

MANDENI LOCAL MUNICIPALITY



TOURISM STRATEGY REVIEW AND RESEARCH ON ESTABLISHMENT
OF MUNICIPAL TOURISM INFORMATION CENTRE AND MUSEUM

**PHASE 3 & 4: CATALYST TOURISM PROJECTS FEASIBILITY ASSESSMENT,
DRAFT BUSINESS PLANS & CLOSE-OUT REPORT**

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ACRONYMS

CMP: Coastal Management Plan
CDP: Concept Development Plan
CTO: Community Tourism Organisations
DAEARD: Department of Agriculture, Environmental Affairs and Rural Development
DEDT: Department of Economic Development and Tourism
DMO: Destination Marketing Organisation
EI: Enterprise iLembe
EKZN: Ezemvelo KwaZulu-Natal Wildlife
EMF: Environmental Management Framework
IDM: iLembe District Municipality
IDP: Integrated Development Planning
ITB: Ingonyama Trust Land
HSSA: Haley Sharpe Southern Africa
KZN: KwaZulu-Natal
KZN TMP: KwaZulu-Natal Tourism Master Plan
LUMS: Land Use Management System
LED: Local Economic Development
MLM: Mandeni Local Municipality
MESE: Meetings, Exhibitions and Special Events
NLDF: National Lottery Distribution Fund
NTSS: National Tourism Sector Plan Strategy
NDT: National Department of Tourism
PDA: Planning and Development Act
PDI: Previously Disadvantaged Individuals
PMF: Project Management Firm
PGDS: Provincial Growth and Development Strategy
PGDP: Provincial Growth and Development Plan
PMF: Project Management Firm
PPC: Provincial Planning Commission
PRO: Public Relations Officer
RSDP: Regional Spatial Development Plan
SDF: Spatial Development Frameworks
SMME: Small Medium Micro Enterprise
TEP: Tourism Enterprise Partnership
TGCSA: Tourism Grading Council of South Africa

TIKZN: Trade and Investment KwaZulu-Natal
TKZN: Tourism KwaZulu-Natal
TC: Traditional Council
TVG: The Ventures Group
UDM: Ugu District Municipality
USP: Unique Selling Point

1. INTRODUCTION AND EXECUTIVE SUMMARY

Mandeni Local Municipality (Mandeni) confirmed the appointment of Haley Sharpe Southern Africa (Pty) Ltd (HSSA), as at 5 August 2014, to conduct the Review of the Tourism Strategy and Research on the Establishment of the Municipal Tourism Information Centre and Museum (Project) for Mandeni, located in the iLembe District Municipality.

Mandeni is strategically located midway between Durban and Richards Bay, and lies on the development corridor on the North Coast between these two major port cities in KwaZulu-Natal. It is located on the major railway and road transportation routes, which link these two economic hubs in KwaZulu-Natal. This strategic location is also acknowledged in the Provincial Spatial Framework, which has identified Mandeni as the growth node in the north corridor.

The specific objectives of the project were understood to include:

- Development of the status-quo report of the municipality through the conducting of a situational analysis, SWOT and gap analysis.
- Development of a strategic development framework coupled with an Implementation Plan for the Mandeni tourism sector.
- Development of an outline marketing strategy for Mandeni Tourism.
- Provision of a monitoring and evaluation framework for the implementation of the Tourism Sector Plan.
- Clear identification of leverage points and development trajectories within the tourism sector of Mandeni.
- Identification of the necessary institutional arrangement for tourism economic development.
- Undertake a value chain analysis and provide recommendations as they relate to the development of tourism for Mandeni.
- Assessment of the existing infrastructure capacities for tourism economic development. Where initiatives are identified for development, the Project must take cognisance of the infrastructure needs and make the necessary recommendations in terms of infrastructure development interventions in support of tourism interventions. In particular the feasibility of the establishment of a Tourism Information Centre and Museum. This is hereon referred to as the Cultural Heritage Visitors Hub.

On 13 August 2014, Mandeni Local Municipality (MLM) held a Project Inception Meeting. The purpose of the Inception Meeting was to review and agree the proposed project approach and methodology in order to ensure that it aligns with MLM expectations, as well as to review Project administration and communication matters.

On 12 September 2014, MLM held a LED Forum Strategy meeting, where the MLM LED Strategy, MLM SDF and the MLM Tourism Strategy were presented for comment and feedback. All three strategies are currently being reviewed by independent service providers. At this meeting, HSSA presented the summary

of the findings of the Phase 1 Report, as it had been developed to date. HSSA also presented the initial concept for the Mandeni Tourism Strategy, which has been proposed as an authentic African Village Beach Experience. It is understood that the proposition received support.

The Phase 1 Report was presented to Mandeni on the 22nd of November 2014. It presented the Project status quo and background, which has resulted in the development of the proposed authentic African Village Beach Experience concept. The inspiration for this initial concept can be found in Section 8 of the Phase 1 Report.

The Phase 2 Report was presented to Mandeni on the 22nd of January 2015. It presented the updated project status quo, and the refined catalytic tourism product offerings stemming from the authentic African Village Beach Experience concept. The report included institutional structuring recommendations, tourism product supply including environmental and cultural heritage recommendations, an outline marketing and investment plan and an Operational Discourse. Estimated budgets for the development and operational costs catalyst tourism product offerings were included in this Operational Discourse.

This Phase 3 & 4: Catalyst Tourism Projects Feasibility Assessment, Draft Business Plans and Close Out Report, concludes the third and fourth milestones in accordance with the agreed project approach and methodology and comprises of the following:

Section 2: Implementation Programmes (Schedules) & Draft Business Plan Report

The Implementation Programmes and Draft Business Plans are inter-dependent. Section 2 consists mainly of implementation programmes that support the foundational actions (linked to the key strategic objectives) needed to effectively implement the Mandeni Tourism Strategy, and catalyst tourism products which are the African Beach Village Experience, the Cultural Heritage Visitors Hub, the Thukela River Guest House and the Umlalazi – Amatikulu MTB Trail.

The Implementation Programmes will lay the foundation and help to inform the development and implementation of the Catalytic Project Business Plans. It is important to note that these Draft Business Plans will need to be developed into Detailed Business Plans before final timeframes and budgets can be determined.

Section 2 also includes an Implementation Programme for the Outline Marketing Strategy that was referred to in the Phase 2 Report.

Section 4: Close Out Report

The Phase 4 Close Out Report is attached as Appendix A.

Conclusion and Summary of Recommendations:

- In order for tourism to flourish in Mandeni and for the catalytic products proposed in the MLM Strategy Review to work, it will be vital to have in place the required institutional structures including a strong CTO.
- The inclusion of a Project Management Firm with the requisite experience and skill set has been recommended for the implementation of the projects.
- The Tourism Strategy Development has taken shape in the form of the proposed African Village Beach Experience, Cultural Heritage Visitors Centre/ Hub, Thukela River Guest House and Umlalazi to Amatikulu MTB Trail;
- The African Village Beach Experience is viewed as having the most potential (and should become Mandeni's primary tourism attraction) and it is recommended that this be the focus of the Strategy;
- Each of the projects proposed is considered to have catalytic potential;
- Estimated budgets for each of the projects are as follows
 - African Village Beach Experience – **Development costs = R 192, 779 120.00**
 - African Village Beach Experience – **Operating costs p.a. = R 10, 875 000.00**
 - Cultural Heritage Visitors Hub – **Development costs = R 71, 412 420.00**
 - Cultural Heritage Visitors Hub – **Operating costs p.a. = R 4, 764 000.00**
 - Thukela River Guest House – **Development costs = R 28, 140 640.00**
 - Thukela River Guest House – **Operating costs p.a. = R 9, 324 000.00**
 - Umlalazi to Amatikulu MTB Trail – **Development costs = R 1, 328 960.00**
 - Umlalazi to Amatikulu MTB Trail – **Operating costs p.a. = R 1, 008 000.00**

Total development cost estimate for all projects = R293, 661 140.00

- It is recommended that the construction of the above projects be phased over a 5 – 10 year period and that Operational Business Plans be done for a 20 year period.
- Job creation potential of each proposed project is as follows:
 - African Village Beach Experience – **100 to 160 semi-skilled temporary construction jobs & 83 permanent jobs;**
 - Cultural Heritage Visitors Hub – **60 semi-skilled temporary construction jobs & 10 permanent jobs;**
 - Thukela River Guest House - **40 semi-skilled temporary construction jobs, 15 permanent jobs and 6 casual jobs;**
 - Umlalazi to Amatikulu MTB Trail – **4 temporary trail building jobs & 6 permanent jobs.**
- It is only possible to estimate the direct employment opportunities related to the proposed catalytic products. However it should be noted that there will be numerous indirect economic benefits and employment opportunities that result from the implementation of this strategy.

- The total estimated timeframe for implementation of the foundational programmes (programmes 2.1 to 2.8) of the Revised MLM Tourism Strategy and catalytic products is six years – 2015 to 2019.
- The development and implementation of the Project/ Business Plans for each of the catalytic products (Programme 2.9) have an estimated timeframe of five years – 2017 to 2021.
- The development and implementation of Operational Business Plans for the catalytic products (Programme 2.10) have an estimated timeframe of five years – 2022 to 2026.
- The implementation of the planning and development side of the Marketing Strategy is set to take place from 2022 to 2021. Commencement with the marketing activities will take place from 2022 onwards in line with the operational implementation of the catalytic products and subject to the awarding of a tender to the marketing specialist/agency.

As was indicated in the Market Demand Analysis conducted in the Phase 1 Report, demand for tourism in the Mandeni area does exist. The total potential market size is approximately 5.56 million visitors and it is estimated that Mandeni the estimated 3.2% potential market share, resulting in approximately 178,000 visitors per year (based upon 2012 data), could be considered as being able to positively contribute to the MLM tourism economic sector. From a macro perspective, such visitor numbers could possibly contribute upwards of R200m (including a multiplier effect) per annum into the local economy.

HSSA highly recommends that an Implementing Agent be appointed, specifically to assist with the further planning required and to assist with the development implementation of the Strategy and catalytic products. This Implementing Agency could also potentially play an important support and facilitation role during the early stages of operational implementation when the various businesses and business owners will require support and guidance.

Overall, the prognosis for implementation of the proposed contemporary African Village Beach Experience and other catalytic products proposed as part of the Revised MLM Tourism Strategy is seen as feasible. However, the terms of reference for the current Tourism Strategy Review did not include detailed planning exercises. However, the Implementation Programmes and Draft Business Plans in this Phase 3 & 4 Report provide an indication of what is required in order to bring the Revised Tourism Strategy and catalytic products to fruition.

It should be noted that this report is purely indicative and subject to detailed master planning and architectural planning.

2. IMPLEMENTATION PROGRAMMES (SCHEDULES) AND DRAFT BUSINESS PLAN REPORT

This section of the Phase 3 Report deals specifically with each Foundational Implementation Programme and Draft Business Plan that is necessary for the successful realisation of the individual catalytic tourism products. It should be noted that further development of the Implementation Programmes and Draft Business Plans will be required once the necessary detailed master planning and architectural planning has taken place.

The Implementation Programmes lay the foundation for the development and implementation of the Draft Business Plans. These programmes are structured using the key strategic objectives developed during the projects inception, and provide a breakdown of how each key strategic objective can be achieved. Within each implementation programme, the specific programme objectives are listed, as well as the key role players and responsibilities. The main actions and sub-actions to achieve the specific implementation programme objectives are listed and aligned to estimated timeframes and indicative project budgets. Implementation programmes 2.1 to 2.7 are linked to the key strategic objectives and are foundational, in that they are a prerequisite for the catalyst tourism product overarching Implementation Programme and Draft Business Plans. The catalyst tourism products were developed and described in the Phase 2 Report and include the African Village Beach Experience, the Cultural Heritage Visitors Hub, the Thukela River Guest House and the Umlalazi to Amatikulu MTB Trail.

The Implementation Programmes are listed in order of priority:

Foundation Implementation Programmes

- 2.1 Institutional Structuring: Implementation of the Revised MLM Tourism Strategy
- 2.2 Proposed activities for review and approval of the Revised MLM Tourism Strategy and Proposed Catalytic products
- 2.3 Financial and economic analysis and funding strategy for the implementation of the catalytic products
- 2.4 Identification and engagement of strategic alliance partners and stakeholders
- 2.5 Identifying project sites and securing buy-in from land custodians
- 2.6 Preparation of a Concept Development Plans (CDP) for the African Village Beach Experience
- 2.7 Empowerment, Training and Skills Development Programmes

Catalyst Tourism Product Overarching Implementation Programme and Draft Business Plans

Draft Business Plans are necessary to inform the approach to the individual projects over time. This includes the resources needed, further detail on time frames and budget as well as monitoring and evaluation systems. The individual business plans should ideally be updated annually. Figure 1 displays the process of developing the implementation plans from the key strategic objectives, and the alignment of the Draft Business Plans to both the foundational and catalyst implementation plans.

- 2.8 Overarching development implementation programme, which is linked to preceding programmes

- 2.9 Specific development of Draft Business Plans for each of the catalytic products
- 2.10 Specific operational Draft Business Plans for each of the catalytic products
- 2.11 Implementation of Outline Marketing Strategy

Items 2.1 to 2.7 are presented as programmes, with business planning insights linked to key points carried forward from the Phase 2 Report. Items 2.8 to 2.11 are similarly presented, but include more detail on the Draft Business Plans that elaborate on how to actualise the vision of the catalyst tourism products based on recommendations from the Phase 2 Report. It is suggested that the Phase 2 report be used as a background document, from which to better understand the Phase 3 recommendations.

