soil fertility. These have negative effects on the quality of life of its inhabitants. MLM's environmental assets have to be protected and the environmental problems have to be addressed. A comprehensive Environmental Management Study will need to be done, to firstly assess the extent of the damage that has already been done and secondly the measures that need to be taken to remedy this problem.

To ensure that both this plan and municipality comply with the relevant environmental legislation, an independent environmental service provider has been contracted to undertake a brief strategic environmental assessment of the resultant tourism sector plan.

### **9.3 Environmental Objectives and Indicators for Responsible Tourism**

#### **1) Assess environmental impacts as a prerequisite to developing tourism**

- Plan new developments only in areas where the use of water and other natural resources for tourism will not conflict with local community needs, now or in the foreseeable future. Integrate environmental management into the project planning cycle.
- Follow best practise guidelines on the design, planning and construction of buildings and associated infrastructure to minimise environmental impacts and to reduce energy requirements for lighting, cooling and heating.
- Use local materials (where sustainable) and local architectural styles on a scale that does not create a negative aesthetic impact.
- Avoid damaging the environmental quality of the enterprise's neighbourhood by noise or light pollution.
- Design buildings with natural ventilation and actively plan to reduce resource use during the construction and operational phases. Tell visitors what has been done to make the enterprise more environmentally friendly. Quantify the resources "saved".
- Plan new developments to have the lowest possible ecological impact, particularly in environmentally sensitive areas such as the coastal zone, indigenous forests, wildlife habitats and wetlands. Minimise the transformation of the environment around the enterprise.
- When developing plans for a new enterprise include elements which contribute to the maintenance of biodiversity by planting local indigenous and non-invasive species which provide habitats for birds, bees, and butterflies.

## 2) Use local resources sustainably, avoid waste and over-consumption

- Meter the quantity of water consumed and manage consumption and leakage so as to reduce water consumption by 5% per annum for 3 years, and report water consumption and performance in monitoring.
- Measure electricity consumption and introduce energy saving measures to achieve 5% reduction in use per annum over three years. This can be done by for example dimming lights, using low energy appliances and light bulbs and enhancing the use of natural ventilation
- Monitor the use of diesel, paraffin and petrol and set targets to reduce consumption and switch to less polluting fuels.
- Set targets to increase the proportion of energy used from renewable resources – for example solar, wind, hydroelectric (increase by 10% over 3 years). Sustainable use of wood, from indigenous and plantation forests is complex, and great care needs to be taken.
- Install and showcase appropriate technology to reduce consumption of natural resources, production of waste and incidences of pollution.
- Monitor the sewage system and demonstrate how pure the outflow back into the environment is. If the enterprise has one, make the reed bed a valuable habitat feature.
- Set percentage targets and time scales for the reduction of waste produced, levels of recycling and reuse of waste from the enterprise. Set appropriate targets for reduction and/or recycling of waste produced per year for paper (5%), plastics (5%), metal (5%) and glass (5%). Report on progress towards 15% targets over 3 years.
- Work with suppliers to minimise the amount of packaging purchased with supplies, and therefore reduce the amount of waste that needs to be disposed of. It may be appropriate for trade associations to conduct these discussions on behalf of members.
- Reduce “food miles” by using locally produced food.
- Enterprises should assist conservation by investing in sustainable trails, hides and interpretation. Tell visitors what the enterprise is doing, and claim credit for activities.

- Encourage the use of environmentally friendly transport.

### **3) Maintain and encourage natural diversity**

- Encourage visitor behaviour that respects natural heritage and has a low impact upon it.
- Discourage the purchase of products that exploit wildlife unsustainably or contribute to the destruction of species or habitats (e.g. some handicrafts; bush meat)
- Look for ways in which the enterprise and its guests can assist with the conservation of natural heritage, for example through removing litter.
- Invest a percentage of profits or turnover in species conservation or habitat restoration and management. Report the investment, and try to increase this by 5% per year.
- Avoid pollution by using environmentally friendly chemicals, and by using biodegradable soaps and detergents – tell visitors and staff why the enterprise is doing this and how it benefits the environment.
- Work with conservation authorities to ensure that visitors to natural heritage areas are aware of the impacts that they may have on the ecology of the area and how they should behave in order to minimise those impacts.
- Ensure that relevant members of staff are familiar with the issues and ways of avoiding environmental impacts – they should abide by the advice and communicate it to guests, and use the services of companies that abide by local environmental best practise.
- Do not market tourism resources to encourage tourists into ecologically sensitive areas which are vulnerable to irresponsible tourism practices, particular sports or recreational uses – discourage these activities (e.g. irresponsible 4x4 use, hunting, diving or sand boarding).

## **10. INSTITUTIONAL ASSESSMENT FOR WMMLM**

Tourism from government perspective is defined as “government led, private sector driven and community based”. This means for tourism to succeed all these stakeholders in this definition should play a role. The Local Tourism Organisation (LTO) which should be an active agency for advocating tourism development on behalf of WMMLM is non-existence despite the effort which WMMLM have invested towards its establishment. According to the information sourced, the existing LTO is not registered but has got a constitution. The LTO comprises of five committee members who occupy the following positions:

1. Chairperson
2. Deputy Chairperson
3. Treasury
4. Secretary
5. Deputy Secretary

This is the typical representation in the LTO; however, there must be a municipal representative to monitor the execution of tourism programmes and expenditure on behalf of the municipality. WMMLM reserves the right to outsource the whole tourism operation or part of it to the LTO. However, the clarity of what is exactly outsourced should be stipulated in the service level agreement.

## **11. INFRASTRUCTURE ASSESSMENT FOR WMMLM**

Infrastructure is a critical component for any development, roads, power supply, water supply, sewer system, etc. Infrastructure for the purpose of developing tourism at MLM is non-existence. The following is the status of infrastructure:

### **11.1 Roads**

Apart from the R61 which is the major access road from Durban and Mthatha, most roads that are leading to core tourism attractions are dilapidated. The road to Mtamvuna Nature Reserve, the road to Mtentu, the road to Mbongweni has been approved for upgrade and road to Nkantolo have been upgraded and provide a basic infrastructure to enhance development and ensure visitor access. There are other roads that will need attention which are short distances. Most of these short distance roads will be connected off the road to

Mtentu. These short distances include Xholobeni, Skhombe, Mnyameni and other coastal areas. Lack or unavailability of proper infrastructure hinders tourism development and ability to attract investors. The approach as to which road and other supporting infrastructure to develop will be informed by identified development nodes and tourism implementation plan which will be explored in phase two of this document.

The construction of the N2 Wild Coast Toll Highway has been approved by the Minister of Environmental Affairs. However, by the time of undertaking this exercise, the works has started in Mtentu bridge and it is unsure when the actual construction will commence. It present enormous opportunities and future development must be strategically linked to this initiative.

### **11.2 Telecommunication**

MBizana the capital and the surrounding appear to have better telecommunication. However, the challenge remains in the coastal area which is the prime location for tourism development and investment and an area where there are many possible tourism concepts which will be explored in phase two.

### **11.3 Power and water supply**

Almost in all the identified tourism development nodes there is power and water supply. While alternative sources of energy are encouraged to ensure responsible tourism, electricity is vital to support the operation of tourism business in terms of water supply, street lights and other elements.

### **11.4 Air transport**

WMMLM does not have an airport but is located close to King Shaka International Airport in Durban which can serve as a major supply of tourists. The small airports of Mthatha and East London are also options to link with tour operators to supply the tourism industry of WMMLM. Wild Coast is the most popular attraction in the Eastern Cape and by linking tourism with major airports; it will boost the tourist's inflow. There is a landing airstrip at WCSH which provide opportunities to link other potential tourism development initiatives.



## 12. CHALLENGES FACING MBIZANA TOURISM

As part of the situational analysis, there are challenges that have been identified and analysed which are hindering the development and growth of the tourism industry in WMMLM. These are challenges, if addressed, will pave a foundation for the development of tourism and attract investment in the municipal area. Some of these challenges include the following:

- **Illegal cottages-** the numbers of illegal cottages have not been physically counted to quantify but there are many of them throughout the coast. There are illegal cottages which stand alone and other cottages which could be difficult to term "illegal" because they have been built in the existing footprint of families that are living on the coast.
- **Planning the plans-** there are several concepts which are dating back 2003; however in 2011 they are still concepts on paper. Other examples are projects which were presented in 2009 to investors in the OR Tambo Investment Conference. Three years down the line, there are no actions. This is an indication that municipality is constantly planning but no implementation.
- **Land claim processes-** there are few attempts where investors were eager to invest in the Wild Coast, but due to the issue of land claims, the people of Mbizana are losing opportunities. This is an indication that the environment is not conducive for investment.
- **Internal fighting-** there are community structures such as the crisis management that are interested only in mining versus the community trust that is interested in tourism. These structures are fighting about two different sectors and there is no solution as to which sector can be prioritised and how to strike a balance on both sectors.
- **"We chew more than we can swallow"-** there are many projects that were proposed and it is assumed that the approach of attempting to implement all projects simultaneously could be the reason that resulted to the failure of most projects.
- **Plan against each other-** planning internally has to be integrated amongst all departments within the municipality. The tendency of municipalities is that the department of economic planning does not talk to the engineering department, etc. This results to incomplete projects and structures become "white elephants". The same should apply to local, provincial and national government. Projects that are planned by national and provincial government departments should be integrated to the framework of WMMLM.

### **13. SWOT ANALYSIS**

This section discusses the strengths, weaknesses, opportunities and threats (SWOT) of the tourism sector of WMMLM, identified as critical in transforming and developing local economy. The SWOT analysis summarises the key issues emerging from the analysis of the WMMLM environment and the strategic capability of the organisation. The exercise will assist WMMLM to identify the extent to which its current strategy and its specific strengths and weaknesses are relevant to, and capable of, dealing with the changes taking place in the WMMLM environment.