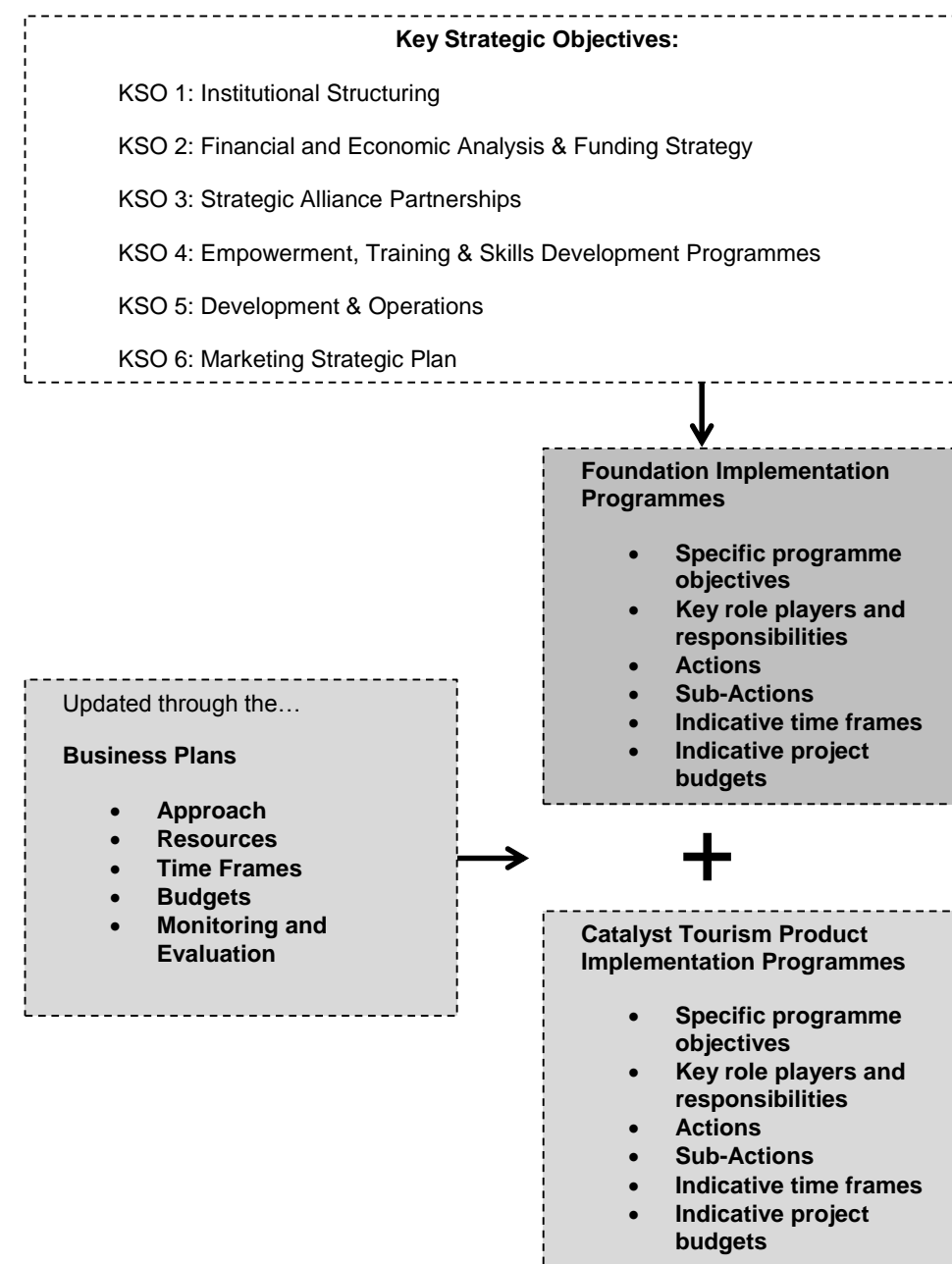


Figure 1: Diagram explaining the flow of KSOs into implementation programmes complemented by outline business plans

2.1. INSTITUTIONAL STRUCTURING – IMPLEMENTATION OF THE REVISED MLM TOURISM STRATEGY

From an institutional perspective, it is considered that MLM do not currently have an appropriate institutional structure capable of implementing and marketing the Revised MLM Tourism Strategy. However additional resources have been identified in the Phase 2 Report for each catalytic project. It is envisaged that a Project Steering Committee (PSC) and an Implementing Agent (IA) will be required to support MLM, EI and the CTO during the implementation phase of the proposed projects.

Objectives:

Institutional Structuring is an integral part of the Revised Strategy and catalytic products as evidence in KSO 1.

Establish a set of implementation actions relating to the formation of a PSC and identify key individuals tasked to take the project through to implementation, including appointment of an independent Implementing Agent.

- MLM and EI to engage with the District Municipality as well as the CTO on the subject of forming a PSC.
- MLM to agree on a PSC for the implementation of the Revised MLM Tourism Strategy.
- Appointment of an Implementing Agent.
- Identification of key individuals and stakeholders to implement Project as per 2.4 below.

Key Responsibilities:

MLM, CTO & PSC functions and responsibilities include:

- Strategic direction of the entire Strategy and catalytic products.
- Agreement as to how each of the catalytic products should be legally constituted.
- Agreement as to how the existing key stakeholders are included in the catalytic products.
- Agreement on key individuals, stakeholders and agents to be given responsibility to implement the approved aspects of the catalytic project programmes.

Implementation Action and Sub Actions		Action By	Timeframe and Budget				
			2015	2016	2017	2018	2019
2.1.1	Assess why the Thukela Mouth CTO is perceived not to be functioning.	MLM/ EI					
2.1.2	Assess the advantages and disadvantages of leaving the CTO at Thukela Mouth or establishing a new CTO at Dokodweni.	MLM/ EI					
2.1.3	Develop and implement a plan to rejuvenate the CTO and ensure that it has in place the required resources and capacity to function effectively OR Alternatively establish a new CTO at Dokodweni or another location.	MLM/ EI					
2.1.4	Selection of PSC from public and private sector stakeholders	MLM/ EI and stakeholders					
2.1.5	MLM to facilitate engagement with the CTO and PSC to determine way	MLM/ CTO/ PSC/ Relevant					

	forward.	<i>stakeholders</i>					
2.1.6	A Memorandum of Understanding should be drawn up, setting out the obligations required for the implementation of the Strategy and catalytic products to be taken forward.	<i>MLM/ PSC / Relevant stakeholders</i>					
2.1.7	Upon agreement of 2.1.6 above, the role and functions of the relevant stakeholders shall be transferred to the PSC, with representatives from key stakeholder groups and Strategic Alliance Partners (SAP's) as agreed.	<i>MLM/ CTO/ PSC</i>					
2.1.8	MLM, EI, PSC & CTO to agree on individuals to take responsibility for implementation of the various activities as required by the catalytic products.	<i>MLM/ EI / PSC/ CTO</i>					
2.1.9	Preparation of a Terms of Reference and tender process for the appointment of an Implementing Agent.	<i>MLM/ EI/ PSC</i>					
2.1.10	Put out a call for proposals for the implementation of the project.	<i>MLM/ EI</i>					
2.1.11	Appoint an Implementing Agent (IA).	<i>MLM/ EI</i>					
BUDGET IS INCLUDED IN THE ALLOCATION TOWARDS FURTHER PLANNING, COMMUNITY CONSULTATION, DESIGN AND TENDER PROCESS FOR EACH OF THE CATALYTIC PRODUCTS. PLEASE REFER TO THE OPERATIONAL DISCOURSE.		BUDGET:					

Business Planning Insights

APPROACH	<p>In the Phase 2 Report, it was stated that buy-in and direction from local community members is critical for the success of an initiative that is based on community spirit and authenticity. The key concept of the African Village Beach Experience requires buy-in from a dedicated group of enthusiastic community members, who are willing to take ownership and work holistically with partners to bring the proposed concept to fruition. The formation of a new CTO at Dokodweni has been proposed, as the importance of CTO involvement was emphasised at the Phase 2 Report presentation meeting held at MLM in January 2015. The buy-in and support of community members is the linchpin that will ensure the tourism catalyst products are sustainable. Thus investigating the reasons why the Thukela CTO is perceived not to be functioning (as in 2.1.1 in the table above) is an important first action in terms of institutional structuring requirements. MLM and Enterprise iLembe will need to work with the CTO (and PSC) to develop and agree on implementation responsibilities and the appointment of an Implementing Agent.</p> <p>Once it has been established and is fully functional, the CTO will be responsible for the branding and marketing of the catalytic tourism products as well as tourism in general. As a precursor to the development of a more comprehensive brand strategy for the CTO and tourism in Mandeni, it is recommended that a brand strategy session be held by the CTO and should include other stakeholders such as IE, IDM and MLM, should they not already be represented within the PSC. This strategy session is proposed to work through</p>
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potential branding and structural options, whether the tourism products should be branded, marketed and promoted individually, and / or perhaps the CTO becomes a public facing product brand that offers various tourism products within the area.

2.2. PROPOSED ACTIVITIES FOR REVIEW & APPROVAL OF THE REVISED MLM TOURISM STRATEGY AND PROPOSED CATALYTIC PRODUCTS

Implementation Actions and Sub Actions		Action By	Timeframe and Budget				
			2015	2016	2017	2018	2019
2.2.1	Review & Approval of the Revised MLM Tourism Strategy and proposed catalytic products.	MLM/ EI/ PSC/ CTO/ IA					
2.2.2	Review and determine way forward regarding Operational & Development Methodology to be taken forward for the implementation of the Strategy and catalytic products.	MLM/ EI/ PSC/ CTO/ IA					
BUDGET IS INCLUDED IN THE ALLOCATION TOWARDS FURTHER PLANNING, COMMUNITY CONSULTATION, DESIGN AND TENDER PROCESS FOR EACH OF THE CATALYTIC PRODUCTS. PLEASE REFER TO THE OPERATIONAL DISCOURSE.		BUDGET:					
Business Planning Insights							
APPROACH	It is assumed that the CTO would now be established and the roles of the key stakeholder groups and the SAP's defined, the Implementing Agent should also be in place after appointment (as per 2.1.11 above). It is necessary to review and approve the MLM Strategy and proposed catalytic products with the Implementing Agents. This step offers a clarifying and transparency inducing function, which allows all parties (MLM, EI, PSC, CTO and IA) to address concerns and speak candidly about how the Revised MLM Tourism Strategy will be developed and implemented, and to refine the development and operational methodology suggested for the implementation of the catalyst tourism product projects. Essentially, this step allows the IA to fully integrate with the proposed programmes and plans, and to create an open communication channel with the key project stakeholders.						

2.3. FINANCIAL AND ECONOMIC ANALYSIS AND FUNDING STRATEGY FOR THE IMPLEMENTATION OF THE CATALYTIC PRODUCTS

Conduct a Financial & Economic Analysis of the Revised Strategy and catalytic products and prepare a Funding Strategy in order to secure Funding for implementation of the Projects.							
Objectives:							
Financial and Economic Analysis & Funding Strategy's are an integral part of the Revised Strategy and catalytic products as evidence in KSO 2.							
It is recommended that a detailed financial and economic analysis for each of the catalytic products be conducted. It is recommended that the IA (with input from the MLM, EI and the PSC) carry out the financial and economic analysis and prepare Draft Funding Strategies and Funding Proposals documents for the catalytic products. The key objective is to secure adequate funding to undertake the work required to develop the Draft Business Plans into Detailed Business Plans which will allow for development and operational implementation until such time as each of the catalytic products become self-sustaining.							
Key Responsibilities:							
IA with the support of the MLM, EI and PSC should take responsibility for undertaking the following activities;							
<ul style="list-style-type: none"> Review and understand the financial requirements for the projects. Carrying out a financial and economic analysis of each of the projects. Prepare Draft Funding Strategies to be used to approach the Financial Institutions. (These Strategies will be influenced by some of the Implementation Programmes below). Prepare Draft Funding Proposals for presentation to the Financial Institutions. Enter discussions and/or negotiations to secure adequate funding to undertake the Projects. Finalise securing of funds necessary for each of the Revised MLM Tourism Strategy and each of the catalytic products and commence implementation with adequate financial controls in place. 							
Implementation Action and Sub Actions		Action	Timeframe and Budget				
		By	2015	2016	2017	2018	
2019	2.3.1	Carry out a financial and economic analysis of the MLM Tourism Strategy and for each of the catalytic products.	IA/ EI				
	2.3.2	Review and understand the financial analysis and funding requirements for the Projects.	MLM/ EI/ PSC/ IA				
	2.3.3	Prepare Draft Funding Strategies ¹ to be used to approach potential funders 2.3.2 above.	IA/ MLM/ EI				
	2.3.4	Prepare Draft Funding Proposals for presentation to the potential funders.	IA/ MLM/ EI				
	2.3.5	Enter discussions and/or negotiations to secure adequate funding to undertake the Projects.	IA/ MLM/ PSC/ EI				

¹ These strategies can only be completed once the Implementation Programmes & Business Plans have been fully detailed or developed.