The assessment will discuss the SWOT in detail to establish an understanding on how and why does a particular issue become an opportunity, strength, weakness and threat. After listing and discussing the SWOT. Refer to the table below:

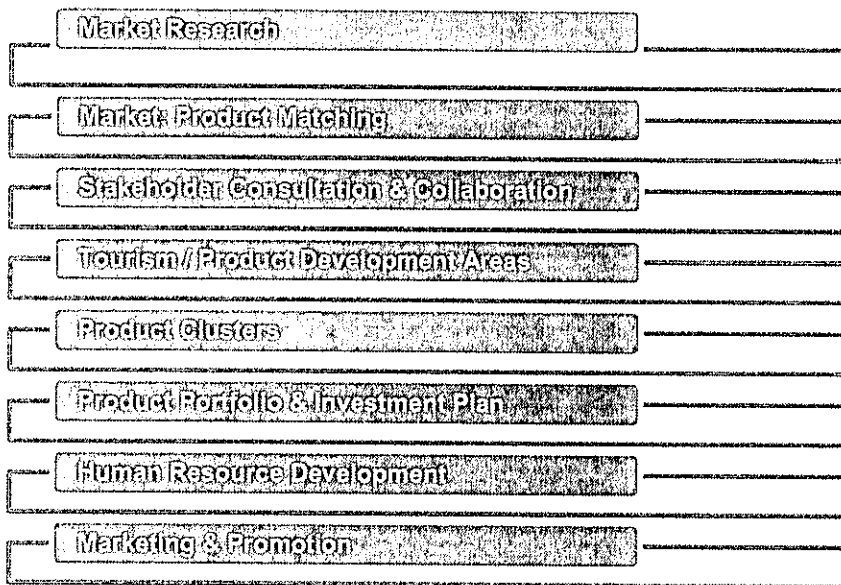
Table 3: SWOT analysis

STRENGTHS	WEAKNESSES
<p><b>Wild Coast Sun Hotel-</b> it is the biggest tourism business with massive high rate of employment and catalyst to the economy of Mbizana. Partnership between WCSH and Mbizana Development Trust.</p> <ol style="list-style-type: none"> <li>1. <b>Heritage and political history-</b> The birth place of stalwarts politicians such as OR Tambo and Winnie Madikizela Mandela.</li> <li>2. <b>Biodiversity richness-</b> part of the wild coast grassland and marine wildlife</li> <li>3. <b>Government support-</b> provincial and national support towards tourism development, EPWP and other programmes.</li> <li>4. <b>Wild Coast-</b> underdeveloped, land for development is available, worldwide renown, potential for investment.</li> <li>5. <b>Route 61-</b> potential for developing an integrated and collaborative tourism route similar to routes such Cape to Namibia.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Fragmentation of stakeholders-</b> community structure are not working together i.e. Crisis Management versus the Community Trust</li> <li>2. <b>Lack of product development-</b> there are many ideas and concepts but they never reach actual developmental stage.</li> <li>3. <b>Unavailability of tourism statistics-</b> lack or unavailability of LTO or vehicle to gather stats is a contributing factor and this will have negative consequences towards attracting investors.</li> <li>4. <b>Poor tourism infrastructure-</b> roads are in a terrible condition and there is no bulk infrastructure in most identified tourism nodes.</li> <li>5. <b>Lack of tourism awareness-</b> people are not aware of tourism industry, its impact and the role they should play.</li> <li>6. <b>Inadequate funding-</b> tourism industry is not a primary consideration towards fund allocation.</li> <li>7. <b>Lack of product knowledge-</b> personnel, council and community people are unknowledgeable about the tourism products offering.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. <b>Adventure activities-</b> hiking, horse riding, fishing, canoeing, etc.</li> <li>2. <b>Inter-municipal and provincial linkages-</b> partnership with Kwa-Zulu Natal and other local municipalities.</li> <li>3. <b>Wild Coast-</b> underdeveloped, land for development is available, worldwide renown, potential for investment.</li> <li>4. <b>Proposed N2 Wild Coast Toll Highway development-</b> opportunities to devise a strategy and projects that can benefit from this development.</li> <li>5. <b>Political icons-</b> opportunities exist to capitalise on icons such as OR Tambo.</li> <li>6. <b>Location of Mbizana-</b> the municipality is located on the tourist route (R61) and close to Durban.</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Degradation through erosion and illegal mining-</b> potential tourism development land will lose value.</li> <li>2. <b>Global change-</b> the weather patterns are affecting the tourism industry.</li> <li>3. <b>Political change-</b> the recent municipal election has shaped the political situation of Mbizana.</li> <li>4. <b>Politics in the Eastern Cape Province-</b> development is behind provincially and politics is one of the causes.</li> <li>5. <b>Land claim processes-</b> the process of land restitution is long and owners of land are not reaping the benefits of their land.</li> <li>6. <b>Illegal cottages-</b> there are so many illegal cottages which are not benefiting the owners of the land. How are they securing the land?</li> <li>7. <b>HIV and AIDS-</b> threat to current and future generation in managing tourism industry.</li> </ol>

## PHASE 2

### 1. STRATEGIC TOURISM DEVELOPMENT FRAMEWORK

The strategic framework for appropriate tourism development is a dynamic tool that may be used to guide tourism development at WMMLM. It is a tool that would enable WMMLM to ensure proper integration and alignment of the tourism sector with provincial, national and other sectors. There are various approaches into tourism development framework; however the final results that are delivered by the framework are arguably fundamental. It is how the success of the tourism development framework will be measured. The following figure represents the strategic tourism development framework process:



**This process involves the following steps:**

**Step 1: Market Research-** this is the point of departure prior investing in any development to determine whether there is market that will consume the intended facilities. However, there are other views that a tourism facility can be developed and thereafter marketing is implemented to entice the market. Perhaps it's one of the reasons that most government facilities become redundant.

**Step 2: Product matching with market-** at this stage, a tourism product is associated with a niche market and tentative forecast is made to determine the extent in which a particular product will be consumed after establishment.

**Step 3: Stakeholder consultation-** beneficiaries, affected people and other relevant stakeholders are consulted to solicit inputs and to ensure ownership of the final product.

**Step 4: Tourism product development area-** this is a conceptualization stage where a concept is described, what to do, who to do it, management model, requirements such as environmental impact assessment, infrastructure and other factors.

**Step 5: Product clusters-** this is a stage where products are clustered to establish an experience or destination. It must be noted that one product does not create a destination but it takes several and diverse products to establish a destination.

**Step 6: Product portfolio and investment plan-** this is a stage where a product is described in a marketable format to attract investors. If products will be developed through Public Private Partnership (PPP), this step is critical. Most tourism projects require massive capital investment and it is envisaged that PPP will be a common model of development.

**Step 7: Human resource development plan-** at this stage, each project is described on how it will be managed, how many personnel will be required and the investment that will be made towards capacity building in line with the required skills.

**Step 8: Marketing and promotion-** this is a step where products are marketed and promoted to the target market through relevant channels.

## 2. TOURISM INVESTMENT

There are many tourism development initiatives at WMMLM that can succeed through PPP where a private sector would be required to source funds to develop and operate or operate because of wealthy experience. WMMLM should facilitate private sector development by ensuring that the environment is conducive. The following factors need attention before private sector could be lobbied for investment:

- a) **Land claim-** WMMLM must ensure that the earmarked site for development is not under land claim or the land claim has been resolved and it is not risky for the private sector to invest.
- b) **Community infighting-** the municipality should facilitate engagement with different community structures to ensure that there is a common understanding and vision on a particular development.
- c) **Infrastructure development-** WMMLM should meet the private investor half-way by ensuring that basic infrastructure is available to fast-track the development. These basic infrastructures include roads, electricity, sewer system and water supply. This challenge can be addressed through the EPWP under the Department of Public Works which seeks labour intensive projects to create job opportunities.
- d) **Environmental Impact Assessment (EIA) -** WMMLM should undertake EIA to juicy the deal for the private sector to invest. EIA are usually a lengthy process and investors are not interested to wait longer period.

The above mentioned four points are fundamental to attract private investors and if not resolved, it will not be easy to attract investors. WMMLM must ensure that these challenges are addressed particularly on identified tourism sites for development. Thereafter, WMMLM will be ready to put together an investment brochure to market investors.

### **3. MUNICIPAL PUBLIC PRIVATE PARTNERSHIP (PPP)**

It is envisaged that most tourism projects will be developed through Public Private Partnership (PPP). This is one of the common approaches because success is guaranteed and often finance is available. It is also recommended because substantial risk is transferred to the investor. However, this is not an overnight process but a lengthy and regulatory process by the National Treasury.

**“Public-private partnership”**: a commercial transaction between a municipality and a private party in terms of which the private party:

(a) Performs a municipal function for or on behalf of a municipality, or acquires the management or use of municipal property for its own commercial purpose; or both performs a municipal function for or on behalf of a municipality and acquires the management or use of municipal property for its own commercial purposes.

(b) Assumes substantial financial, technical and operational risks in connection with:

- (i) The performance of the municipal function
- (ii) The management or use of the municipal property; or
- (iii) Both

(c) Receives a benefit from performing the municipal function, or from using the municipal property or both, by:

- (i) Consideration to be paid or given by the municipality or a municipal entity under the sole or shared control of the municipality
- (ii) Charges or fees to be collected by the private party from users or customers of a service provided to them
- (iv) A combination of the benefits referred to in subparagraphs (i) and (ii).

**The following diagram indicates the Municipal PPP Project Cycle**

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# MUNICIPAL PPP PROJECT CYCLE

Reflecting Municipal Financing Management Act, Act 56 of 2003  
Municipal Public Private Partnership Regulations, and the  
Municipal Systems Act, Act 32 of 2000

PROJECT PREPARATION PERIOD

PROJECT TERM

## INCEPTION

- Identify project
- Notify government (National Treasury, DPLG) and determine scope of feasibility study and applicable process
- Appoint project officer
- Appoint advisor

## FEASIBILITY STUDY

- Notify/consult stakeholders
- Needs analysis
- Technical options analysis
- Service delivery analysis
- Delivery mechanism summary and interim internal/external recommendation
- Project due diligence
- Value assessment
- Procurement plan
- 60 days prior to council meeting, give public, Treasury, DPLG 30 days to comment

**Treasury Views and Recommendations: I**

- Council decision whether to procure external option

## PROCUREMENT

- Prepare bid documents including draft PPP agreement as per MFMA Chapter 11

**Treasury Views and Recommendations: IIA**

- Pre-quality parties
- Issue request for proposal with draft PPP agreement
- Receive bids
- Compare bids with feasibility study and each other
- Select preferred bidder
- Prepare value assessment report

**Treasury Views and Recommendations: IIB**

- Negotiate with the preferred bidder
- Finalise PPP contract management plan
- 60 days prior to signing of contract, give public, Treasury, DPLG 30 days to comment

**Treasury Views and Recommendations: IIC**

- Council passes resolution authorising execution of PPP contract
- Accounting officer signs PPP agreement

## PPP CONTRACT MANAGEMENT

- Accounting officer responsible for PPP contract Management
- Measure outputs, monitor and regulate performance, liaise effectively, and settle disputes

#### 4. TOURISM PROJECTS CONCEPTUALISATION

The project conceptualization is the most fundamental phase of this document as it is setting a direction for tourism development in the municipality. It describes in detail tourism development concepts that must be explored to grow tourism and use it as a pillar for economic growth. There are several potential projects which have been identified and each project conceptualization include the description of the project, type of development, configuration of the development, target market, rationale for the concept, management model, infrastructure requirements, concept location, a picture of identified concept and need for environmental impact assessment. Also, the earmarked site for development is circled on the picture; however exact location will be determined by the results of the EIA.