2.3.6	Finalise securing of funds necessary for the Project and commence implementation with adequate financial controls in place.	MLM/ PSC/ IA / Funders					
BUDGET IS INCLUDED IN THE ALLOCATION TOWARDS FURTHER PLANNING, COMMUNITY CONSULTATION, DESIGN AND TENDER PROCESS FOR EACH OF THE CATALYTIC PRODUCTS. PLEASE REFER TO THE OPERATIONAL DISCOURSE.		BUDGET:					
Business Planning Insights							
APPROACH	<p>The Operational Discourse (Appendix A of the Phase 2 Report), includes an indicative budget for each of the catalytic tourism products. This includes an indication of the operational resources and building resources required and associated costs for each product. While the operational discourse is indicative rather than prescriptive, it is a useful tool to take forward into steps 2.3.1 to 2.3.4 above. These facts and figures are further elaborated on in 2.9 and 2.10 below.</p> <p>It is envisioned that project oversight and sourcing of funding should sit within the DM, LM and Enterprise iLembe's portfolios of responsibility, while the CTO would be responsible for implementing the marketing initiatives, and galvanising the tourism businesses in the area into a cohesive offering. The IA could also play a key role in sourcing funding but this would need to form part of the Terms of Reference used in the appointment of the IA. With regards to funding for training, it is considered that the greater the extent of local community/ies involvement, the greater the need will emerge for skills auditing and development related to specific projects. This should be carefully considered when putting together funding proposals and budgets and may necessitate earlier implementation of certain activities under the training programme section 2.7 below.</p>						

2.4. IDENTIFICATION & ENGAGEMENT OF STRATEGIC ALLIANCE PARTNERS & STAKEHOLDERS, INCLUDING LINKAGES TO STAKEHOLDERS REFERRED TO IN 2.1 ABOVE

Formation of Strategic Alliance Partnerships
<p>Objectives:</p>
<p>Strategic Alliance Partnerships are an integral part of the Revised Strategy and catalytic products as evidence in KSO 3.</p> <p>Based upon the premise that the MLM, EI and the CTO with the support of the PSC and IA, have taken future responsibility for implementation of the Strategy and catalytic products, it is recommended that the formation of Key Strategic Alliances, be used to strengthen the success of the Project. Key Strategic Alliances have been identified to date as follows:</p> <ul style="list-style-type: none"> • The National Department of Tourism (NDT) and Department of Environmental Affairs (DEA) and Department of Cooperative Governance and Traditional Affairs (COGTA) are considered to be key national departments that should be approached with a request to provide guidance, funding and technical support. • The South African National Roads Agency Limited (SANRAL) is considered to be a key national government agency that should be consulted with from the outset of the implementation phase. The toll plaza at intersection of the R66 with the N2 at Dokodweni could have a significant impact on the proposed location of the Cultural Heritage Visitors Hub at this location. • It is recommended that the relationship with the NDT be maintained in order to assist with identification of further funding institutions such as the IDC, and the National Lottery Distribution Fund and National Empowerment Fund (NEF). • It is recommended that the PSC, EI & the IA present the summary of the Strategy and catalytic products to Tourism KwaZulu-Natal (TKZN); the Department of Economic Development, Tourism and Environmental Affairs (EDTEA); as well as the Ingonyama Trust Board (ITB) and Macambini Tribal Authority under Chief Mathaba in order to ensure alignment with the strategies and objectives of these organisations and to gain their support for marketing and implementation. • The stakeholders consulted with thus far have indicated that they are in support of the Strategy and projects and it is recommended that these strategic alliances be maintained. In turn, the iLembe District Municipality should be requested to communicate with the Provincial Authorities so as to strengthen their support. • Local communities relevant to each catalytic project must be involved right from outset of conceptual planning and development. • Tourism Enterprise Partnership (TEP). • AMAFA • The African Mountain Bike Association (Amarider). • Hiking Organisation of Southern Africa (HOSA). • African Paddling Association. • Local and international adventure sports tour operators. • Tour operators who package and market authentic African experiences. • It is recommended that partnerships be formed with corporates such as Sappi, and others that may have operations in MLM. • Ezemvelo KZN Wildlife and the Nature Reserves such as Amatikulu and Siyaya Coastal Park. • Identify other potential Strategic Alliance funding partners such as the National Lottery Distribution Fund (NLDF).
<p>Key Responsibilities:</p>
<p>MLM, EI and the PSC are responsible for establishing the strategic alliances for the benefit of the Project.</p> <p>In this regard the key functions and responsibilities of MLM, IE and the PSC include:</p> <ul style="list-style-type: none"> • Following adoption of the Revised MLM Tourism Strategy and catalytic products, by MLM/ EI/ PSC, review the Draft Business Plans as per this report and prepare presentations and copies of the

plans to be given to various potential Strategic Alliance Partners (SAP). <ul style="list-style-type: none"> • Arrange and attend presentations to various potential SAPs. • Formulate types of strategic alliance partnerships best suited for each catalytic project. • Prepare Memorandum of Understanding (MOU) with each SAP who is in agreement to be involved in the future of the Project, including the extent of such involvement and obligations of each party. • Sign MOU with each SAP. 							
Implementation Action and Sub Actions		Action By	Timeframe and Budget				
			2015	2016	2017	2018	2019
2.4.1	Alignment with National Departments and Agencies	<i>MLM/ PSC / IA</i>					
	Organisations identified to date include: <ul style="list-style-type: none"> • National Department of Tourism • National Department of Environmental Affairs • National Department of Arts and Culture • National Department of Sports and Recreation • National Department of Co-operative Governance and Traditional Affairs • South African National Roads Agency Limited (SANRAL) 	<i>MLM/ PSC / IA</i>					
	Arrange dates to present to each department or agency	<i>MLM / IA</i>					
	Prepare presentation and copy of Draft Business Plans to present to each department.	<i>IA / MLM</i>					
	Elicit responses from each department as to best form of strategic alliance arrangement.	<i>MLM / SAP</i>					
	Preparation of Strategic Alliance MOU and agreement with those departments accepting arrangement.	<i>MLM / PSC / IA</i>					
	Sign MOU with accepting departments.	<i>MLM / SAP</i>					
2.4.2	Alignment with Provincial Tourism & Heritage Agencies (TA's)	<i>MLM/ PSC / IA</i>					
	Key organisations identified to date include: <ul style="list-style-type: none"> • KwaZulu-Natal Tourism Authority (TKZN); • KwaZulu-Natal Heritage Authority (AMAFA); • KZN Department of Economic Development, Tourism and Environmental Affairs ; 	<i>MLM/ PSC / IA</i>					

	<ul style="list-style-type: none"> • Ingonyama Trust Board; • Macambeni Tribal Council; and • Others as may be appropriate 						
	Arrange dates to present to each organisation.	MLM / IA					
	Prepare presentation and copy of Draft Business Plans to present to each department.	IA / MLM					
	Elicit responses from each organisation as to best form of working arrangement.	MLM / TA's					
	Preparation of MOU and agreement with those organisations accepting arrangement.	MLM / PSC / IA					
	Sign MOU with accepting organisations.	MLM / TA's					
2.4.3	Alignment with iLembe DM Tourism Units (DM)	MLM / DM					
	Arrange separate dates to meet & present to DM	DM					
	Prepare presentation and copy of Draft Business Plans to present to DM	IA/ MLM					
	Elicit response from DM as to best form of strategic alliance arrangement	MLM/ PSC					
	Preparation of Strategic Alliance MOU and agreement with DM, if acceptable	MLM / PSC/ IA / DM					
	Sign MOU with DM, if acceptable	MLM / DM					
2.4.4	Alignment with appropriate funding institutions (Funders)	MLM/ PSC/ IA					
	Key Institutions identified to date include: <ul style="list-style-type: none"> • National Department of Tourism. • National Department of Cooperative Governance and Traditional Affairs. • Department of Sports and Recreation. • National Lottery Distribution Fund. • National Empowerment Fund. • KZN Department of Economic Development, Environmental Affairs and Tourism. • TKZN. • Trade and Investment KwaZulu-Natal (TIKZN). • Tourism Enterprise Partnership (TEP) 	MLM/ PSC/ IA					

	<ul style="list-style-type: none"> Development Bank of Southern Africa. Industrial Development Corporation. Others as may be appropriate. 						
	Arrange dates to present to each institution.	MLM/ EI/ IA					
	Prepare presentation and copy of Draft Business Plans to present to each Institution.	IA/ MLM					
	Elicit responses from each Institution as to best form of funding arrangement, if any.	MLM/ IA					
	Preparation of MOU and agreement with those Institutions offering a funding arrangement.	IA/ MLM					
	Sign MOUs and Financial Agreements with Institutions offering funding.	MLM					
2.4.5	Community Stakeholder Engagement						
	Set up workshops at which the Draft Business Plans can be presented to all Interested and Affected Parties (IAP's). Key stakeholders include: <ul style="list-style-type: none"> National Government Departments and Agencies District Municipality. Ingonyama Trust Board (ITB). Tribal Authorities. Tourism Authorities. Private sector & Conservation Authorities. Identify other stakeholders as required. 	MLM/ PSC/ IA / Community liaison specialist					
BUDGET IS INCLUDED IN THE ALLOCATION TOWARDS FURTHER PLANNING, COMMUNITY CONSULTATION, DESIGN AND TENDER PROCESS FOR EACH OF THE CATALYTIC PRODUCTS. PLEASE REFER TO THE OPERATIONAL DISCOURSE.		BUDGET:					
Business Planning Insights							
APPROACH	<p>Referring back to institutional structuring, the Phase 2 Report made it explicit that government institutions would need to partner with community based organisations to successfully develop and implement the Revised MLM Tourism Strategy and proposed catalytic tourism products. As is expressed in the above implementation programme, the alliance partners and stakeholders include national departments and agencies, provincial tourism and heritage agencies, the iLembe DM Tourism Unit, funding institutions and community stakeholders such as the tribal authorities and the Ingonyama Trust Board (among others).</p> <p>One of the most critical partnerships is listed under 2.4.1, that of a highly necessary partnership conversation with SANRAL around the tollbooths at the N2 Dokodweni Junction. A possible challenge noted in respect to the N2 Dokodweni Junction (277 / R66), are the SANRAL tollbooths that sit on the on and off ramps to the N2. The current fee (when joining or exiting the N2) per passenger vehicle is R14.50. Concern has been raised about how this R29.00 total round fee could impact on visitors' willingness to visit the area, in particular</p>						

visitors who wanted basic information and were simply interested to 'stop and take a look' at the Cultural Heritage Visitors Hub. The toll fee could prove to be a critical obstacle to tourism development as proposed in this proposed Tourism Strategy. It is recommended that SANRAL be included as a potential partner in terms of developing the tourism products, in order to explore means of mitigating this impact.

2.5. IDENTIFYING PROJECT SITES AND SECURING BUY-IN FROM LAND CUSTODIANS

Securing Land Access & Use Rights							
Objectives:							
Strategic Alliance Partnerships are an integral part of the Revised Strategy and catalytic products as evidence in KSO 3.							
Land ownership in Mandeni Municipality is a mix of state, private and tribal with several formally proclaimed conservation and nature reserves making up the balance. Land access and usage rights are going to be a key component of the implementation phase. It is recommended that MLM with the support of the PSC and IA carry out the following:							
<ul style="list-style-type: none"> Secure buy-in from the land custodians. Consideration should be given to inviting key land custodians to sit on the PSC. MLM and the PSC/ IA to coordinate the presentation of the Strategy and Draft Business Plans to all affected land custodians. <u>It is recommended that this be done at separate meetings/ presentations to each of the land custodians to ensure that specific concerns and interests are adequately addressed.</u> A Community Liaison (CL) and Land Legal (LL) specialist be involved in the above presentations and subsequent correspondence with Tribal Authorities in particular. Where deemed necessary and appropriate, Land Access & Usage Rights Agreements be drawn up to formalise land access and usage and to protect all parties concerned. 							
Key Responsibilities:							
The MLM and the PSC are responsible for coordinating matters between DM, traditional structures and Ingonyama Trust Board and private land custodians. The IA will play a support role in this programme. In this regard the key functions and responsibilities include:							
<ul style="list-style-type: none"> Identify & define the affected land custodians; Set up presentations to the affected land custodians and community members; Incorporate feedback; Prepare the Land Access & Usage Rights Agreements and distribute copies to the affected land custodians; and Sign Land Access & Usage Rights Agreements with the affected land custodians. 							
Implementation Action and Sub Actions		Action	Timeframe and Cost				
		By	2015	2016	2017	2018	2019
2.5.1	Engagement with land custodians	MLM/ PSC/ IA					
	Land custodians identified to date include: <ul style="list-style-type: none"> EKZNW Ingonyama Trust Board Macambini Tribal Authority District and Local Municipality Private land custodians 	MLM/ PSC/ IA					
	Arrange separate dates to meet with and present to land custodians as outlined above	MLM/ PSC/ IA					

	Prepare presentation and copy of Strategy and relevant catalytic project plan/s to present to each land custodian.	MLM/ PSC/ IA					
	Elicit responses from each land custodian as to best ensure buy-in and support for the project.	MLM/ PSC/ IA					
2.5.2	Carry out preliminary site visits with the land custodians to determine options in terms of suitable locations for the proposed catalytic products. This will only apply to the African Beach Village Experience, Cultural Heritage Visitors Hub and the Thukela River Guest House. The Amatikulu to Umlalalazi MTB trail is already under development.	MLM/ IA / Land custodians/ Consultants					
	Conduct site visits and preliminary surveying and mapping of each of the proposed sites: <ul style="list-style-type: none"> • Appoint surveyors and architects to carry out the work. • Set up site visit schedules and meetings where required. • Produce preliminary site maps and conceptual drawings. 	MLM/ IA / Consultants					
	Present the site maps and drawings to the land custodians relevant to the Cultural Heritage Visitors Hub and the Thukela River Guest Lodge.	MLM/ IA / Consultants					
	Incorporate the findings of the mapping report into the Implementation Programmes and operational management plans for each of the catalytic products.	IA / Consultants					
2.5.3	Conduct specialist scoping reports to ascertain potential social, cultural and environmental impacts. This will apply to all of the proposed catalytic products.	IA / Specialist Consultants					
	Potential studies identified to date include: <ul style="list-style-type: none"> • Environmental Scoping studies on the conserved areas. • Social Impact Assessments. • Heritage Impact Assessments. 	IA / Specialist Consultants					
	Arrange dates to present the findings of each of the above studies to the MLM and PSC.	IA / Specialist Consultants					
	Arrange dates to present the findings of each of the above studies to the MLM and PSC.	IA / Specialist Consultants					
	Incorporate the findings of the studies into the Implementation Programmes and operational management plans for the Cultural Heritage Visitors Hub and Thukela River Guest Lodge.	IA / Specialist Consultants					

2.5.4	Preparation of Land Access & Usage Rights Agreements for those land custodians accepting arrangement						
	Prepare draft Agreements.	IA /LL/ MLM/ PSC					
	Elicit responses from land custodians on the Agreements.	MLM/ PSC					
	Arrange separate dates to meet & present to landowner groups.	MLM/ IA					
	Incorporate land custodians feedback into the Agreements where required.	IA / CL/ LL					
	Sign Agreements with accepting land custodians.	MLM/ PSC					
BUDGET IS INCLUDED IN THE ALLOCATION TOWARDS FURTHER PLANNING, COMMUNITY CONSULTATION, DESIGN AND TENDER PROCESS FOR EACH OF THE CATALYTIC PRODUCTS. PLEASE REFER TO THE OPERATIONAL DISCOURSE.		BUDGET:					
Business Planning Insights							
APPROACH	<p>Each of the catalytic tourism products involves use of land that is not under the control or management of the MLM. In particular it is understood that the ITB owns the land that has been identified as the key site for the ABVE. This makes the formation of SAP's even more critical; and the PSC should ideally include land custodian representatives so that their interests and concerns are at the forefront of planning in alignment with tourism objectives. This could prevent derailment further down the line.</p> <p>In order to secure buy-in from land custodians, ideas and strategies need to be well developed. An understanding of the development and operational costs (as described in 2.3 earlier) of each tourism product would strengthen the strategies, as land-custodians will have tangible figures and concepts with which to form their decisions. Key to note is section 2.5.3, where various environmental, socio-economic and heritage study impacts will have to be performed prior to moving forward with any planning for development. Depending on the outcome of these impact studies, the individual catalyst tourism products may have to be altered in terms of their intrinsic workings and spatial impact, but the ultimate key strategic objectives of the Revised MLM Tourism Strategy will remain the same.</p>						

2.6. PREPARATION OF A CONCEPT DEVELOPMENT PLAN (CDP) FOR THE AFRICAN VILLAGE BEACH EXPERIENCE

The proposed African Village Beach Experience is seen as the heart of the Revised Tourism Strategy and hence it is viewed as the top priority in terms of the catalytic products. It is proposed that prior to the development of a Business Plan, a Concept Development Plan(CDP) be developed by the MLM and IA with the assistance of specialists in the fields of town planning, architecture, construction, environment, community liaison and legal. From the CDP a Town Plan can be derived for the African Village Beach Experience. Out of the Town Plan and conceptual layout the sub-projects for implementation will emerge.