##### 4.1 Mtamvuna Nature Reserve: Section B

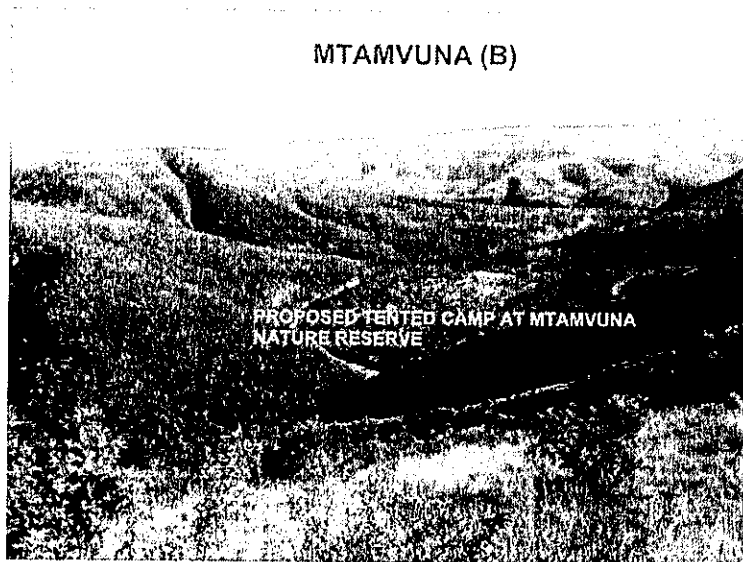


Figure 23: The picture above indicates the proposed site for development.

It is proposed that a tented camp be built in the valley of Mtamvuna Nature Reserve. This site is sensitive and tented camps will be ideal type of tourist accommodation as they have low impact and it is easy to rehabilitate its foot print. It has been noted that the Mtamvuna River separates both WMMLM and KZN; however, the earmarked foot print for the development of this tented camp falls within WMMLM.

The site has enormous opportunities and its location is unique from tourism perspective. There is no existing infrastructure in the valley of the nature reserves; therefore it is proposed that this tented camp be sustainable eco-tourism development.

This implies that the facilities will be using solar plant and gas for operation, low impact sewer system and the road to the downhill to be re-graveled or build on slab. The distance is about 2km from the main gravel road. The tourism facilities itself will be build on elevated platform and to include ten tented camps, each camp to accommodate two people, a centrally shared dining area, a small meeting area to accommodate a maximum of 30 people, a bar and kitchen. It is envisaged that this tented camp could be pitched on a minimum of three stars to five stars standards. To be added on the development is three staff accommodation also in the form of tented camps and a store room for equipments such as canoes, fishing rods etc. These facilities will provide full catering for visitors.

There are many options that could be considered for this development and these options include the following:

- a) The Community Trust to raise funds to build the tented camp and its supporting facilities. After the development, the Trust to operate the facilities.
- b) The Community Trust to raise funds to refurbish the existing tented camps and build new proposed tented campsites and its supporting facilities. After the development, the Trust to outsource the management to the private investor.
- c) The Community Trust, instead of raising funds and developing on its own, could engage the private sector to develop and operate based on terms and conditions to be agreed upon. This option can only be viable if, part of the outsourcing will include Section A to make the deal juicy and economic of scale to warrant the operator to invest and manage the operation. Section B is referred to the site that has already been developed (refer to situational analysis under supply). Option three is recommended provided that both section A and B will form part of the deal to attract an investor. From private sector

perspective, the scale of development must be economical to be able to break-even and make profit within few years.

Environmental Impact Assessment will be required as this is a nature reserve and the earmarked node for development is located in the area where there is no existing infrastructure.

#### 4.2 Mtentu tented camp

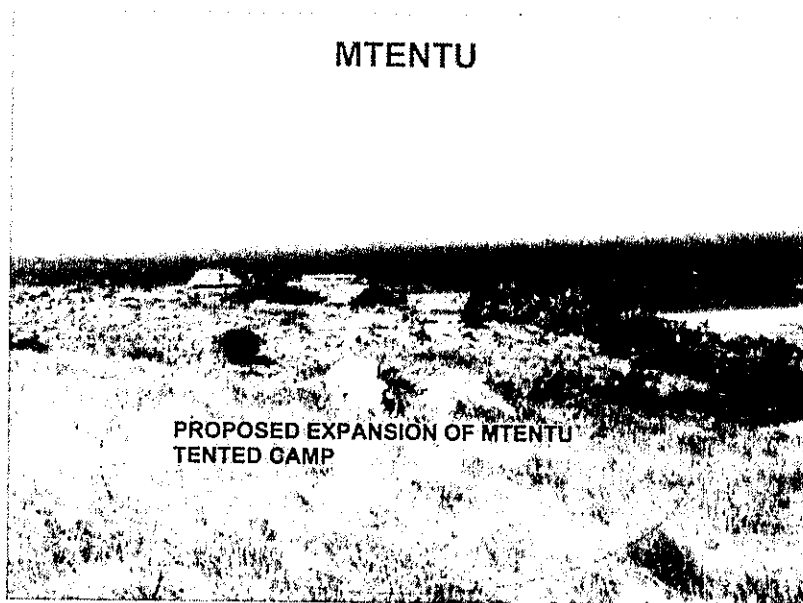


Figure 24: The picture above indicates the existing tented camp that needs refurbishment and footprint for the proposed expansion is circled.

There are existing tented camps but the proposed development is refurbishment of the existing facilities and expanding the business. The area is sensitive and is an extension of Mkhambathi Nature Reserve which protects biodiversity and marine species; however tented camps can become a viable business for this particular area as it blends well with the environment. A basic EIA will be required for the expansion. According to the information gathered from the site visit, the existing tented camp used to be busy before community infighting which resulted to closure of these facilities. Therefore, by refurbishing and expanding on the tented camps, it will become a viable business and warrant the outsourcing of its operation.

It is proposed that in addition to the existing 10 tented camps, a further 15 be built to make it worth for outsourcing to private sector. A total of 10 tented camps will be configured to accommodate four people and five tented camps to accommodate 2 people. This will also require an expansion of the existing kitchen and dining area. In addition, a bar will be required, small play room, a storage facility and at least three tented camps to accommodate staff on duty.

This development will also require investment in solar plant, sewer system and water plant that will supply the entire tented camp. The road is in a terrible condition and would require upgrade to accommodate 4x4 vehicles and sedans. It is estimated that about 30km of gravel road off the R61 will need improvement to enable this business to become successful. If this road is improved, it will benefit other future developments apart from this tented camp and general community services. An option that could be considered is a centrally located parking 2km before the tented camp, whereby a 4x4 will take sedan tourists to the camp.

There are three management options that are proposed and all of them could be viable if properly implemented:

1. The Community Trust to raise funds to refurbish the existing tented camps and build new proposed tented campsites and its supporting facilities. After the development, the Trust to operate the facilities.
2. The Community Trust to raise funds to refurbish the existing tented camps and build new proposed tented campsites and its supporting facilities. After the development, the Trust to outsource the management to the private investor.
3. The Community Trust, instead of raising funds and developing on its own, could engage the private sector to develop and operate based on terms and conditions to be agreed upon.

It is proposed that the facilities become optional for full catering and self-catering as it is anticipated that the dominant market will be "coastal holiday makers" which prefers largely self-catering facilities.

### 4.3 Skhombe Campsite



*Figure 25: The picture above indicates a proposed campsite at Skhombe.*

It is proposed that a campsite be built at Skhombe on the foot print indicated on the picture above. This site is exclusive, short walk to the beach and far from communal area, therefore a campsite would be ideal. There is no infrastructure available other than an empty ground. The components that are required for the campsite are water supply, ablution block with sewer system; sink for dish wash, washing line, reception, lawn and braai places. Water sources are available for this campsite. The road that will be improved for Mtentu will also benefit this campsite because they are not located far apart. The target market for this campsite will be Adventure tourists which are 4x4 users and available already in the Camp SA pool. This market always wants new experiences and destinations and they camp for a minimum of a week to three weeks. The proposed site can accommodate up to 30 campsites.

There are several business models that may be suitable for the operation of this site: Concession, Private Private Partnership or Agent Management.

An outsourcing of this operation could be considered if it will be bungled with Mtentu tented camp under one operator. It is not easy to attract an investor to operate a campsite because its economic of scale is low and camping fees are usually low. It is unlikely that an EIA would be required as there is no development. The only structures that will require brick and water are the ablution and sewer system. The Community Trust should be considered as the structure to manage the operation of this hiking trail.

#### **4.5. Hiking trail development**

Hiking is one of the popular activities in the Wild Coast and opportunities exist to build a two days hiking trail with two nights' accommodation. The trail exists, known as Mpondoland Tourism Hiking trail that connects three municipalities Winnie Madikizela Mandela Municipality, Ingquza Hill Municipality and Port St Johns municipality. However, this does not mean there are no other opportunities. It is proposed that this hiking trail be built to be two ways, where hikers have option to hike from Mzamba to Mtentu or from Mtentu to Mzamba with overnight huts in between before day two.

The hiking trail will be packaged as follows: arrive Mzamba for overnight, depart from Mzamba to Khwanyana for overnight. Depart Mzamba to Mtentu for the third overnight. The hiking trail can also be done the other way round and the itinerary will be packaged as follows: arrive at Mtentu for overnight, depart Mtentu to Khwanyana for the second night and depart Khwanyana to Mzamba to end the hiking. The hikers will have an option of sleeping the third night depends on time of arrival at Mzamba or Mtentu. The first night is about 11 km and the second night is about 11 km.

There are two return options from both Mzamba and Mtentu. Hikers can use horses to return to the starting point or use 4x4 vehicles particularly novice horse riders.

There is infrastructures, Four homestays, Sgidi, Mnyameni, Mtentu as well as Mtentu campsite which would be able to accommodate hikers. It is proposed that facilities for overnight hikers be configured to accommodate up to 20 hikers per night.

This means 7 rondavels, 4 rondavels to accommodate hikers (5 hikers per rondavel), 1 rondavel to accommodate tour guides, one rondavel for ablution and showers, and another rondavel for cooking and dining. These proposed facilities will be built at Khwanyana. The proposed facilities at Mtentu will be sufficient to accommodate hikers.

The infrastructures that will be built to support this concept will be eco-friendly and will use solar system and gas, eco loo or basic ablution with septic tank. Availability of water will determine the location of accommodation at Khwanyana, while ensuring that the trail appeals to the hiking market. The infrastructure at Mtentu will be a separate development as proposed (refer to Mtentu). EIA will not be required as these hikers huts will be located in disturbed areas. Mtentu tented camp already exists and this will be one of the overnight accommodations. The same applies to Khwanyana; there were hikers' huts before, however this proposal is rebuilding the new hikers' huts.

#### **4.6. OR Tambo Heritage Route**

The heritage route is a concept that was initiated by WMMLM; however, it never worked in an integrated manner. Different heritage sites were built and upgraded, but were never packaged into a tourism experience. Given the heritage and political history of WMMLM, there is no doubt that a well packaged heritage route would attract tourists. There are many tourist experiences featuring political icons such the Liberation Route in Chris Hani District, Nelson Mandela Museum in Mthatha and Qunu, which attract many tourists. There is no doubt that the origin of political icons such as OR Tambo and Winnie Madikizela Mandela would attract tourists if integrated in the heritage route.

It is therefore proposed that WMMLM capitalize on these political icons by establishing this heritage route to incorporate the following experiences: The Garden of Remembrance at Nkantolo (birth place of OR Tambo), Kananda Graves, Mbongweni (birth place of Winnie Madikizela Mandela) and OR Tambo Information Center.



**A three days two nights heritage tour could be packaged as follows:**

**Day 1-** arrives at OR Tambo Information Center in the morning, drop cars and depart to Kananda Graves in a guided tour operator. Arrive at Kananda Graves, tour guide to take people around, lunch thereafter. Depart to OR Tambo tented camps for overnight, follow by dinner and live performances.

**Day 2-** breakfast and depart to Mbongweni, birth place of Winnie Madikizela Mandela. The tour guide to take the tourists to local primary school where Winnie studied, live performance by local group, visit Winnie's monument, lunch thereafter. After lunch, depart to Nkantolo, birth place of OR Tambo, live art performances, storytelling followed by dinner.

**Day 3-** after breakfast explore The Garden of Remembrance with a tour guide. Depart to OR Tambo Information Center for refreshment and purchasing arts and craft for souvenirs.

The above itinerary can be altered and it can commence the other way round. Most infrastructures are already available, but expansion and additional infrastructure would be required.

**The following infrastructure is proposed:**

**Day 1-** reception, dining and entertainment area at the Kananda Graves. Accommodation already exists for the first night at Mzamba (OR Tambo Heritage tented camp); however it is proposed that a reception, dining, and entertainment area for live performances be built.

**Day 2-** reception, dining and entertainment area at Mbongweni (the proposed facilities must be attached to existing rondavel).

**Day 3-** reception, dining and entertainment area at Nkantolo (The Garden of Remembrance). There are two massive rondavels existing newly built which could be used for entertainment and dining. The additional facilities that would be required is accommodation units in the form of rondavels, at least 7 rondavels, 5 rondavels for visitors, one for tour guides and another one for exhibiting and displaying history of OR Tambo.

The tour will take a minimum of two people to the maximum of ten people. This tour must be guided by professionally registered tour guides. Signage will be required to mark the route.

The roads will require upgrade to accommodate self-drive sedans; however, it is proposed that a 4x4 tour operator be a primary tour for this heritage route.

There are various management operations that could be considered and these include the following:

1. The LTO to manage this heritage route through the support of WMMLM as it will be starting in the information center where the LTO will be based.
2. Private sector could be considered however chances are less particularly business with less economic of scale.
3. Community Trust could be considered as another option but this may become a challenge because the heritage route traverses many villages with different dynamics.

It is recommended that for this heritage route, the LTO be considered as the managing entity through the support of WMMLM. It is expected that WMMLM will inject capital for all required infrastructures for this route. There is no EIA that will be undertaken as these facilities will be built in communal land.

#### 4.7. Wild Coast Timeshare Resort

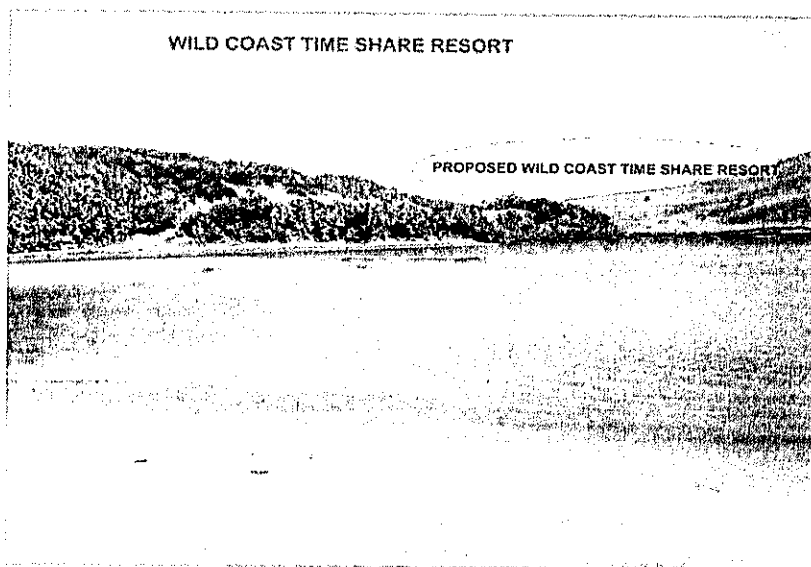


Figure 26: The picture above indicates the earmarked area for the WCTR development.

*"The arrangement whereby several joint owners have the right to use a property as a vacation home under a time-sharing scheme". "A form of shared property ownership, commonly in*

*vacation or recreation condominium property, in which rights vest in several owners to use property for a specified period each year”.*

When a person signs a contract to purchase a "timeshare," he/she is agreeing to pay the owner of the property a sum of money for the exclusive right to use or occupy the property for a specified time during the year. One or two weeks are the typical period that may be purchased. Usually, the timeshare agreement is made for improved property, such as a vacation home or a particular unit in a condominium complex.

The form of a timeshare agreement varies. Usually, the person has the right of exclusive use of the unit during the same time each year or other specified period. Each timeshare unit is considered an estate or interest in real property, separate and distinct from all other timeshare estates in the same unit or any other unit. Therefore, estates may be separately conveyed and encumbered.

The cost of purchasing a timeshare depends on the time of year selected; premium prices are charged for the most popular times of the year. The annual maintenance fee for the condominium unit and the annual property taxes are divided proportionally among the timeshare owners. A person who does not plan to use the property during the specified period may rent the timeshare to a third party, but the company managing the property may require that it broker such transactions and receive a fee for the rentals.

There is lack of supply of holiday facilities at Wild Coast to meet the current demand. It is proposed that the Wild Coast Timeshare Resort (WCTR) be built on the west of Wild Coast Sun Hotel in the form of up-market self-catering facilities. The resort should be built in phases, phase one to include at least 10x1 bedroom units, 20x2 bedroom units, 10x3 bedroom units, 5x2 bedroom units (1 for office and 4 for staff accommodation) with a possibility to expand after all the units have been sold. Phase 2 should include a bar and entertainment, phase three should include a spa and sauna.

This resort will be located adjacent to the WCSH, but it will never be a competition because the WCSH is already experiencing 98% occupancy throughout the year. The market segmentation will be different. It is expected that the WCSH and this proposed WCTR will work together to a large degree because the WCSH is well established. Entertainment

facilities, casino, golf course, restaurants are already available hence they are not proposed in the WCTR because they will not be viable. Instead, the timeshare visitors will drive (5km) to the WCSH for variety of entertainment.

The infrastructure such as electricity is closer and would be easy to feed into this development; however other infrastructures such as water reticulation and sewer system will be required. It is proposed that the WCSH be used as the main entrance to the WCTR to capitalize on the existing built road. An alternative access can be considered through the communal area; however, this will require a lot of investment towards road infrastructures.

It is proposed that this WCTR be developed through community public private partnership where an investor is partnering with the community to develop through the support of MLM. Both the investor and the community will benefit by selling the estates but it is anticipated that the bigger proportion will go to the private investor.

The community, in addition to the benefits from estates, will become the management of the properties in the long term; however, it is proposed that an experienced and reputable management company be appointed on a contractual period of three years to manage the properties with an intention to transfer skills to the Community Trust. After this period, the management will be handed over to the Community Trust. An EIA will be required as this area is undeveloped.

#### 4.8. Ingeli tourism development

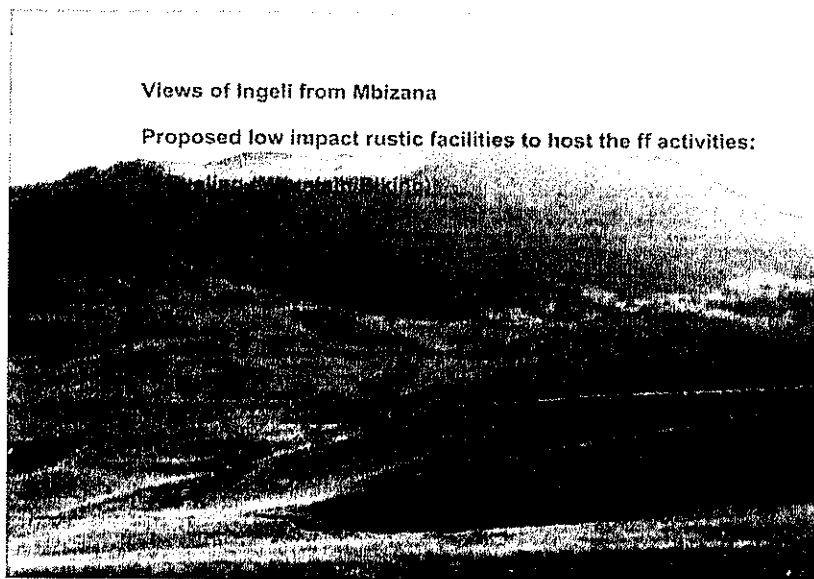


Figure 27: The picture above shows the view of Ingeli from Mbizana.