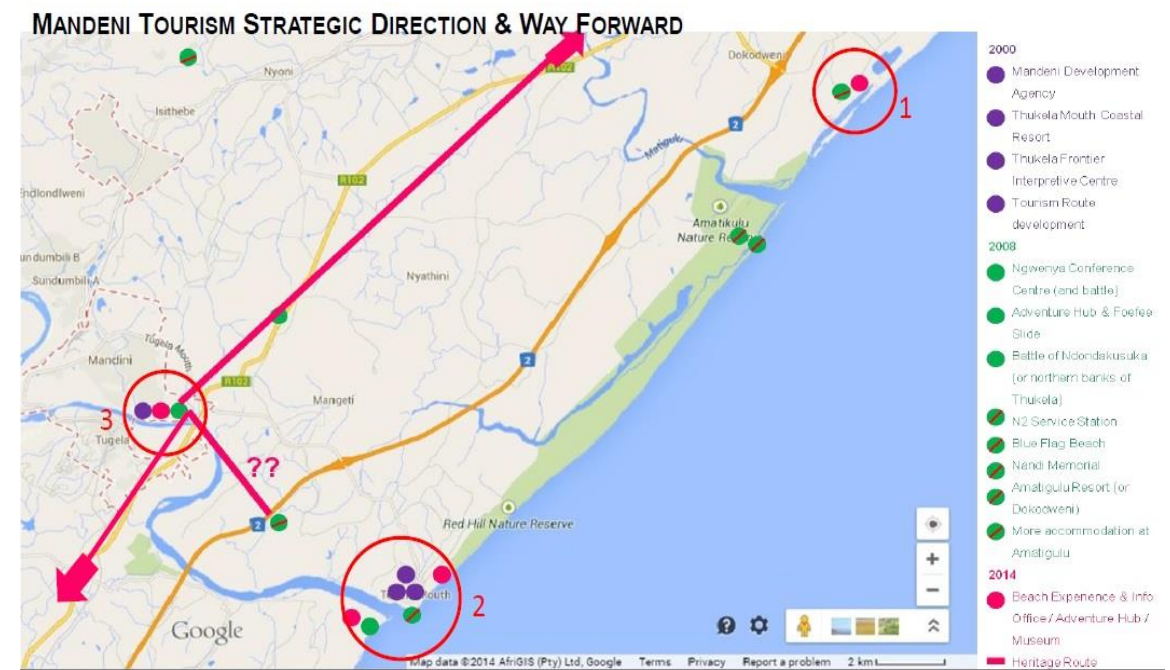
This Implementation Programme has been included early as the CDP is seen as being necessary for the generic and product specific programmes and plans below.

Implementation Actions and Sub Actions		Action By	Timeframe and Budget				
			2015	2016	2017	2018	2019
2.6.1	Determine the specialist skills required for the development of the CDP.	MLM/ EI/ IA					
2.6.2	MLM, EI, PSC and IA to agree on specialists to be involved in the development of the CDP.	MLM/ PSC/ EI/ IA					
2.6.3	Preparation of a Terms of Reference and tender process for the appointment of specialists.	IA/ MLM/ EI/ CTO					
2.6.4	Put out a call for proposals for specialists.	MLM/ EI					
2.6.5	Appoint specialists as determined.	MLM					
2.6.6	Prepare a Draft Framework for the CDP.	IA/ Specialists/ MLM/ EI/ PSC					
2.6.7	Review and determine way forward regarding the development of the CDP and assignment of responsibilities.	IA/ Specialists/ MLM/ EI/ PSC					
2.6.8	Develop conceptual designs and town plans for the African Village Beach Experience	IA					
BUDGET IS INCLUDED IN THE ALLOCATION TOWARDS FURTHER PLANNING, COMMUNITY CONSULTATION, DESIGN AND TENDER PROCESS FOR EACH OF THE CATALYTIC PRODUCTS. PLEASE REFER TO THE OPERATIONAL DISCOURSE.		BUDGET:					

Business Planning Insight

APPROACH

In Phase 2 the research done on the potential areas where the catalytic tourism products might be established was very broad based. Using maps, site visits and desk top research; the areas that suited the tourism products were ear marked, in relation to items like existing infrastructure, environmental attractions, transport routes and accessibility. Going forward, a number of specialists will need to be consulted with in respect to the proposed project sites (now refined after the specialist scoping reports explained in section 2.5.3) and to critically evaluate what has been proposed in terms of development viability. For example, it is proposed that the AVBE be developed in close proximity to a lagoon on a beach that has Blue Flag Status (Point 1 on the map presented here). As was pointed out by Ezemvelo KZN Wildlife, there is a need for ecologists and environmental development experts to properly assess the potential impacts of each of the tourism catalytic products. The end product that is required is a realistic, sustainable design of the area/s; and to create this design it is necessary to utilise the specialist skills within the MLM and the IA, as well as through contracted specialists.



2.7. EMPOWERMENT, TRAINING & SKILLS DEVELOPMENT PROGRAMMES

Undertake a Needs Assessment and Skills Audit; Develop Training Programmes; & Implement Training							
Objectives:							
<p>Empowerment is an integral part of the Revised Strategy and catalytic products as evidence in KSO 4. It is therefore recommended that Skills Development and Training Programmes be developed and implemented for all levels and phases of the Strategy implementation. These are recommended as follows:</p> <ul style="list-style-type: none"> • PSC and legal entities for implementation – corporate governance; general business; administration; and financial skills development; • Project Management and Development – building; and • Operational specific skills for retail, accommodation, tour operations, guiding and other businesses that may form part of the Final Business Plans. 							
Key Responsibilities:							
<p>MLM with the support of the PSC/ IA should take responsibility for undertaking the following activities;</p> <ul style="list-style-type: none"> • Review of Project employment and skills needs for developmental and operational functions; • Skills audit amongst local communities affected by the catalytic products; • Preparation of a Terms of Reference and tender process for the appointment of training specialists; • Appointment of training specialists; and <p>The appointed trainers and IA should take responsibility for the following activity;</p> <ul style="list-style-type: none"> • Implementation of approved training programmes. <p>Very important: Identification of candidates for training is seen as a joint responsibility of the MLM, PSC, other project stakeholders and local communities involved in the project. The IA and training specialists will provide guidance.</p>							
Implementation Action and Sub Actions		Action	Timeframe and Budget				
		By	2016	2017	2018	2019	2020
2.7.1	Review training needs and compile recommendations for consideration by the MLM, PSC and affected stakeholders.	IA/ MLM/ PSC					
2.7.2	Prepare Terms of Reference for tender process for appointment of Trainers.	IA/ MLM					
2.7.3	Confirm funding availability for training programme implementation.	MLM					
2.7.4	Call for Proposals from Trainers.	MLM/ PSC					
2.7.5	Adjudication of training tender proposals & appointment(s), including finalisation of scope of work.	MLM/ PSC/ IA Trainers					
2.7.6	Interview and select candidates for training.	MLM/					

		<i>stakeholders/ IA and training specialists</i>					
2.7.7	Commence Training Programmes in accordance with approved scope of work.	<i>Trainers/ IA</i>	Subject to outcome of tenders (training budget allowance included in Development Cost Estimates)				
TOTAL INDICATIVE TRAINING COST ESTIMATE: R4.6 MILLION		BUDGET:					
Business Plan Insights							
APPROACH							
<p>In both the development and operational phases of the overarching project, training and skills development will be necessary in order to suitably up-skill local labour and potential entrepreneurs to service the individual catalytic tourism products. During the development phase, it is recommended that local labour be used. Sustainable occupational training initiatives should be designed in order to fully empower the communities who will ostensibly be the driving force behind the success of the MLM Tourism Strategy and catalytic products. As mentioned in the above implementation programme, a training needs review should be performed, as well as skills audit to look at what local skills already exist among the labour force.</p> <p>In particular, when looking at the successful running of accommodation enterprises (that include catering, health & safety, security, accounting, forecasting, marketing, advertising, seasonal fluctuations etc.); comprehensive training programmes that develop people within their home and business context should be investigated. While the premise is that of an African Village and the feeling should be simple and relaxed, to ascertain facts and figures on returns on investment (looking towards funding requirements) entrepreneurs will need to be able to manage their businesses in a traceable and logical way. Progressive training and educational support will help in this regard.</p>							

2.8. OVERARCHING DEVELOPMENT IMPLEMENTATION PROGRAMME WHICH IS LINKED TO SECTIONS 2.1 – 2.7 ABOVE

Schedule of Activities Timeframes and Budgets for Implementation of the Revised MLM Tourism Strategy and Catalytic products
Objectives:
<p>Development and Operations are an integral part of the Revised Strategy and catalytic products as evidence in KSO 5.</p> <p>For the development implementation of the catalytic products identified in the Tourism Strategy Review, it is recommended that as many of the common implementation activities (as outlined in sections 2.1 – 2.7 above for each project be implemented simultaneously. The overarching development Implementation Programme therefore includes activities and tasks, which are common to all of the catalytic products. A phased process of approach to the overall implementation of the Project is recommended as follows:</p> <p>Phase 1: Implementation Programmes and Draft Business Plans (Current).</p> <p>Phase 2: Preparation of Detailed Implementation Programmes and Final Business Plans</p> <p>Phase 3: Implementation of programmes including; Finalisation of Operational Model; Design Development; Capital Cost Estimates; and Securing of Funding.</p> <p>Phase 3: Detailed Design; Tender Documents; Tender Adjudication and Award.</p> <p>Phase 4: Construction Phase through to Practical Completion.</p> <p>Phase 5: Fitting Out; Final Completion; and Handover for Operational Commencement.</p> <p>Phase 6: Commencement of Operations and open to the Public.</p> <p>Phase 7: Monitoring and Evaluation.</p>
Key Responsibilities:
<p>Phase 1 needs to be completed by acceptance of this Tourism Strategy Review: MLM, PSC and other stakeholders as deemed necessary setting in place the institutional structures and individuals with responsibility and accountability for implementation.</p> <p>Phase 2 is dependent on the successful completion of Phase 1 and must be led by the MLM and the PSC, with the required support from the Implementing Agent and other stakeholders as deemed necessary. Once information becomes available following the completion of Conceptual Spatial Plan for the AVBE and further input from specialists (e.g. environmental studies and input) on the proposed catalytic products has been received, the Implementation Programmes & Draft Business Plans outlined under sections 2.9 – 2.11 will need to be updated and finalised.</p> <p>Phase 3 must be led by the MLM and the PSC, with the required support from the Implementing Agent and other stakeholders as deemed necessary. This will include implementation of this CDP up to a point where the catalytic products are being implemented: The operational models for each catalytic project are to be finalised: The Implementing Agent with the support of specialists to undertake the Design Development and finalisation of the Capital Cost Estimates (based upon the approved Operating Model and inputs accordingly). Training activities in Phase 2 are recommended as focusing on corporate governance; general business; administration; and financial skills development, in addition to Project Management and Development. It is important to factor in training on monitoring and evaluation processes and responsibilities during Phase 2 (all the way through to Phase 7), as sufficient awareness and operational training around the importance of monitoring and evaluation is necessary before the operational side of the projects start in earnest.</p> <p>Phase 4 is dependent on the successful completion of Phase 2 and involves the preparation of the detailed design by the Implementing Agent and specialists (in consultation with MLM and the PSC), together with preparation of the tender documents in order that construction tenders may be called for. Tenders received must be adjudicated and selection made for appointment. Apart from ongoing</p>

training from Phase 2, it is recommended that construction skills training be undertaken so as to maximise local employment during the construction phase of the Project.

Phase 5, again dependent upon the satisfactory completion of Phase 3, is for the construction to be undertaken up to the point where Practical Completion (a legally defined term with the construction legal agreement and certified by the Implementing Agent). Training should be on-going from Phase 2 and 3, together with the commencement of operational training as determined by the Needs Analysis and Skills Audits.

Phase 6 is for the fitting out of furniture, fittings and equipment for operational purposes, which once undertaken leads through to Final Completion and handover of the facilities to the relevant beneficiaries. Specific operational training should be undertaken during this period in preparation for opening to the public.

Phase 7 sees the facilities being open to the Public through the commencement of operations. Ongoing operational training should continue in accordance with standard operational procedures and requirements.