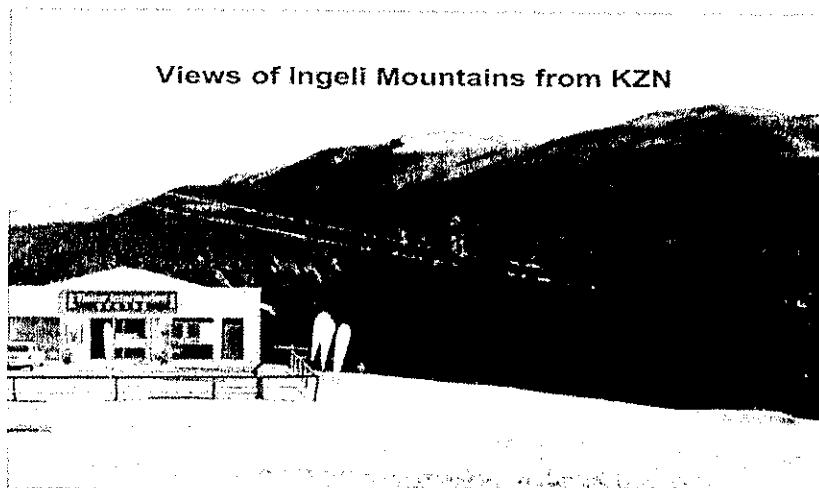


Figure 28: The picture above shows the view of Ingeli from Kwa Zulu Natal

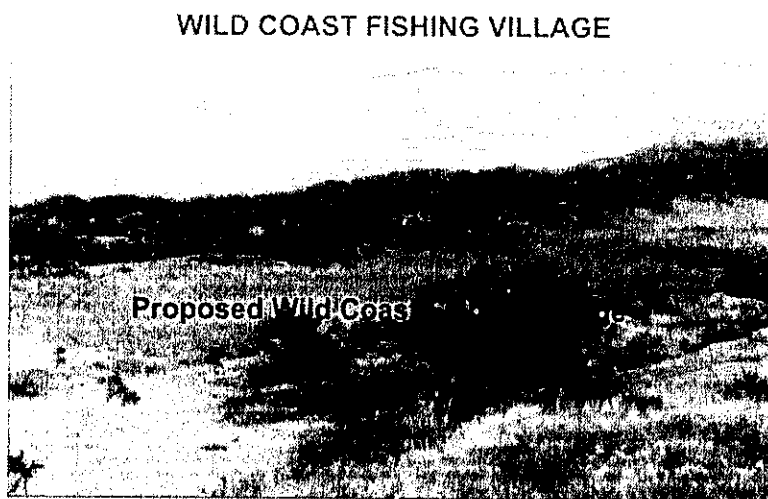
This site is a mountainous and water catchment area from conservation perspective; however it provides great opportunities for recreational facilities and low impact development. There are two recreational facilities that have potential at this area. It is proposed that a cycling trail targeting at mountain bikers and a circular hiking trail be build for hikers which will use the same accommodation that will be used by cyclists.

Unlike the original proposal of WMMLM to build on the mountain, it is proposed that these facilities be built at nearby communal area. The reason is that by building on the mountain it will disturb the water catchment area and it may be challenged from environmental perspective. Also, by building in the communal area it will promote rural tourism which.

The two markets are similar and can use similar accommodation. Opportunities exists for the hiking trail to be extended to KZN, this could make the hiking trail two nights. The scenery of the area is incredible and can entice the cycling and hiking fraternity. There is no infrastructure existing, however the development of these facilities will not require lot of infrastructure. The proposed overnight huts for hikers and cyclists will require basic and environmental sensitive infrastructure in terms of water supply, sewer and power supply. To maintain the environmental and eco experience, gas and solar will be highly recommended sources of energy.

The road infrastructure is not necessarily an issue as these markets are always looking for challenging and climbing slopes. Rock climbing will be added as another activity which has a niche market that is also growing. This means one accommodation hut will be able to accommodate three niche markets, cyclists, hikers and rock climbers. An EIA will not be required as this development will take place at the communal area. This development must be managed by the community trust as they are basic and simple, hence require less technical experience. The community trust will be trained to ensure that they understand and operate these facilities in line with industry standards. MLTO can also be considered as second option of management.

#### 4.9. Wild Coast Fishing Village



*Figure 29: The picture above indicates a site earmarked for Wild Coast Fishing Village.*

There is no doubt that majority of visitors to the Wild Coast are visiting for the purpose of fishing. The fishing facilities at Mkhambathi Nature Reserve (MNR) are exceeding over 70% occupancy year-round. The proposed Wild Coast Fishing Village facilities are located approximately 15km from MNR across Mtentu. While there is emphasis on conserving the Wild Coast, a balance is required to address socio-economic challenges.

It is proposed that a fishing village be built in a form of rondavels to maintain the rural aesthetic of the Pondoland. A total of 15 rondavels are proposed, each with a capacity to accommodate four fishermen, a small kitchen, shower and toilet. Additional facilities will include a central dining and entertainment rondavel, a braai place, a rondavel for storage purpose and two rondavels for staff accommodation.

These facilities must be as simple as possible to the range of one or two stars. Fishermen require basic facilities and usually are not prepared to pay high rack rates

Also, this market can easily maximize occupancy as they book for a minimum of three days to a maximum of 15 days.

There is no infrastructure existing, however it is proposed that this becomes one of the eco-friendly experiences. Gas and solar must be considered as primary sources of energy.

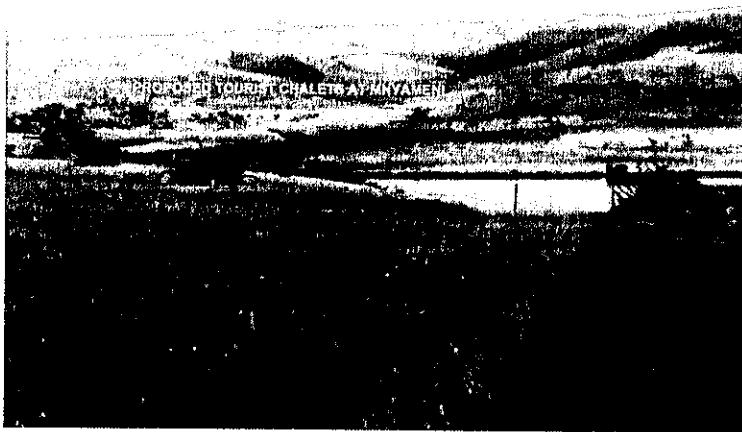
These facilities will be linked on the road to Mtentu as it has already been proposed for upgrade. Sewer and water reticulation will also be required. There is a river stream nearby which will supply the fishing village.

It is proposed that the community trust be responsible for managing this product as they are not complicated to manage and service. The community trust members will be trained to carry-out the management of the facilities in line with the standards and to meet customer expectations. It will be uneasy to attract a private investor because these types of facilities do not generate high income as the rack rates are less. Also, fishermen are not spenders; they require basic accommodation where they will pay as little as possible. The earmarked site is untouched; therefore, an EIA will be required.



#### 4.10. Skhombe Tourist Chalets

##### SKHOMBE TOURIST CHALETS



*Figure 30: The picture above indicates the proposed facilities at Skhombe.*

This area is a wow site and any tourist would wish to spend a vacation on a place overlooking an estuary and the beach. There is no development in this area except illegal cottages. It is proposed that at least 10 self-catering tourist chalets be built to the maximum of three stars. Each chalet must be configured with two bedrooms, an open plan kitchen and dining and a bathroom. In addition, one chalet configured like the tourist chalets is required, a central entertainment area and a small rondavel for storage. Rental of canoes must be one of the activities to prolong visitor stay. The target market for these facilities would be the general holiday makers, independent hikers, researchers and other markets.

There is no infrastructure, but it is proposed that these facilities use solar and gas with an option to switch to electricity in the long run particularly for heavy appliances such as refrigerators. Sewer will be required and water will be drawn from the stream, however the

reservoir and water purification system will be required to supply the facilities. The facilities will be linked to the road to Mtentu which has been proposed for upgrade.

An investment of about 3km would be required to ensure proper access. An EIA will be required as this area is undisturbed. It is proposed that these facilities be managed by the Community Trust as the economics of scale is low to attract an investor. However, to ensure that the Community Trust becomes a successful management model, extensive training will be required.

#### 4.11. Mnyameni Tourism Development

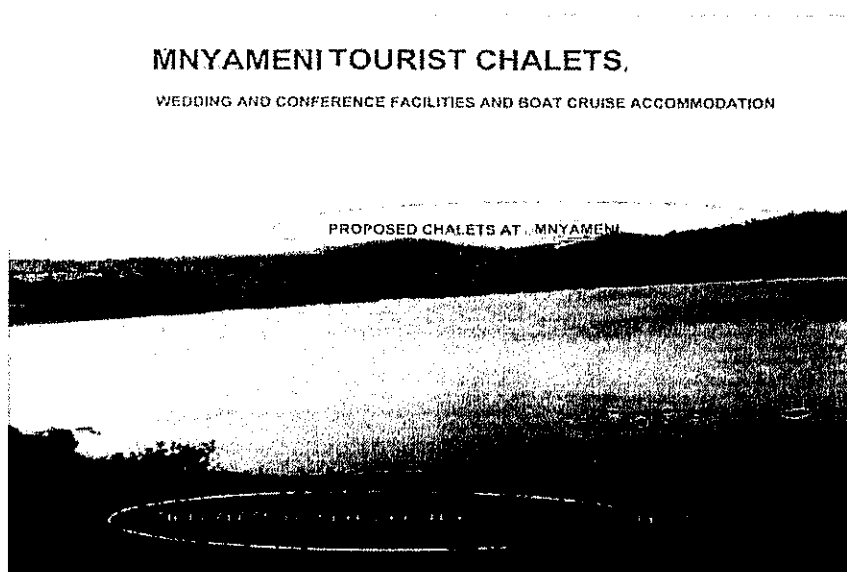


Figure 31: The picture above indicates the proposed facilities at Mnyameni.

It is proposed that tourist facilities be developed at Myameni in the following phases:

**Phase 1:** development of tourist chalets, 10 luxurious chalet (5 to be configured as 4 sleepers and 5 as 2 sleepers) and 10 mid-market chalets (5 to be configured as 4 sleepers and 5 as 2 sleepers). This means a total of 20 chalets will be built with a total carrying capacity of 60 people). The first operation of these chalets will be self-catering with an intention to provide catering in the future once all other phases have been developed.

**Phase 2:** development of restaurant, dining and entertainment area to accommodate up to 120 people.

**Phase 3:** development of mini conference facility which will be multi-functional. The facility must be able to accommodate up to 120 people. The facilities must be flexible to accommodate the wedding market which is growing faster. The estuary and the beach are key elements to attract the wedding market; therefore, the proposed facilities must be pitched on a direction that appeals to the market.