Phase 8 involves the development and implementation of a monitoring and evaluation programme by the MLM with the support of the PSC and IA. Although Phase 8 is listed last, the development of the monitoring and evaluation programme would take place much earlier (in Phase 2) so that systems of monitoring and evaluation are entrenched from the outset of development implementation and into operational implementation. Successful monitoring and evaluation takes place from within an institution/organisation via internal records that are valid and reliable, which can then be confidently supplied to external monitoring and evaluation parties such as the IA, funding institutions and auditors.

Implementation Action and Sub Actions		Action By	Timeframe and Budget				
			2016	2017	2018	2019	2020
2.8.1	Completion of Phase 1: <ul style="list-style-type: none"> • Relevant stakeholder's approval of the Draft Business Plans for the catalytic products. • MLM and the PSC to engage with the relevant stakeholders and SAPs. • Preparation of MOUs and Agreements (such as Land Access and Usage Rights Agreements) between MLM, relevant stakeholders, SAPs and land custodians. • MLM and the PSC to engage with relevant stakeholders and to agree on individuals to take Project forward to Phase 2. 	MLM/ PSC / IA / Consultants/ SAP's and Relevant stakeholders					
2.8.2	Completion of Phase 2: <ul style="list-style-type: none"> • Finalisation of Implementation Programmes and Draft Business Plans based on data received through the CDP and other specialist reports and feedback received on each of the catalytic products. • Presentation of the Final Implementation Programmes and Business Plans to the various SAP's and key stakeholders involved. 	MLM/ PSC / IA / Consultants/ SAP's and Relevant stakeholders					

	<ul style="list-style-type: none"> Relevant stakeholders approval of the Final Implementation Programmes and Business Plans. 						
2.8.3	<p>Phase 3: Implementation of catalytic products; Finalisation of Operational Model; Design Development; Capital Cost Estimates; and Securing of Funding:</p> <ul style="list-style-type: none"> Implementation of catalytic products led by MLM/ EI/ PSC/ IA. Review and finalisation of the Operational Model with the SPVs and appropriate Strategic Alliance Partners (SAP's). Design Development and preparation of Capital Cost Estimates for each catalytic project, in association with appropriate Strategic Alliance Partners. Sourcing and securing funding for the Projects to proceed. 	MLM/ PSC / SAP's / SPVs/ IA / Specialists					
2.8.4	Phase 4: Detailed Design; Tender Documents; Tender Adjudication and Award of construction contracts may proceed from Phase 2 once availability of funding has been confirmed.	IA / Specialists/ Contractors/ MLM/ PSC / SAP's / SPVs		Indicative Budget Included in Development Cost Estimates			
2.8.5	Phase 5: Construction Phase through to Practical Completion.	IA / Specialists / Contractors/ MLM/ PSC / SAP's / SPVs		Indicative Budget Included in Development Cost Estimates			
2.8.6	Phase 6: Fitting Out; Final Completion; and Handover for Operational Commencement	IA / Contractors/ MLM/ PSC / SPVs		Indicative Budget Included in Development Cost Estimates			
2.8.7	Phase 7: Commencement of Operations and open to the Public	MLM/ PSC/ IA/ SPVs / Business Owners & Operators		Indicative Budget Included in Development Cost Estimates			
2.8.8	Phase 8: Monitoring and Evaluation	MLM/ PSC / IA		Indicative Budget Included in Development Cost Estimates			
TOTAL INDICATIVE PROJECT DEVELOPMENT COST ESTIMATE: R294 MILLION AND OPERATING COST PER ANNUM ESTIMATE: R25.9 MILLION.		BUDGET:					
Business Planning Insight							
APPROACH	The above overarching development Implementation Programme speaks to all the catalytic tourism products, looking more broadly in a phased approach over time. However, each						

product is looked at in more detail in the individual specific development Implementation Programmes and the specific Operational Implementation Programmes below. For more descriptive and narrative accounts of each of these products, please refer to the Phase 2 Report.

2.9. SPECIFIC DRAFT PROJECT/ BUSINESS PLANS FOR EACH OF THE CATALYTIC PRODUCTS

Development and Operations are an integral part of the Revised Strategy and catalytic products as evidence in KSO 5.

Schedule of Activities Timeframes and Budgets for Development Implementation of the African Village Beach Experience							
Objectives:							
<p>The proposed objective is to develop an African Village Beach Village Experience that will be located in the area between Amatikulu Nature Reserve and Siyaya Coastal Park (Umlalazi Nature Reserve). This area is understood to be TC area and therefore ITB land. Any future development of this land will need to include engagement with the Macambini Tribal Authority. It is proposed that the African Village Beach Experience include a village with a town square and market as well as a housing section of approximately 80 homes, each on 1500 – 2000 sqm of land. These homes would be developed in such a way that they could provide accommodation to visitors. The estimated number of visitor beds available would be 160.</p> <p>This project has two phases/ parts. The reason for these being separated is that they could be implemented at different times if deemed appropriate or necessary.</p> <p>Phase 1A: Development Implementation of Village Centre and Town Square/ Market Place Phase 1B: Development Implementation of Family Homes and Accommodation</p>							
Key Responsibilities:							
<p>Phase 1A must be led by the IA (who should preferably have the capacity to be a Construction Project Manager) and specialists in consultation with the Macambini Tribal Authority and other stakeholders, and needs to be completed by finalising the Project/ Operational Business Plans and developing the Village Centre and Town Square/ Market Place. This is important as the Village Centre and Town Square will form a key part of the African Village Beach Experience product offering and will create the atmosphere necessary for the accommodation businesses to attract visitors. It is envisaged that Enterprise iLembe, the CTO (Thukela Mouth/New), the PSC and the PMF would oversee the development phase.</p> <p>Phase 1B is dependent on the successful completion of Phase 1A. It must be led by the IA and specialists in consultation with the Macambini Tribal Authority and other stakeholder to be completed by finalising the Project/ Operational Business Plans, developing and handing over the Family Homes and Accommodation to the designated project beneficiaries/ business owners. It is envisaged that Enterprise iLembe, the CTO (Thukela Mouth/New), the PSC and the IA would oversee the development phase.</p>							
Implementation Action and Sub Actions		Action	Timeframe and Budget				
		By	2017	2018	2019	2020	2021
2.9.1	Phase 1: Development Implementation of Village Centre and Town Square/ Market Place Finalise Project Plan. <ul style="list-style-type: none"> • Finalise Operational Business Plan (OPB) which includes the following: <ul style="list-style-type: none"> ○ Specific market demand analysis & visitor number projections. ○ Potential & specific operational revenue streams & values. 	<i>IA / Contractors/ MLM/ PSC / SAP's / Macambini Tribal Authority/Benefi</i>					

	<ul style="list-style-type: none"> ○ Determine operational functions and associated equipment and resource needs (human and financial). ○ Identify operational expenses per month & per year over 10-year period. ○ Indicative capital development costs & start-up funding. ○ Business models & structuring. ○ Cultural Heritage Visitors Hub brand development & applications. ○ Marketing Strategy leading through to annualised marketing plans. ○ Risk Management Strategy. ○ Communities' skills audits and training & development plans. ○ Identification of development & operational strategic partnership opportunities. <ul style="list-style-type: none"> ● Finalise design work for buildings. ● Preparation and advertisement of tenders. ● Procurement of service providers and contractors. ● Mentorship of community – for operational activities. ● Handover the Village Centre and Town Square/ Market Place to the MLM, Macambini Tribal Authority and community beneficiaries. 	<p>ciaries/ EI/ CTO/</p>					
<p>2.9.2</p>	<p>Phase 1B: Development Implementation of Family Homes and Accommodation</p> <ul style="list-style-type: none"> ● Finalise Project Plan ● Finalise Operational Business Plan (OPB) which includes the following: <ul style="list-style-type: none"> ○ Specific market demand analysis & visitor number projections. ○ Potential & specific operational revenue streams & values. ○ Determine operational functions and associated equipment and resource needs (human and financial). ○ Identify operational expenses per month & per year over 10-year period. ○ Indicative capital development costs & start-up funding. ○ Business models & structuring. ○ Brand development & applications. ○ Marketing Strategy leading through to annualised marketing plans. ○ Risk Management Strategy. ○ Communities' skills audits and training & development plans. ○ Identification of development & operational strategic partnership opportunities. 	<p>IA / Contractors/ MLM/ PSC / SAP's / Macambini Tribal Authority/Benefi ciaries/ EI/ CTO/ PMF</p>					

	<ul style="list-style-type: none"> Finalise design work for buildings. Preparation and advertisement of tenders. Procurement of service providers and contractors. Mentorship of community – for operational activities. Handover the Village Centre and Town Square/ Market Place to the Macambini Tribal Authority and community beneficiaries/ business owners. 						
TOTAL INDICATIVE PROJECT DEVELOPMENT COST ESTIMATE: R193 MILLION		BUDGET:					
Draft Business Plan							
APPROACH	<p>To arrive at the Draft Project/ Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each catalyst product.</p> <ol style="list-style-type: none"> Strategic Concept Discourse Visitor Accessibility Operational Revenue, Activities and Maintenance Development Planning and Building Building Resources Operational Resources Indicative Development and Operational Costs <p>The proposal is to establish a well-planned village based economy (AVBE - A & B) that leads to the promotion of socio-economic development and enhancement of Mandeni. The vibrancy of this economy, which is situated in an idyllic setting, then becomes the reason why tourists would want to visit Mandeni and Dokodweni. Tourism would form part of this economy but for the sake of authenticity and sustainability it would need to be very carefully planned and implemented. The Mandeni Tourism Strategy would therefore need to be carefully integrated into the IDP, SDF and LED Strategy.</p>						
RESOURCES	<p>AVBE Overall: Development Implementation</p> <ul style="list-style-type: none"> The construction phase will require a project manager, architect, engineer and community facilitation/liaison specialists, which are recommended to be overseen by Enterprise iLembe, a PSC and the IA as described under Section 2 of the Phase 2 Report. The remaining human resources are outlined below: HSSA's recommendation is for semi-skilled labour to be recruited from the local surrounding communities in proximity to construction sites. Skilled personnel may need to be brought in by the successful bidders. Potential skilled permanent jobs for the African Beach Experience: 100 - 160 depending on the phasing of the construction and whether the same set of semi-skilled workers 						

	<p>can be used on components Phase 1A and Phase 1B.</p> <p>Phase 1A: Development Implementation of Village Centre and Town Square/ Market Place</p> <ul style="list-style-type: none"> • The villlage concept design will need to be done by an architect. It is proposed that if the IA is appointed, they should approach an architect and provided them with a brief with which to work. • The construction phase will require a project manager, architect, engineer and community facilitation/liaison specialists and a construction firm which are recommended to be overseen by MLM, EI, a PSC and the IA. • Potential semi-skilled temporary construction job opportunities for the construction phase: 100 for a period of 60 months. <p>Phase 1B: Implementation of Family Homes and Accommodation</p> <ul style="list-style-type: none"> • The building of these homes/ B&B's would be overseen by Enterprise iLembe and would be managed by the appointed IA. A construction project manager and building team would be required in order to carry out the work. • The construction phase will require a project manager, architect, engineer and community facilitation/liaison specialists and a construction firm which are recommended to be overseen by MLM, EI, a PSC and the IA. • A further 60 semi-skilled labourers may be required for approximately 60 months. Skilled personnel to be determined. <p>Please note that human resource projections are indicative at this stage and will be further unpacked by experts in the field of construction.</p>
<p>TIME FRAMES & BUDGETS</p>	<p>The full set of planning and development activities towards 1A and 1B are estimated to take place from 2017 to 2021, which is dependent on the inception date of implementation of Phase 2 of the Mandeni Tourism Strategy (acceptance of the Implementation Programmes & Business Plans). The total budget for development Implementation Programmes excluding indicative project development cost is estimated at R192.7 Million.</p>
<p>MONITORING & EVALUATION</p>	<p>Monitoring and Evaluation of the AVBE will be designed around the development phase (including construction) as well as for on-going operational activities. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: IDM, EI, MLM, PSC and the IA.</p>

Schedule of Activities Timeframes and Budgets for Development Implementation of the Cultural Heritage Visitors Hub							
Objectives:							
<p>The proposed objective is to develop a Cultural Heritage Visitors Hub which includes an information office (this could potentially be the office of the proposed new CTO), a museum and offices to house tourism SMME's ranging from accommodation owners, tour operators, activity providers to retailers and agriculturalists, many of whom will operate or be linked to the African Village Beach Experience. The proposed location of the Cultural Heritage Visitors Hub is the intersection of the R66 with the N2 at Dokodweni, as this is highly accessible and could potentially be visible from the N2 which would have a number of benefits. It will also link well the proposed African Village Beach Experience, which is approximately 3km off the N2.</p>							
Key Responsibilities:							
<p>This project must be led by the IA (who should preferably have the capacity to be the Construction Project Manager) and specialists in consultation with the MLM, the new CTO and other identified stakeholders, and needs to be completed by finalising the Project/ Operational Business Plans and developing the Cultural Heritage Visitors Hub. It is envisaged that MLM, Enterprise iLembe, the PSC and the IA would oversee the development phase.</p>							
Implementation Action and Sub Actions		Action	Timeframe				
		By	2017	2018	2019	2020	2021
2.9.3	<p>Phase 1: Development Implementation of Cultural Heritage Visitors Hub</p> <p>Finalise Project Plan.</p> <ul style="list-style-type: none"> • Finalise Operational Business Plan (OPB) which includes the following: <ul style="list-style-type: none"> ○ Specific market demand analysis & visitor number projections. ○ Potential & specific operational revenue streams & values. ○ Determine operational functions and associated equipment and resource needs (human and financial). ○ Identify operational expenses per month & per year over 10-year period. ○ Indicative capital development costs & start-up funding. ○ Business models & structuring. ○ Cultural Heritage Visitors Hub brand development & applications. ○ Marketing Strategy leading through to annualised marketing plans. ○ Risk Management Strategy. ○ Communities' skills audits and training & development plans. ○ Identification of development & operational strategic partnership opportunities. • Finalise design work for buildings. • Preparation and advertisement of tenders. 	<p>IA / Contractors/ MLM/ PSC / SAP's / EI/ CTO</p>					