**Phase 4:** development of a boat accommodation to carry up to 20 people for overnight and 40 people for day cruise. All the rooms must be luxurious as the target is wedding market and pre and post conferences. The boat accommodation will be based at Mnyameni for overnight but will be taking tourists on sightseeing and excursions during the day. The boat will also have a small kitchenette and dining room.

There is no existing infrastructure to support this development. An investment will be required towards bulk infrastructure which will include water reticulation, sewer system and access road. Electricity will be required in the long run, however the gas and solar will suffice in the short to medium term operation while efforts to apply for electricity are underway. The facilities will be connected to the road to Mtentu which has been proposed for upgrade. An EIA will probably be required as most of the parts are not disturbed. It is recommended that a private sector be secured to invest in this development, while WMMLM is putting a bulk infrastructure to package this into a sound and attractive deal. The private investor must invest, operate and transfer to the Community Trust after an agreed period of operation.



## 5. SUMMARY OF TOURISM DEVELOPMENT CONCEPTS

The table below portrays the summary of the tourism development concepts that are narrated above. The new information on the summary is the estimated budget and estimated job opportunities. All the estimates have been benchmarked by similar existing facilities. The estimated budget for each project is anticipated to cover the entire infrastructures that will be required to build the identified project. These estimations may or may not cover the finishing such as interior decor, furniture and initial operational resources. The estimations are based on similar tourism related projects that were funded by the National Department of Tourism through its Expanded Public Works Programme

Table 4: Summary of tourism development concepts

Proposed concept	Location	Supporting infrastructure Required	Carrying capacity	Form of development	Target market	Estimated budget	Possible funding source	Estimated opportunities		job
								Perm	Temp	
Tented camps	Mtamvuna Nature Reserve	Road upgrade- 20km, sewer system, water supply, solar plant.	80	Private sector	Adventure tourists	R12m	Private Sector DoT PW DEA	20		200
Tented camps	Mtentu	Road 30km, sewer system, water supply, solar plant.	60	Private sector	Adventure tourists & researchers.	R20m	Private Sector DoT PW DEA	30		400
Campsite	Skhombhe	Road 2km, sewer system, water system, solar system.	60	WMMMLM	Adventure tourists	R6m	DoT PW DEA	8		50
Hiking Trail	Mzamba-Mtentu	Sewer system, water system, solar system.	80	WMMMLM	Adventure tourists	R5m	DoT PW DEA	10		50

Heritage Route	Various locations	Road 40km, Facilities, sewer system, water system, solar system.	10	MLM	Historians Day visitors Adventure tourists	R30m	DoT PW DEA	30	100
WCS ????????	Mzamba	Road 3km, sewer system, water system, electricity.	90	Private Sector	Timeshare holders Rental tourists	R70m	Private Sector	10	100
Ingeli dev.	Ingeli	Sewer system, water system, electricity.	24	WMMLM	Adventure tourists	R10m	DoT PW DEA	10	50
Fishing village	Skhombe	Sewer system, water system, solar plant.	60	WMMLM	Fishermen	R15m	DoT PW DEA	10	100
Chalets	Skhombe	Road 5km, Sewer system, water system, solar plant.	20	WMMLM	Adventure tourists	R15m	DoT PW DEA	8	50
Chalets	Mnyameni	Road 10km, Sewer system, water system, solar plant.	60	Private sector	Adventure tourists	R70m	Private Sector	30	150

## 6. ADVANTAGES AND DISADVANTAGES OF MANAGEMENT OPTIONS

There are few management models that are possible in each proposed tourism development concept. While the service provider has recommended a management model for each concept, this does not preclude other options. Before any other option is considered it's important to understand and analyse the advantages and disadvantages tabled below.

*Table 5: Advantages and disadvantages of management options*

MANAGEMENT MODEL	ADVANTAGES	DISADVANTAGES
<b>Community Trust</b>	<ul style="list-style-type: none"> <li>• 100% profit will benefit the Community Trust.</li> <li>• Members gain skills in all levels (junior to top management).</li> <li>• 100% BEE (addressing government imperatives).</li> <li>• Opportunity to build exemplary model that builds unity, peace and cohesion among community members.</li> </ul>	<ul style="list-style-type: none"> <li>• Community infighting and divisions.</li> <li>• Lack of experience to run tourism businesses.</li> <li>• Individualism (certain individuals want to enrich themselves).</li> <li>• Limited business success</li> </ul>
<b>Private sector</b>	<ul style="list-style-type: none"> <li>• High chances of success.</li> <li>• Experience and innovation.</li> <li>• Quick turnaround.</li> <li>• No burden to the Community Trust or other structures.</li> <li>• Skills transfer to Community Trust.</li> <li>• Transfer of "legacy business" to Community Trust after operation.</li> <li>• Jobs created are long term and sustainable.</li> </ul>	<ul style="list-style-type: none"> <li>• Less profit to the Community Trust and the biggest % goes to the private sector.</li> <li>• Many years of operation as they want to break-even and make a profit.</li> </ul>
<b>Municipality</b>	<ul style="list-style-type: none"> <li>• It is not the Municipal mandate to run business: refer to White paper on the promotion and development of tourism in South Africa. You may include other options like (Concessions, PPP, CPP etc)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## 7. STRATEGIC TOURISM MARKETING PLAN

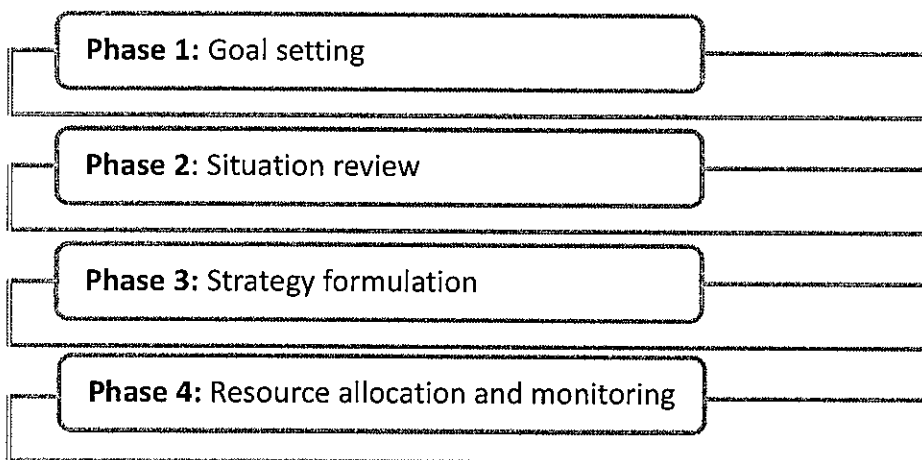
The vision and mission for WMMLM have been established in a consultative process. This is the vision that was proposed by the tourism role players of the municipality. The vision is as follows:

**Vision:** *“Creating a conducive environment for vibrant tourism industry with flourishing opportunities through endemism”. The three pillars that inform the vision are the people of Mbizana, heritage and biodiversity.*

**Mission:** *the vision will be accomplished through:*

- *Stakeholder engagement for robust development*
- *Education*
- *Ensure that systems are in place.*

The detailed tourism development plan must talk to this vision and mission. The next section presents a high-level strategic marketing process which will help WMMLM in tourism marketing. This process is applicable in product marketing, destination marketing and any other form of marketing.





### **Phase 1: Goal setting**

- The overall business objectives that WMMLM would like to achieve.

### **Phase 2: Situation review**

- An assessment of the market environment what factors may affect the marketing effort of Mbizana Tourism.
- A business and community profile on resources that are available to execute the marketing plan.
- Market segmentation of the specific tourists that will be interested in Mbizana tourism products.

### **Phase 3: Strategy formulation**

- The marketing objectives for each segment.
- The marketing strategies (or mixes) for different markets being targeted. Combination of the 4 Ps (product, price, place, promotion) for each segment;

### **Phase 4: Resource allocation and monitoring**

- Implementations plan how to "make it work".
- The marketing budget how much you have to spend.
- A method for evaluation and change.
- Implementation of the marketing plan

It is assumed that MLTO will play a role for development and implementation of marketing plan. Local Tourism Organisations have been traditionally responsible for marketing and promotion of tourism on behalf of Local Municipalities. MLTO will carry-out this mandate on behalf of WMMLM. Activities that are marketing related and ready for implementation have been proposed in the operational plan.

## **8. INSTITUTIONAL FRAMEWORK**

The existing LTO at Mbizana is crawling and without a properly established LTO, it will be a challenge for WMMLM to achieve its mandate. It is proposed that an LTO be established in the form of municipal entity to carry-out the mandate of tourism on behalf of Winnie Madikizela Mandela Local Municipality. A municipal entity is a mechanism used by a municipality to deliver services to its community. Each municipal entity is an "organ of state" and must comply

with the legislative framework which ensures accountability, transparency and consultative processes, similar to requirements that apply to a municipality in its own right.

Municipal entities are accountable to the municipality or municipalities. The entity must perform according to a service delivery agreement and performance objectives set by the municipality. As their debts, liabilities and decisions are made on behalf of the municipality, they may be disestablished if they fail to perform satisfactorily or if they experience serious or persistent financial problems.

LTO's are popularly known as mandated for destination marketing; however there is a paradigm shift in most municipalities in South Africa. It is proposed that WMMLM also mandate MLTO to undertake tourism development which is fundamental for the growth of economy. The resources allocation should match the mandate and the business plan of MLTO.

#### **8.1. Legislative framework for establishing MLTO**

A legislative framework relating to municipal entities came into effect through amendments to the Municipal Systems Act (MSA) and the enactment of the Municipal Finance Management Act (MFMA). The provisions of the MSA came into effect on 1 August 2004. The bulk of the provisions of the MFMA took effect on 1 July 2004 with some transitional provisions based on municipal capacity. The MSA defines three types of entities that may be established by a municipality with effect from 1 August 2004 (private company, service utility or multi-jurisdictional service utility).

Prior to the MSA and MFMA requirements taking effect, municipalities used various arrangements to deliver services and manage the functions they performed. These included formation of trusts, section 21 companies and private companies. It is a requirement for municipalities to review these structures in view of the amended legislative framework and either convert them to an entity as per the amended legal framework or disestablish them, if they are no longer required.

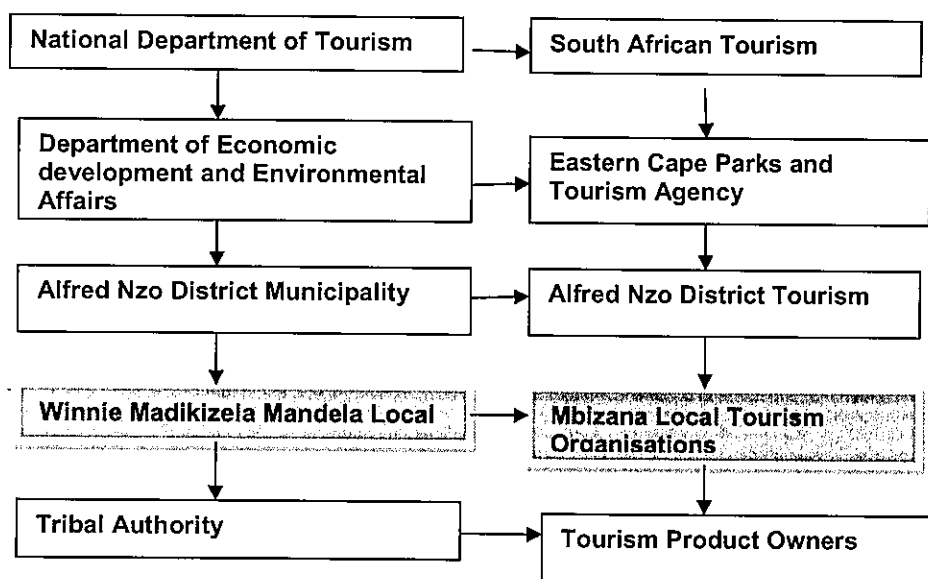
A review would cover such aspects as objectives of the entity, purpose for its establishment, activities being performed in an efficient and effective manner, providing value for money, sustainable budgets and viable funding, self-sustainability, appropriateness of governance structures to provide effective municipal oversight, accountability, transparency and reporting.

Based on the legislative framework, it is proposed that WMMLM embark on registration process of its LTO into a Private Company, which will be owned by the municipality.

### 8.2. Proposed institutional arrangement for WMMLM

It is proposed that WMMLM take responsibility to establish, fund and resource MLTO as its entity that will be responsible for executing the mandate of tourism on its behalf. The LTO must be registered as the Private Company as per the Amended Municipal Systems Act, wholly owned by WMMLM. WMMLM must fund MLTO every municipal financial year after receiving an annual operational plan with budget. MLTO must report to WMM every quarter or as determined by the municipality through its chairperson or committee.

The LTO will be working closely with ANDM and the ECPTA where it will be sourcing support and other resources to ensure the success of tourism within the municipality. This institutional arrangement is determined by the fact that WMM is giving MLTO the mandate to undertake both tourism marketing and development. Refer to the figure below



### 8.3. Representation of MLTO Committee

An appropriate structure should have a balanced representation from both public and private sector stakeholders to ensure that sufficient skills and experience are available to implement a tourism development plan. It is highly recommended that the following representatives constitute MLTO tourism committee:

- Tourism business owners (at least two representatives from the tourism industry),
- Community representatives,
- Organized labour (if any),
- Representative from municipality
- Representative from the ANDM
- Representative from the local chamber of business (if any)

Ad hoc representatives from national and provincial stakeholders can be invited if there are pertinent issues that have to be addressed. These stakeholders could include but not limited to ECTPA, Tourism Enterprise Programme (TEP), Department of Economic Development and Environmental Affairs (DEDEA), Tourism Grading Council of South Africa (TGCSA), etc.

There are many number of tourism committees that failed due to lack of recognition by the municipalities. Majority of tourism committee members are business owners or people with other commitments, however they sacrifice their time to share knowledge and expertise to grow tourism in municipal areas. It is proposed that WMMLM become the first if not one of the few in the country to implement a paradigm shift where tourism committee members are recognized in the form of incentives. The following incentives are proposed and could play a critical role to encourage and retain committee members:

- Reimbursement of kilometers as determined by the municipal travelling scheme
- Reimbursement of accommodation or meals (or advance allowance as determined by the municipality)
- Compensation for attending meetings. A rate to be determined by the municipality. This will off course exclude *ex officio/s*.
- End of year inaugural and token of appreciation

#### **8.4. Responsibilities of WMMLM, MLTO and the Community**

The responsibilities of WMMLM, MLTO and the Community towards tourism vary but are aligned as these are the fundamental stakeholders to the success of tourism in the local level. It is important to distinguish the responsibilities to avoid duplication of tasks by stakeholders. The responsibilities of these stakeholders are listed below. The roles of MLTO will depend on the agreed SLA with WMMLM, the resources and capacity of WMMLM.

#### **8.5. The role of WMMLM**

- To assist to fast track the process of land reforms since most of the development depends on the availability of land.
- The councillors to interact with the communities to update the communities regarding planned and current development.
- The municipality must play a leading role to lobby funds
- Proper Infrastructure development.
- To unblock fragmentation between relevant stakeholders.
- The municipality should develop by-laws for trade in order to attract investors.
- Monitoring and overseeing the LTO.
- To mobilize community to fight crime
- Integration of development by municipality and other Government Departments for sustainable development.
- To organise more tourism awareness to the community.
- To maintain tourism sites to make the areas more attractive.
- Provision of signage.

#### **8.6. The role of the community**

- To create a safe environment for tourists.
- To avail land for development.
- To identify sites with a potential for tourism development and to own the projects.
- Community to stop vandalizing the existing projects or sites. Instead, they must liaise with SAPS to bring vandals and perpetrators behind bars.

- To be entrepreneurs and take advantage of what is available in their area.
- *Practice responsible tourism in their areas.*
- *More publicity of activities and development in their area.*
- *Cleanliness of the area to create good image.*
- *Must be involved in decision making regarding development in their area.*

#### **8.7. The role of MLTO**

- Market Mbizana as a tourism destination provincially, nationally and internationally.
- Develop tourism SMMEs, tourist routes, attractions, events and other facilities.
- Develop and implement a visitor and membership strategy.
- Provide information to tourists and interested individuals in the tourism industry.
- Develop and implement annual operational plan.
- Coordinate and represent Mbizana on identified marketing platforms.
- Facilitate the maintenance of tourism infrastructure.
- Facilitate the erection of tourism signage.
- Develop tourist packages in conjunction with tour operators and other stakeholders.
- Liaise with other tourism stakeholders.
- Communicate to stakeholders.
- Record visitor statistics.
- Facilitate membership of tourism products.

#### **8.8. Formalization of relationship between WMMLM and MLTO**

Unlike in the past where municipalities just fund tourism organisations year after year without written agreement, it is proposed that WMMLM enter into a formal agreement with MLTO where a Service Level Agreement (SLA) is signed. The aims of the SLA are as follows:

- To formalize the relationship between the two organisations
- Articulate the expectations of the municipality
- Articulate expected deliverables as agreed by both organisations
- Stipulate funds allocation and other resources.
- Serves as a mechanism to account LTO for carrying-out the mandate of tourism.

## **9. TOURIST SAFETY AND SECURITY**

There is no major crime, any crime is crime and can portray the image of WMMLM negatively in the tourist map. It is proposed that WMMLM react in the event of crime against tourist in its jurisdiction. It is recommended that WMMLM plays some form of facilitation and coordination to ensure support to victims and those perpetrators are brought to the law of justice.

Some of the role that WMMLM should play in victim support include but not limited to the following:

1. Organise a vehicle, accommodation and meals for tourist's involved in criminal attack.
2. Hospitalization of victim/s.
3. Arrangements of travel documents.
4. Facilitate repatriation if needed.
5. Send flowers or other comforting mechanism.
6. Liaise with relevant stakeholders (ECPTA, South African Police Service, Department of Home Affairs, Department of Safety and Security, etc.).
7. Facilitate to improve cell phone network through the cell phone companies, particularly in the coast.
8. Establish emergency communication network for visitor's i.e. informative boards with telephone number of SAPS, nearest hospital, fire extinguisher, direction of the nearest SAPS and other organizations in the safety fraternity.

In addition to physical tourist safety and security, it is imperative for WMMLM to also concentrate on other aspects that tend to be ignored by tourism planners and operators. These aspects can have negative consequences to the tourism industry and affect WMMLM as a tourism destination. WMMLM should ensure that the following aspects of safety are executed:

1. Inspection of hospitality facilities to ensure that they comply with health regulations
2. Medical examination of hospitality staff at least once a year (chefs, cleaners, etc.)
3. Emergency vehicles in place and ready for action
4. Fire fighters ready and trained to distinguish fire

5. Elimination of diseases through proper waste disposal
6. Inspection of tour operators and commuting taxis.
7. Indemnity forms signed by tourists prior undertaking hazardous activities such as water sports at Mzamba, Mtentu and other areas within the municipality.

#### **10. IMPLEMENTATION PLAN FOR TOURISM DEVELOPMENT AT WMMLM**

The implementation plan is a proposal for development of tourism in the next ten years. The template reflects proposed projects for short to long term period. The implementation plan is ready and can start immediately after approval by the municipal council. It is anticipated that this implementation plan will guide WMMLM for its annual operational plan in the next few years. This plan, if well executed and sufficient resources invested, will ensure that tourism becomes one of the pillars for local economic development. The implementation plan will cover the name of the project, project objective, strategy to pursue the project, target to be achieved through the project, project indicator, baseline, project beneficiary, estimated budget for the project and responsible person or structure to implement the project.

The template of this implementation plan is not a casting stone but could be altered to suit the municipal operational plan template. The same applies to the planned activities for implementation, the municipality could reduce or add as the budget and human resources are the fundamental determinants on the scope of the implementation plan. The plan could be implemented internally or through service providers particularly activities where there is lack of capacity from the municipality. The projects are categorised as short to medium term and long-term projects. Short term is a period of three month to a year; medium term is a period of a year to three years while long term is a period of over three years.