	<ul style="list-style-type: none"> • Procurement of service providers and contractors. • Mentorship of community – for operational activities. • Handover the Cultural Heritage Visitors Hub to the MLM and the CTO. 						
TOTAL INDICATIVE PROJECT DEVELOPMENT COST ESTIMATE: R71 MILLION.		BUDGET:					
Draft Business Plan							
APPROACH	<p>To arrive at the Draft Project/ Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each catalyst product.</p> <ol style="list-style-type: none"> 1. Strategic Concept Discourse 2. Visitor Accessibility 3. Operational Revenue, Activities and Maintenance 4. Development Planning and Building 5. Building Resources 6. Operational Resources 7. Indicative Development and Operational Costs <p>The proposal is that Dokodweni as a junction has the potential to provide linkage between Route 66 to the north and the King Shaka Route from the south, thereby possibly being the location for any development of a Cultural Heritage Visitors Hub which would include a tourism information office and museum as per the TOR. The area adjacent to the N2 could be considered as a tourism intermodal hub, which could include office premises for the proposed Dokodweni CTO as well as offices for emerging business owners such as those who run the B&B/ SC accommodation venues in the village as well as activity providers and tour operators.</p>						
RESOURCES	<p>Cultural Heritage Visitors Hub: Development Implementation</p> <ul style="list-style-type: none"> • The construction phase will require a project manager, architect, engineer and community facilitation/liaison specialists, which are recommended to be overseen by Enterprise iLembe, MLM, a PSC and the IA. It is recommended that an Implementing Agent be employed in order to implement the project. • The remaining human resources are outlined below. • HSSA's recommendation is for semi-skilled labour to be recruited from the local surrounding communities in proximity to construction site. Skilled personnel may need to be brought in by the successful bidders. • Potential semi-skilled temporary construction job opportunities for the overall Hub structure: 60 for approximately months <p>Please note that human resource projections are indicative at this stage and will be further unpacked by experts in the field of construction.</p>						
TIME FRAMES &	<p>The full set of planning and development activities towards the Cultural Heritage Visitors Hub are estimated to take place from 2017 to 2021, which is dependent on the inception date of implementation of Phase 2 of the Mandeni Tourism Strategy (acceptance of the Implementation Programmes and Business Plans). The total budget for development</p>						

BUDGETS	Implementation Programmes excluding indicative project development cost is estimated at R71.4 Million.
MONITORING & EVALUATION	Monitoring and Evaluation of the Cultural Heritage Visitors Hub will be designed around the development phase (including construction) as well as for on-going operational activities. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: EI, CTO, PSC, Project Management Firm.

Schedule of Activities Timeframes and Budgets for Development Implementation of the Thukela River Guest House							
Objectives:							
The main objective is to ensure the development implementation of the Thukela River Guest House & Conference Venue. The proposed location for the Guest House is north of the Thukela Mouth Village. It is envisaged that the Guest House & Conference Centre will comprises primarily of functions facilities including two conference/ functions rooms (one larger and one smaller), a wedding chapel, marquee area, guest rooms, restaurant and a bar.							
Key Responsibilities:							
Phase 1 must be led by the IA (who should preferably have the capacity to be the Construction Project Manager) and specialists in consultation with the business owner/s, EI, MLM, and other identified stakeholders, and needs to be completed by finalising the Project/ Operational Business Plans and developing the Thukela River Guest House. It is envisaged that Enterprise iLembe, the CTO (Thukela Mouth/New), the PSC and the PMF would oversee the development phase.							
Implementation Action and Sub Actions		Action	Timeframe and Budget				
		By	2017	2018	2019	2020	2021
2.9.4	<p>Phase 1: Development Implementation of Thukela River Guest House</p> <p>Finalise Project Plan.</p> <ul style="list-style-type: none"> • Finalise Operational Business Plan (OPB) which includes the following: <ul style="list-style-type: none"> ○ Specific market demand analysis & visitor number projections. ○ Potential & specific operational revenue streams & values. ○ Determine operational functions and associated equipment and resource needs (human and financial). ○ Identify operational expenses per month & per year over 10-year period. ○ Indicative capital development costs & start-up funding. ○ Business models & structuring. ○ Thukela River Guest House brand development & applications. ○ Marketing Strategy leading through to annualised marketing plans. ○ Risk Management Strategy. ○ Communities' skills audits and training & development plans. ○ Identification of development & operational strategic partnership opportunities. • Finalise design work for buildings. • Preparation and advertisement of tenders. • Procurement of service providers and contractors. 	<p>IA / Contractors/ MLM/ PSC / SAP's / EI/ CTO/ PMF</p>					

	<ul style="list-style-type: none"> • Mentorship of community – for operational activities. • Handover the Thukela River Guest House to the Business Owner/s. 						
TOTAL INDICATIVE PROJECT DEVELOPMENT COST ESTIMATE: R28 MILLION.		BUDGET:					
Draft Business Plan							
APPROACH	<p>To arrive at the Draft Project/ Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each catalyst product.</p> <ol style="list-style-type: none"> 1. Strategic Concept Discourse 2. Visitor Accessibility 3. Operational Revenue, Activities and Maintenance 4. Development Planning and Building 5. Building Resources 6. Operational Resources 7. Indicative Development and Operational Costs <p>As the Phase 1 Report indicates, there is little opportunity for a significant beachfront Guest House type development at Thukela Mouth. It was therefore proposed that an area just north of the village be released for the development of a Guest House, with functional linkages to the African Village Beach Experience, the new town/ village centre and the other developments proposed along the Thukela River. The Guest House could take the form of a weddings and conferencing venue with a health spa. This would diversify the tourism product offering in the MLM and if the Guest House and other developments along the Thukela River were to become successful it would catalyse and add sustainability to Mandeni's local economy. The Thukela River Guest House must be approached carefully, in that it is a large investment product that is also reliant on the environmental offerings of the direct surrounding area. Poor water quality is an issue that needs to be considered (from the Thukela River) is a threat to the potential development. Should this be adequately addressed then activities such as fishing, paddling, bird watching and swimming become more feasible and safe.</p>						
RESOURCES	<p>Thukela River Guesthouse Overall: Development Implementation</p> <ul style="list-style-type: none"> • The construction phase will require a project manager, architect, engineer and community facilitation/liason specialists, which are recommended to be overseen by Enterprise iLembe, the Thukela Mouth CTO and a Project Steering Committee as described under Section 2 of the Phase 2 Report. It is recommended that a Project Management Firm be employed in order to implement the project. • The remaining human resources are outlined below. • HSSA's recommendation is for semi-skilled labour to be recruited from the local surrounding communities in proximity to construction site. Skilled personnel will need to be brought in by the successful bidders. • Potential semi-skilled temporary construction job opportunities: 40 workers over a 60 month period. 						

	Please note that human resource projections are indicative at this stage and will be further unpacked by experts in the field of construction.
TIME FRAMES & BUDGETS	The full set of planning and development activities towards the Thukela River Guest House are estimated to take place from 2017 to 2021, which is dependent on the inception date of implementation of The Revised MLM Tourism Strategy. The total budget for development Implementation Programmes excluding indicative project development cost is estimated at R28.1 Million.
MONITORING & EVALUATION	Monitoring and Evaluation of the Thukela River Guest House will be designed around the development phase (including construction) as well as for on-going operational activities. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: EI, CTO, PSC, Project Management Firm

Schedule of Activities Timeframes and Budgets for Further Development of the UMLALAZI – AMATIKULU MTB TRAIL						
Objectives:						
<p>The main objective is to capture a larger share of the mountain biking and adventure tourism market. The management and funding of this development would fall under EKZNW but HSSA recommends that the MLM together with Enterprise iLembe and other project stakeholders engage with EKZNW on this development and discuss how additional funding needed to assist in maximising the potential tourism value of the trails could be raised. The development of trails to cater for the needs of mountain bikers and other user groups is seen as a means of creating employment opportunities through trail building, guiding and tour operations amongst others. These could be developed as new or additional employment opportunities but they could also be used as a means of diversifying the skills and offerings of some of the business owners in the village. For example some of the B&B owners might also wish to become mountain bike guides, which would diversify their own product offering and also improve their means of generating income.</p>						
Key Responsibilities:						
<p>The development implementation must be led by EKZNW with guidance and support from the MLM, IA, EI, Ugu District Municipality (UDM) and other stakeholders and needs to be completed by finalising the Project/ Operational Business Plans and developing this trail into a noteworthy tourism attraction.</p> <p>It is proposed that this development be done in a single phase due to the fact that the trail needs to be developed in its entirety in order to achieve the status of a top-class trail.</p>						
Implementation Action and Sub Actions	Action By	Timeframe and Budget				
		2017	2018	2019	2020	2021
<p>2.9.5 Further Development of the Umlalazi – Amatikulu MTB Trail</p> <ul style="list-style-type: none"> • Finalise Project Plan. • Finalise Operational Business Plan (OPB) which includes the following: <ul style="list-style-type: none"> ○ Specific market demand analysis & visitor number projections ○ Potential & specific operational revenue streams & values. ○ Determine operational functions and associated equipment and resource needs (human and financial). ○ Identify operational expenses per month & per year over 10-year period. ○ Indicative capital development costs & start-up funding. ○ Business models & structuring (these would be suggested improvements on the current business models and plans in place). ○ Marketing Strategy leading through to annualised marketing plans. ○ Risk Management Strategy. ○ Identification of development & operational strategic partnership opportunities. • Finalise design work for buildings and trails. 	<p>EKZNW/ MLM/ PSC / IA / EI/ UDM/ Contractors</p>					

<ul style="list-style-type: none"> • Preparation and advertisement of tenders. • Procurement of service providers and contractors. • Mentorship of community – for operational activities. • Handover of enhanced trails to EKZNW. 								
TOTAL INDICATIVE PROJECT DEVELOPMENT COST ESTIMATE: R1.3 MILLION.			BUDGET:					
Draft Business Plan								
APPROACH	<p>To arrive at the Draft Project/ Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each catalyst product.</p> <ol style="list-style-type: none"> 1. Strategic Concept Discourse 2. Visitor Accessibility 3. Operational Revenue, Activities and Maintenance 4. Development Planning and Building 5. Building Resources 6. Operational Resources 7. Indicative Development and Operational Costs <p>According to EKZNW, a mountain biking trail of roughly 35km in length is being developed between Umlalazi and Amatikulu Nature Reserves. The implementation timeframe for this development is October 2014 - 30 June 2015. Given the significant popularity of mountain biking in South Africa, this could become a very valuable facility and attraction which HSSA recommends be packaged along with other adventure sports and nature based activities. EKZNW have indicated that the plan is to link the trail to the approximately 30km of trail that has been built in and around Mtunzini and at Twin Streams Education Centre (which is owned by WESSA). Another potential future development in terms of mountain biking trails is to extend the Umlalazi - Amatikulu MTB Trail further North and into the iSimangaliso Wetlands Park. It is therefore recommended that the Umlalazi - Amatikulu MTB Trail be considered a project with catalytic potential as it could in future create linkages to a World Heritage Site.</p>							
RESOURCES	<p>Umlalazi – Amatikulu MTB Trail Overall: Development Implementation</p> <ul style="list-style-type: none"> • The construction phase of the MTB Trail will require the following resources. • A Project Manager (This individual will need to have experience in project management of trails as well as a diploma or certificate in Project Management plus an applicable tertiary level qualification.) • A trail building contractor/ senior trail builder. (This individual will need to have a drivers licence and vehicle and will need to be able to understand and implement certain parts of the project plan independently. Minimum academic qualification is a matric certificate). • Two trail building apprentices. (These individuals must be able to read and write and have some experience in operating machinery such as chain saws and brush cutters.) • Potential semi-skilled temporary construction job opportunities: 4 over a 24 month period. 							

	<ul style="list-style-type: none"> Further consultation with EKZNW and other stakeholders would also be necessary in order to determine the resources that could be made available for the development and on-going management of the trail network. HSSA's understanding from consultations with EKZNW is that they have volunteers involved in designing and to some extent building the trail and the EPWP is providing most of the labour. However EKZNW have indicated that there is no official plan in place for the ongoing development, management and maintenance of the trail. <p>Please note that human resource projections are indicative at this stage and will be further unpacked by experts in the field of construction.</p>
<p>TIME FRAMES & BUDGETS</p>	<p>The full set of planning and development activities towards the Umlalazi – Amatikulu MTB Trail are estimated to take place from 2018 to 2019 (after EKZNW has completed their initial development as mentioned under Approach above), which is dependent on the start date of implementation of the Revised MLM Tourism Strategy. The total budget for development Implementation Programmes excluding indicative project development cost is estimated at R1.3 Million.</p>
<p>MONITORING & EVALUATION</p>	<p>Monitoring and Evaluation of the Umlalazi – Amatikulu MTB Trail will be different to that of the other catalyst products, as initial development is being performed and managed by EKZNW. As part of the Mandeni Tourism Strategy, it is envisaged that further development and improvement on what EKZNW accomplished, as well as possible extension of the trails, should take place. This monitoring and evaluation of the upgrades and subsequently operational monitoring and evaluation will have to take place in a conjoined fashion with EKZNW with consideration to their existing monitoring and evaluation tools and requirements. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: EKZNW, MLM, UDM and the PSC.</p>

2.10. SPECIFIC DRAFT OPERATIONAL BUSINESS PLANS FOR EACH OF THE CATALYTIC PRODUCTS

Schedule of Activities Timeframes and Budgets for Operation of the African Village Beach Experience project							
Objectives:							
<p>The following programme aims to ensure effective operational implementation and provides an indication of the operational activities, timeframes, and budgets for the African Village Beach Experience and its components – the Village Centre and Town Square (Phase 1 A) and the Family Homes and Accommodation (Phase 1B). This Plan is purely indicative and is merely a high level set of recommendations and will require further development which will be influenced by the preceding implementation programmes. It is recommended that Phases 1A & B be implemented simultaneously if possible to ensure a combined launch of the two components making up the African Village Beach Experience.</p>							
Key Responsibilities:							
<p>MLM with the support of the PSC/IA should take responsibility for undertaking the following activities;</p> <ul style="list-style-type: none"> • Reviewing the Draft Operational Business Plan of the catalytic project. • Producing a Final Operational Business Plan for the catalytic project. • Sourcing adequate start-up funding to support the operational expenses of businesses that require this kind of support for a period of 2 – 3 years at which point they should become financial viable or self- sustainable. • Ensuring that adequate training of the individuals responsible for overall management of the Village Centre & Town Square as well as business owners has happened and that strong mentorship programmes are in place. • Holding workshops prior to handover to ensure that all the stakeholders are ready for the handover and commencement of operations. • Ensuring that the required operational personnel are prepared for commencement of operations. • Launching the African Village Beach Experience as detailed in the Outline Marketing Strategy and Marketing Plans. 							
Implementation Action and Sub Actions		Action By	Timeframe and Budget				
			2022	2023	2024	2025	2026 -
2.10.1	<p>Operational Implementation of the African Village Beach Experience Top Structure.</p> <ul style="list-style-type: none"> • Assess the effectiveness of the training and mentorship programmes and readiness of operational teams. • Advertise employment positions. • Interview and appoint the required staff. • Ensure that the required employment contracts are in place. • Implement Financial Management Systems required for operations. • Test all operational systems and rectify where necessary. 	<i>IA / Contractors/ MLM/ PSC / SAP's / SPV/ Macambini Tribal Authority/Beneficiaries/ EI</i>	Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.				
2.10.2	<p>Operational Implementation of Phase 1A: The Village Square and Town Centre</p> <ul style="list-style-type: none"> • Assess the effectiveness of the training and mentorship programmes and readiness of 	<i>IA / Contractors/ MLM/ PSC / SAP's / SPV/</i>	Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.				