All these projects are emanating from different consultations and interviews held with tourism stakeholders within WMMLM. It is believed that because there was buy-in and most projects were proposed by the people of Mbizana, there will be cohesion amongst structures towards the implementation of this plan. It will be noted that WMMLM has been proposed as the structure that will be responsible for the implementation of this plan. This does not imply that other structures will not participate towards the implementation of the plan, but the municipality will provide leadership and decide which project to undertake internally and which



### MBIZANA TOURISM PRIORITY PROGRAMMES

NAME OF PROGRAMME	OBJECTIVE	STRATEGY	KPI - INPUT	KPI- OUTPUT	BASELINE	TARGETED BENEFICIARY/ STAKEHOLDERS	ESTIMATED BUDGET	RESP. PERSON
1. Tourism awareness and education	<ul style="list-style-type: none"> <li>Facilitate tourism awareness &amp; education to communities by 2012.</li> <li>Establish a local tourism support programme by 2012.</li> </ul>	<p>Identify communities and facilitate tourism awareness workshops.</p> <p>Facilitate tourism integrated capacity development</p>	<p>Tourism awareness workshops facilitated.</p> <p>Involvement of key stakeholder for integrated tourism capacity development</p>	<p>Involvement of communities in tourism development</p> <p>Technical support for tourism capacity development.</p> <p>Number of Communities and SMMEs capacitated</p>	<p>Since 2008 to date 4 tourism awareness held.</p> <p>Lack of tourism capacity amongst host communities</p>	<p>Local communities schools &amp; SMMEs</p> <p>SMMEs &amp; Communities</p>	<p>R150 000</p> <p>R100 000</p>	<p>WMMLM</p> <p>WMMLM</p>
2. Mobilisation of resources	<ul style="list-style-type: none"> <li>To ensure sufficient resources for robust tourism development</li> </ul>	<p>Engagement of the key tourism stakeholders for mobilisation</p>	<p>Lobby support from relevant stakeholders (e.g. funds etc)</p>	<p>Technical support, Funding, Tourism investment attraction</p>	<p>2 Tourism catalyst projects supported.</p>	<p>ECPTA, ECDC, DEDEA, NDT, SEDA &amp; Other Agencies.</p>	<p>R2 000 000</p>	<p>WMMLM</p>

<p><b>3. Branding and marketing</b></p>	<ul style="list-style-type: none"> <li>To increase number of tourists visiting Mbizana up to 20% by 2017.</li> </ul>	<p>Development of the tourism branding and facilitate marketing initiatives</p>	<p>Facilitate stakeholder involvement for brand development</p> <p>Development of Marketing material</p> <p>Attend marketing events</p>	<p>Tourism brand developed.</p> <p>Marketing material in place</p> <p>Number of events attended</p>	<p>40 000 Tourists visited Mbizana (Mzamba area) in 2011</p>	<p>All tourism key stakeholders</p> <p>Product Owners &amp; Tourists</p> <p>Tourism relevant stakeholders (E.g. ECPTA etc)</p>	<p>R300 000</p> <p>R300 000</p> <p>R250 000</p>	<p>MLM</p> <p>MLM</p> <p>MLM</p>
<p><b>4. Institutional arrangement</b></p>	<p>To revive and establish structures to facilitate tourism development.</p>	<p>Review and development of the guidelines for structures</p>	<p>Review the LTO constitution and development of the Terms of reference for the CTOs</p>	<p>Fully fledged and functional structures</p>	<p>1 LTO not yet fully functional</p>	<p>Product Owners/ Tourism SMMIES</p>	<p>R300 000</p>	<p>MLM</p>
<p><b>5. Municipal bi-law</b></p>	<p>Ensure regulation of the tourism development.</p>	<p>Development and implementation of tourism bi-laws that regulate tourism development.</p>	<p>Consultative process to include all key stakeholders.</p>	<p>Gazetted &amp; implemented by-law.</p>	<p>No tourism regulation by-law.</p>	<p>Key stakeholders</p>	<p>R150 000</p>	<p>MLM</p>
<p><b>6. Tourism Studies</b></p>	<p>To ensure tourism business viability and sustainable development.</p>	<p>By undertaking relevant studies for each tourism development initiative.</p>	<p>Undertake feasibility studies, EIA, &amp; TIA.</p>	<p>Feasibility reports, RODs</p>	<p>Only 3 catalyst projects with feasibility studies</p>	<p>MLM/ Communities.</p>	<p>R2 000 000</p>	<p>MLM</p>
<p><b>7. Land restitution/Audit</b></p>	<p>To ensure land-use management and tenure system supports tourism development</p>	<p>Facilitate land claim resolution</p>	<p>Engagement of the key stakeholders including traditional Leaders for amicable land resolution</p>	<p>Available land for tourism development</p>	<p>Land tenure system does not support economic realities.</p>	<p>MLM and local communities.</p>	<p>R500 000</p>	<p>MLM</p>
<p><b>8. Tourism statistics</b></p>	<p>To ensure observation of the growth in the tourism industry</p>	<p>By gathering tourism statistics from the accommodation establishments &amp; in One stop shop</p>	<p>Gather information</p>	<p>Tourism statistics</p>	<p>40 000 Tourists supplied by Wild Coast Sun only.</p>	<p>Product owners and Investors</p>	<p>R20 000</p>	<p>MLM</p>
<p><b>9. Product Development</b></p>	<p>To ensure promotion of tourism products</p>	<p>Provision of integrated support to Product Owners</p>	<p>Facilitate trainings, Workshops, Exhibitions, networking platforms</p>	<p>Number of Products developed and promoted.</p>	<p>3 Product owners promoted.</p>	<p>Product owners</p>	<p>500 000</p>	



NAME OF PROJECT	OBJECTIVE	ACTIVITY	OUTPUT	Please remove these columns	Please remove these columns	Please remove these columns as this will be covered in the IDP	ESTIMATED BUDGET	RESPON SIBILITY
1. Mtenentu Tented Camps	We may have one objective for all of these	Develop business plan ,source funds & investor	15 tented camps				R15m	Community / Private partner, LM
2.Mzamba gateway centre		Review feasibility study, Business plan development, Traffic Impact assessment, Lobby funds, Designs, construction & Operational model.	Gateway centre with Tourist information centre, Central reservations Office, Tour operator Office, travel agency, Coffee shop, Amphitheatre & craft wholesale				R20 000 000	LM, WCS, ECDC & ECPTA
3.Heritage Theme park		Develop specific business plan, Lobby funds for expansion & investment	Theme park fully furnished, operating and extension of the structures to increase the caring capacity of the park.				R20 000 000	Private sector, LM, Community.
4.O. R. Tambo Heritage route		Review the concept document, Business plan development for phase 2, implementation of the Business plan	Fully functional Route with variety of activities.				R 20 000 000	
5.Mtenentu ferry boats		Business plan development & Lobby funds	Boating activities				R5m	LM, private sector, community
6.Mtenentu Fly fishing		Develop business plan and source funds.	Fly fishing				800 000	LM, relevant stakeholders, community
7.Mtamvuna Tented Camp s		Develop business plan and source funds.	10 tented camps				R10m	MLM, private partner
8.Skhombe Tourist Chalets		Develop business plan and source funds.					R15m	LM, private partner, community

9. Mzamba resort		Business plan development, Feasibility study, Source an investor.	30 Timeshare units with Water sports and hiking trails			R70m	LM, private partner, community
10. Mnyameni Tourists Chalets		Business plan development, Feasibility study, lobby funds/ investor	Accommodation establishment			R5 000 000	LM, private partner, community
11. Mzamba tours		Business plan development, lobby funds for expansion	Tour operator with water activities			R 3 000 000	LM, Community

### 11. MONITORING AND EVALUATION PLAN

In general, the purpose of monitoring and evaluation is to assess project results, to find out if and how objectives are being achieved, to identify problems and make adjustments to the plan. This tourism development framework, just like other projects, will be monitored on an ongoing basis to determine whether WMMLM is on the right track in implementing the projects and whether desired outcomes are met. This monitoring and evaluation plan will enable WMM to detect stumbling blocks in advance and strategise possible interventions to ensure desired outcomes are met. All projects, depending on the scale of the project, should be monitored and evaluated on an ongoing basis i.e. a capital project could be monitored monthly and evaluated quarterly while a three months project could be monitored daily or weekly and evaluated bi-weekly or monthly.

The template below will serve as a basis for monitoring and evaluation of tourism projects. The template will list all projects that are under implementation on a specific municipal financial year and follow by planned outputs. As part of monitoring, progress will be discussed on the actual achieved output, deviation, reason for deviation, corrective measure to achieve the output. If there are anticipated risks that could hinder the project going forward, these risks will be listed and possible mitigations.

The project of EIA listed in the template below is an example of how projects should be captured and reported as part of monitoring and evaluation process. The columns titled deviation from planned output, reason for deviation and corrective measure to achieve output are not always compulsory to complete. In the event that the output has been accomplished as set, these columns will be represented by N/A (Not Applicable)

Table 6 Monitoring and evaluation

No	PROJECT NAME	PLANNED OUTPUT	ACTUAL ACHIEVED OUTPUT	DEVIATION FROM PLANNED OUTPUT	REASON FOR DEVIATION	CORRECTIVE MEASURE TO ACHIEVE OUTPUT	ANTICIPATED RISK	MITIGATION
1	Undertaking of EIA for identified tourism projects	EIA done on five identified tourism projects	EIA was done only in four identified tourism projects	EIA is pending in one more site that has been identified.	Delay in receiving record of decision from department of environmental affairs.	The municipal manager to intervene by engaging the director general of environmental affairs to fast track issuing of records of decisions for applications made by Mbizana Local Municipality.	Delay on public consultation.	MLM to establish consultative platforms through ward committees.
2								



## 12. CONCLUSION

This tourism development framework process was a critical point of departure for WMMLM. It is a positive approach that WMMLM has realised that tourism is one of the sectors that can make a difference to the economy and its inhabitants. Therefore, a strategic action is needed to capitalise on its tourism potential. Through the consultative processes, presence of tourism stakeholders in the workshops, inputs that were received during the process of this tourism development framework, the future of WMMLM is bright in terms of tourism. This exercise has created some form of unity among tourism stakeholders and there is common vision, therefore WMMLM must maintain this momentum and ensure the spirit of unity during the implementation of this tourism plan.

It must be remembered that tourism development is not an overnight event, but a process which requires perseverance and political support to ensure that it flourishes. WMMLM is one of the few municipalities in South Africa where its council is providing leadership and political support in tourism. This was witnessed by the attendance of mayoral committee in tourism consultation under the leadership of the mayor. It is undoubtedly that this type of leadership and commitment will position Mbizana as a leading tourism destination. While funding and other resources will be required, but political leadership is undoubtedly the most fundamental requirement to ensure tourism success.



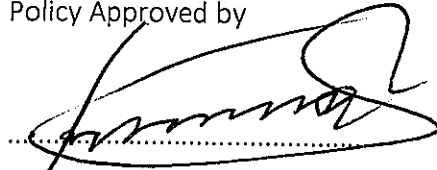
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**Compiled by:**

Local Economic Development  
Tel: 039 251 0230 / 073 441 2856  
Fax: 039 251 0917  
Email:

Policy Approved by



20.08.22

Mr. Luvuyo Mahlaka

Municipal Manager