	<p>operational teams.</p> <ul style="list-style-type: none"> • Troubleshoot for problems. • Alert Emergency Services and Insurers of launch date of the facilities. • Rectify any problems or concerns arising from the trouble shooting. • Ensure that all Risk Management Systems and Processes are in place. • Ensure that the required employment contracts are in place. • Implement Financial Management Systems required for operations. • Test all operational systems and rectify where necessary. • Launch the Village Square and Town Centre and commence operations. 	<p><i>Macambini Tribal Authority/Beneficiaries/ EI</i></p>	
<p>2.10.3</p>	<p>Operational Implementation of Phase 1B: Family Homes and Accommodation</p> <ul style="list-style-type: none"> • Assess the effectiveness of the training and mentorship programmes and readiness of accommodation venues and owners. • Troubleshoot for problems. • Alert Emergency Services and Insurers of launch date of the Family Homes and Accommodation. • Rectify any problems or concerns arising from the trouble shooting. • Ensure that all Risk Management Systems and Processes are in place. • Ensure that the required employment contracts are in place. • Implement Financial Management Systems required for operations. • Test all operational systems and rectify where necessary. • Launch the accommodation venues and commence operations. 	<p><i>IA / Contractors/ MLM/ PSC / SAP's / SPV/ Macambini Tribal Authority/Beneficiaries/ EI</i></p>	<p>Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.</p>
<p>TOTAL INDICATIVE PROJECT OPERATING COST ESTIMATE PER ANNUM ESTIMATE: R25.9 MILLION.</p>		<p>BUDGET:</p>	<p>Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.</p>
<p>Draft Business Plan</p>			
<p>APPROACH</p>	<p>To arrive at the Draft Operational Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each catalyst product.</p> <ol style="list-style-type: none"> 1. Strategic Concept Discourse 2. Visitor Accessibility 3. Operational Revenue, Activities and Maintenance 4. Development Planning and Building 5. Building Resources 		

	<p>6. Operational Resources</p> <p>7. Indicative Development and Operational Costs</p> <p>The Approach taken to the operational implementation plans is directly derived and linked to the approach discussed in the development implementation plans and will not be repeated.</p>
RESOURCES	<p>AVBE Overall: Operational Implementation</p> <ul style="list-style-type: none"> • It is envisaged that Enterprise Ilembe in conjunction with EI, the IA and PSC will be required to oversee the Operational Implementation of the African Beach Village Experience. It is recommended that an Implementing Agent be employed in order to facilitate the operational implementation. • It is envisaged that marketing functions will be overseen by the MLM and the PSC and facilitated by the CTO. The business owners will also need to implement their own marketing plans, however these should be integrated with the overarching Marketing Plan that is developed and implemented by the CTO. • Potential skilled job opportunities for the operational phase: 83 • Note that this excludes the owners of shops in the village centre and in the market square. <p>Phase 1A: Development Implementation of Village Centre and Town Square/ Market Place</p> <ul style="list-style-type: none"> • It is proposed that the village be managed by MLM. It may require a general manager, financial manager and an administrator. The management body will need to take care of all lease agreements and the general upkeep of the village centre. • It is envisaged that marketing functions will be overseen by the MLM and the PSC and facilitated by the CTO. The business owners will also need to implement their own marketing plans, however these should be integrated with the overarching Marketing Plan that is developed and implemented by the CTO. • Potential skilled permanent jobs: Yet to be determined. <p>Phase 1B: Implementation of Family Homes and Accommodation</p> <ul style="list-style-type: none"> • These accommodation businesses are proposed as being owner managed. However, it is anticipated that start-up funding may be required in order to help these businesses reach a point a self-sustainability. Indicative operating costs have been provided in this report and it is anticipated that this support will be required for a period of three years. • It is envisaged that the monthly stipend paid to each business owner will gradually be reduced over the three year period. A recommendation is that one of the criteria linked to the stipend should be that each business owner must spend a certain percentage of their stipend on critical business exercises such as marketing, maintenance of the business and buildings etc. It should also be stipulated that whenever possible locally produced goods and services be procured as part of the business model. • Although each business owner will be expected to do their own marketing, it is envisaged that marketing of the destination and experiences will be overseen by the MLM and the PSC and managed by the CTO. Each business should be encouraged to join the CTO and to pay a membership fee which will help to fund the marketing efforts of the CTO. • The total amount of potential permanent jobs for the Family Homes & Accommodation Facilities component: 83 <p>Please note that human resource projections are indicative at this stage.</p>
TIME FRAMES & BUDGETS	<p>The full set of implementation activities towards the operation of the AVBE are estimated to take place from 2022 onwards, dependent on the outcome of development implementation.</p> <p>The total budget for operational implementation excluding indicative project development cost is estimated at R10.8 Million per annum.</p>

**MONITORING &
EVALUATION**

Monitoring and Evaluation of the AVBE will be designed around the development phase (including construction) as well as for on-going operational activities. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: MLM, EI and the PSC.

Schedule of Activities Timeframes and Budgets for Operation of the Cultural Heritage Visitors Hub project							
Objectives:							
<p>The following programme aims to ensure effective operational implementation and provides an indication of the operational activities, timeframes, and budgets for the Cultural Heritage Visitors Hub which includes an information office (this could potentially be the office of the proposed new CTO), a museum and offices to house tourism SMME's ranging from accommodation owners, tour operators, activity providers to retailers and agriculturalists, many of whom will operate or be linked to the Cultural Heritage Visitors Hub. This programme is purely indicative and is merely a high level set of recommendations and will require further modification and elaboration as the development Implementation Programme roles out. It is recommended that the launch of the project take place once all of the various components have been completed.</p>							
Key Responsibilities:							
<p>MLM with the support of the PSC, IA and EI should take responsibility for undertaking the following activities;</p> <ul style="list-style-type: none"> • Reviewing the Draft Operational Business Plans of the catalytic project. • Producing a Final Operational Business Plan for the catalytic project. • Sourcing adequate start-up funding to support the operational expenses of businesses that require this kind of support for a period of 2 – 3 years at which point they should become financial viable or self- sustainable. • Ensuring that adequate training of the individuals responsible for overall management of the Cultural Heritage Visitors Hub as well as those that might be involved in running business ventures at the Hub has happened and that strong mentorship programmes are in place. • Holding workshops prior to handover to ensure that all the stakeholders are ready for the handover and commencement of operations. • Ensuring that the required operational personnel are prepared for commencement of operations. • Launching the Cultural Heritage Visitors Hub as detailed in the Outline Marketing Strategy and Marketing Plans. 							
Implementation Action and Sub Actions		Action By	Timeframe and Budget				
			2022	2023	2024	2025	2026 -
2.10.4	Operational Implementation of the Information Centre and Museum. <ul style="list-style-type: none"> • Assess the effectiveness of the training and mentorship programmes and readiness of operational teams. • Advertise employment positions. • Interview and appoint the required staff. • Ensure that the required employment contracts are in place. • Implement Financial Management Systems required for operations. • Test all operational systems and rectify where necessary. • Launch the Info Centre and Museum and commence operations. 	IA / Contractors/ MLM/ PSC / SAP's /Beneficiaries/ EI	Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.				

<p>2.10.5</p>	<p>Operational Implementation of the commercial spaces/ shops.</p> <ul style="list-style-type: none"> Assess the effectiveness of the training and mentorship programmes and readiness of business owners and operational teams. Troubleshoot for problems. Alert Emergency Services and Insurers of launch date of the shops. Rectify any problems or concerns arising from the trouble shooting. Ensure that all Risk Management Systems and Processes are in place. Ensure that the required employment contracts are in place. Implement Financial Management Systems required for operations. Test all operational systems and rectify where necessary. Launch commercial centre and commence operations. 	<p>IA / Contractors/ MLM/ PSC / SAP's / Macambini Tribal Authority/Beneficiaries/ EI/ CTO</p>	<p>Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.</p>
<p>TOTAL INDICATIVE PROJECT OPERATING COST ESTIMATE PER ANNUM ESTIMATE: R4.8 MILLION.</p>		<p>BUDGET:</p>	<p>Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.</p>
<p>Draft Business Plan</p>			
<p>APPROACH</p>	<p>To arrive at the Draft Operational Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each catalyst product.</p> <ol style="list-style-type: none"> Strategic Concept Discourse Visitor Accessibility Operational Revenue, Activities and Maintenance Development Planning and Building Building Resources Operational Resources Indicative Development and Operational Costs <p>The Approach taken to the operational implementation plans is directly derived and linked to the approach discussed in the development implementation plans and will not be repeated.</p>		
<p>RESOURCES</p>	<p>Cultural Heritage Visitors Hub: Operational Implementation</p> <ul style="list-style-type: none"> The Cultural Heritage Visitors Hub will require staff including a general manager, marketing manager, a bookkeeper, museum curator, one administrator, four cleaning staff and a grounds keeper. HSSA recommends that the above staff also fulfil the functions required by the CTO, so as to reduce duplication of roles and responsibilities and costs. The same set of 		

	<p>Human Resources could also be used to manage the African Village Beach Experience.</p> <ul style="list-style-type: none"> • Potential permanent jobs for overall Hub structure: 10 <p>Please note that human resource projections are indicative at this stage.</p>
<p>TIME FRAMES & BUDGETS</p>	<p>The full set of implementation activities towards the operation of the Cultural Heritage Visitors Hub are estimated to take place from 2022 onwards, dependent on successful development implementation. The total budget for operational Implementation Programmes excluding indicative project development cost is estimated at R4.8 Million per annum.</p>
<p>MONITORING & EVALUATION</p>	<p>Monitoring and Evaluation of the Cultural Heritage Visitors Hub will be designed around the development phase (including construction) as well as for on-going operational activities. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: MLM, EI, CTO and the PSC.</p>

Schedule of Activities Timeframes and Budgets for Operation of the Thukela River Guest House							
Objectives:							
The following programme aims to ensure effective operational implementation and provides an indication of the operational activities, timeframes, and budgets for the Thukela River Guest House. It is envisaged that the Guest House & Conference Centre will comprises primarily of functions facilities including two conference/ functions rooms (one larger and one smaller), a wedding chapel, marquee area, guest rooms, restaurant and a bar. This programme is purely indicative and is merely a high level set of recommendations and will require further modification and elaboration as the development Implementation Programme roles out.							
Key Responsibilities:							
The Business Owner with the support of the IA and EI should take responsibility for undertaking the following activities;							
<ul style="list-style-type: none"> • Reviewing the Draft Operational Business Plans of the catalytic project. • Producing a Final Operational Business Plan for the catalytic project. • Sourcing adequate business finance. • Ensuring that adequate training of the individuals responsible for overall management of the Guest House has happened. • Holding workshops prior to handover to ensure that all the stakeholders are ready for the handover and commencement of operations. • Launching the Thukela River Guest House as detailed in the Outline Marketing Strategy and Marketing Plans. 							
Implementation Action and Sub Actions		Action	Timeframe and Budget				
		By	2022	2023	2024	2025	2026 -
2.10.6	Operational Implementation of the Guest House. <ul style="list-style-type: none"> • Advertise employment positions. • Interview and appoint the required staff. • Appoint staff and ensure that the required employment contracts are in place. • Implement Financial Management Systems required for operations. • Test all operational systems and rectify where necessary. • Launch Guesthouse and commence with operations. 	IA / Contractors/ MLM/ PSC / SAP's /Beneficiaries/ EI/ CTO/ PMF	Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.				
TOTAL INDICATIVE PROJECT OPERATING COST ESTIMATE PER ANNUM ESTIMATE: R9.3 MILLION.		BUDGET:	Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.				
Draft Business Plan							
APPROACH	To arrive at the Draft Operational Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each						

	<p>catalyst product.</p> <ol style="list-style-type: none"> 1. Strategic Concept Discourse 2. Visitor Accessibility 3. Operational Revenue, Activities and Maintenance 4. Development Planning and Building 5. Building Resources 6. Operational Resources 7. Indicative Development and Operational Costs <p>The Approach taken to the operational implementation plans is directly derived and linked to the approach discussed in the development implementation plans and will not be repeated.</p>
RESOURCES	<p>Thukela River Guest House Overall: Operational Implementation</p> <ul style="list-style-type: none"> • The Thukela River Guest House & Conference Centre will require staff including a general manager, bookkeeper/ accounts, receptionist/ duty sales assistant, chef, waitrons, housekeeping/ cleaning/ kitchen staff, gardening & maintenance staff, security guards and 6 casuals. • Potential permanent jobs for overall Guest House and Conference Centre: 15 • Potential temporary jobs (casual workers) for Guest House and Conference Centre: 6 <p>Please note that human resource projections are indicative at this stage.</p>
TIME FRAMES & BUDGETS	<p>The full set of implementation activities towards the operation of the Thukela River Guest House are estimated to take place from 2022 onwards, dependent on successful development implementation. The total budget for operational Implementation Programmes excluding indicative project development cost is estimated at R9.3 Million per annum.</p>
MONITORING & EVALUATION	<p>Monitoring and Evaluation of the Thukela River Guest House will be designed around the development phase (including construction) as well as for on-going operational activities. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: MLM, EI, PSC, IA and the CTO.</p>

Schedule of Activities Timeframes and Budgets for Operation of the Umlalazi – Amatikulu MTB Trail						
Objectives:						
<p>The main objective is to ensure the sustainable growth and development of this catalytic project. Although the project is currently being led EKZNW and they have confirmed that the labour for building the trail will come from the Expanded Public Works Programme (EPWP), EKZNW have indicated that they (and Uthungulu DM) are unsure of how the trails will be managed in a sustainable fashion in future. The following programme has been developed in the event that EKZNW and other stakeholders decide to take a more formal approach to the management and operations of the trail. It therefore aims to ensure operational implementation and provides an indication of the operational activities, timeframes, and budgets for improving the Umlalazi – Amatikulu MTB Trail, thereby enhancing its value as a tourism attraction for the area. This programme will require further modification and elaboration as the development Implementation Programme roles out.</p>						
Key Responsibilities:						
<p>The operational implementation must be led by EKZNW with guidance and support from the MLM, UDM, IA, EI and other stakeholders and needs to be completed by finalising the Project/ Operational Business Plans and developing this trail into a noteworthy tourism attraction.</p> <ul style="list-style-type: none"> • Reviewing the Draft Operational Business Plans of the catalytic project. • Producing a Final Operational Business Plan for the catalytic project. • Ensuring funding required for the additional operation expenses is in place. • Ensuring that adequate training of the operational staff and teams has happened and that strong mentorship programmes are in place. • Ensuring that the required operational staff are in place. • Launching the trail as detailed in the Outline Marketing Strategy and Marketing Plans. 						
Implementation Action and Sub Actions		Action By	Timeframe and Budget			
			2020	2021	2022	2023
2.10.7	Operational Implementation of the trail. <ul style="list-style-type: none"> • Assess the effectiveness of the training and mentorship programmes and readiness of operational teams. • Troubleshoot for problems carry out dry runs of trail that are ready for operations. • Alert Emergency Services and Insurers of launch date of the trail. • Rectify any problems or concerns arising from the trouble shooting and dry runs. • Ensure that all Risk Management Systems and Processes are in place. • Implement Financial Management Systems required for operations. • Test all operational systems and rectify where necessary. • Launch the new and improved trail centre. 	EKZNW / IA / Specialists	Implementing Agents fees to be determined closer to the time. Operating costs will need to be updated.			
TOTAL INDICATIVE PROJECT OPERATING COST ESTIMATE PER ANNUM ESTIMATE: R1 MILLION.		BUDGET:	Implementing Agents fees to be determined closer to the time. Operating costs will			

need to be updated.	
Draft Business Plan	
APPROACH	<p>To arrive at the Draft Operational Business Plan, the approach taken was to undertake a series of research and development steps in order to inform the overall catalyst tourism product concepts and their viability. The same series of R&D steps were taken for each product, with differing informational content. For ease of reference, these are repeated for each catalyst product.</p> <ol style="list-style-type: none"> 1. Strategic Concept Discourse 2. Visitor Accessibility 3. Operational Revenue, Activities and Maintenance 4. Development Planning and Building 5. Building Resources 6. Operational Resources 7. Indicative Development and Operational Costs <p>The Approach taken to the operational implementation plans is directly derived and linked to the approach discussed in the development implementation plans and will not be repeated.</p>
RESOURCES	<p>Umlalazi – Amatikulu MTB Trail Overall: Operational Implementation</p> <ul style="list-style-type: none"> • It is envisaged that the operations could be managed by the Project Steering Committee in conjunction with EKZNW and other stakeholders/ landowners and involve the community OR alternatively a private entity could possibly be contracted to take care of the entire trail network from administration to trail development and maintenance. • Regardless of who takes on the aforementioned responsibilities, the following functions and facilities will be required: <ul style="list-style-type: none"> ○ Marketing. It is envisaged that marketing functions will be assisted by the CTO. ○ Safe parking facilities. ○ Toilets and showers (Optional) ○ Bike wash/ hose pipe (Optional) ○ An office at which people can sign their indemnity forms and pay their fees. ○ Administration. There are administrative and legal compliance functions and requirements such as ensuring all public liability/ professional indemnity and others insurances specific to mountain biking are in place. If EKZNW (Umlalazi and Amatikulu) were to join Amarider this affiliation comes with benefits such as insurance cover and trail building advice and guidance. Affiliation to Amarider is therefore recommended. ○ Trail maintenance manager with a vehicle supported by a team of 2 trail maintenance and building apprentices. ○ Reporting. Amarider requires quarterly reports. EKZNW is also likely to require reports. • Potential permanent jobs for overall MTB Trail: 6 <p>Please note that human resource projections are indicative at this stage.</p>

<p>TIME FRAMES & BUDGETS</p>	<p>The full set implementation activities towards the operation of the Umlalazi – Amatikulu MTB Trail are estimated to take place from 2022 onwards (after EKZNW has completed their initial development), dependent on successful development implementation. The total budget for operations excluding indicative project development cost is estimated at R1 Million per annum.</p>
<p>MONITORING & EVALUATION</p>	<p>Monitoring and Evaluation of the Umlalazi – Amatikulu MTB Trail will be different to that of the other catalyst products, as initial development is being performed and managed by EKZNW. As part of the Mandeni Tourism Strategy, it is envisaged that further development and improvement on what EKZNW has accomplished, as well as possible extension of the trails, should take place. This monitoring and evaluation of the upgrades and subsequently Operational monitoring and evaluation will have to take place in a joint fashion with EKZNW with consideration to their existing monitoring and evaluation tools and requirements. It is envisaged that while the CTO and individual agents within the tourism enterprises are responsible for regular reporting (training towards awareness and competency in this regard has been discussed in 2.7 and 2.8 above), the institutional structures responsible for oversight and management of the catalyst tourism products will also be responsible for monitoring and evaluation of those products. Key institutional structures: PSC and EKZNW.</p>

2.11. IMPLEMENTATION OF OUTLINE MARKETING STRATEGY (LINKED TO THE OUTLINE MARKETING STRATEGY IN THE PHASE 2 REPORT)

Implementation of the Marketing Strategy and Preparation of Annual Marketing Plans							
Objectives:							
<p>Marketing Strategic Plans are an integral part of the Revised Strategy and catalytic products as evidence in KSO 5.</p> <p>For the purpose of clarification, the proposed key tourism products within the Revised MLM Tourism Strategy include;</p> <ul style="list-style-type: none"> • African Village Beach Experience • Cultural Heritage Visitor Hub (paying point and visitor centre) at intersection of Dokodweni / Eshowe - R66 / N2. • Thukela River Guest House • Umlalazi to Amatikulu MTB trail <p>The objective is to facilitate successful branding, marketing and promoting of all tourism products, which is proposed to take place under the auspices of the CTO. Each of these products, while inter-connected, will require different marketing approaches to speak to their specific target markets (which in many cases overlap). Section 4 in the Phase 2 Report deals specifically with strategic direction in the Outline Marketing Strategy, from a tourism sector and product perspective. This is to assist with the preparation of Marketing Plans that are required to be agreed on prior to implementation. It was commented in the Phase 2 Report that through the preparation of the associated Marketing Plans, more effective strategic marketing means may emerge, which may give rise to a recommended change in strategic direction. Thus while the implementation of the outline marketing strategy is set out below in a general fashion, the intrinsic content will likely change.</p>							
Key Responsibilities:							
<p>The CTO and MLM with the support of the PSC/IA should take responsibility for undertaking the following activities;</p> <ul style="list-style-type: none"> • Review the Outline Marketing Strategy contained within the CDP and finalise in terms of any specific needs for the project. • Develop an initial Marketing Plan for a one to three-year period, including launching of the various catalytic products and preparation of initial marketing collateral and public relations activities. • Appoint a marketing agency (or more than one depending on identified needs) to facilitate the CTO with the development of the Marketing Plan/s and implementation thereof. • Implement activities as set out within the approved Marketing Plan/s. 							
Implementation Action and Sub Actions		Action	Timeframe and Budget				
		By	2020	2021	2022	2023	2024 -
2.11.1	Review Outline Marketing Strategy recommendations & finalise with any specific needs of MLM and the catalytic products.	CTO/ MLM/ PSC/ IA	Professional fees to be determined.				
2.11.2	Develop initial Marketing Plans for a one to three year period.	PSC/IA	Professional fees to be determined.				
2.11.3	Confirm funding availability for marketing plan implementation.	MLM/PSC/ EI		Incl. above			
2.11.4	Prepare terms of reference for tender process for appointment of marketing specialists (if determined as being required).	MLM/IA		Professional fees to be			

				determined.			
2.11.5	Call for Proposals from marketing specialists.	MLM		Professional fees to be determined.			
2.11.6	Adjudication of marketing tender proposals & appointment(s), including finalisation of scope of work.	MLM/PSC/IA/ Marketing Specialist		Professional fees to be determined.			
2.11.7	Commence implementation of marketing activities in accordance with approved scope of work.	MLM/PSC/IA/ Marketing Specialist		Subject to outcome of tenders			
		BUDGET:	Professional fees to be determined – subject to outcome of tenders				

Business Planning Insights	
APPROACH	It is proposed that a CTO be developed, which will be responsible for the branding and marketing of tourism within MLM. It is assumed that the proposed catalytic products will form a key part of the Marketing Strategy and Plans. It is recommended that a branding strategy session be held by the CTO and include other stakeholders such as IE, IDM and MLM, should they not already be represented adequately within the PSC. This strategy session is proposed to work through possible branding and structural options; whether the tourism products be branded, marketed and promoted individually, and / or perhaps the CTO becomes a public facing product brand that offers various tourism products within the area or both. It should be clearly stated here that the success of this strategy depends largely on community ownership, and there should be strong involvement by the CTO and broader community with regards to the conceptualisation of branding and marketing ideas.
RESOURCES	Physical infrastructure is not necessary to define here. However through engagement with a marketing agency, various tactile resources for marketing will be produced such as branding icons (corporate identity of the CTO and tourism products), brochures, posters, fact sheets, information boards, signage and the like. Digital marketing resources will include a CTO website, social media resources (Facebook, Twitter, Trip Advisor etc.) linked to a digital marketing strategy.
TIME FRAMES & BUDGETS	The implementation of the planning and development side of the Marketing Strategy is set to take place from 2022 to 2021. Commencement with the marketing activities will take place from 2022 onwards in line with the operational implementation of the catalytic products and subject to the awarding of a tender to the marketing specialist/agency. The indicative budget for professional and specialist fees is to be determined closer to the time and will be subject to the outcome of tenders.
MONITORING & EVALUATION	It is recommended that monitoring and evaluation of the implementation of the marketing strategy as well as the effect (financial analysis) of the marketing activities be integrated into the roles and responsibilities of both the marketing agency as well as the CTO. This is in order to review and refine the marketing strategy over time, to remain reflexive to shifts in marketing trends as well as tourism market demand trends.

3. REFERENCES

- eMarketing, The Essential Guide to Digital Marketing, 4th Edition
- <http://www.thehatchery.co.za/>
- <http://www.midlandsmeander.co.za>
- www.tourismsouthcoast.co.za
- www.n3gateway.com

APPENDIX A: CLOSE-OUT REPORT

1. INTRODUCTION & OVERVIEW OF THE PROJECT

Mandeni Local Municipality (Mandeni) confirmed the appointment of **Haley Sharpe Southern Africa (Pty) Ltd** (HSSA) to conduct the **Review of the Tourism Strategy and Research on the Establishment of the Municipal Tourism Information Centre and Museum** (Project) for Mandeni, located in the iLembe District Municipality.

Mandeni is strategically located midway between Durban and Richards Bay, and lies on the development corridor on the North Coast between these two major port cities in KwaZulu-Natal. It is located on the major railway and road transportation routes which link these two economic hubs in KwaZulu-Natal. This strategic location is also acknowledged in the Provincial Spatial Framework which has identified Mandeni as the growth node in the north coast corridor.

The specific objectives of the project were understood to include:

- Development of the status-quo report of the municipality through the conducting of a situational analysis, SWOT and gap analysis.
- Development of a strategic development framework coupled with an Implementation Plan for the Mandeni tourism sector.
- Development of a marketing plan for Mandeni Tourism.
- Provision of a monitoring and evaluation framework for the implementation of the Tourism Sector Plan.
- Clear identification of leverage points and development trajectories within the tourism sector of Mandeni.
- Identification of the necessary institutional arrangement for tourism economic development.
- Undertake a value chain analysis and provide recommendations as they relate to the development of tourism for Mandeni.
- Assessment of the existing infrastructure capacities for tourism economic development. Where initiatives are identified for development, the Project must take cognisance of the infrastructure needs and make the necessary recommendations in terms of infrastructure development interventions in support of tourism interventions. In particular the feasibility of the establishment of a Tourism Information Centre and Museum.

1.1. TASK DESCRIPTION

The overall objective of this study is to determine demand and supply for tourism in Mandeni Municipality in order to develop a sustainable sector plan that will maximise the economic and social impacts of tourism in the area while mitigating the environmental effects. Furthermore the projects aims at analysis on

appropriate infrastructure such as Tourism Information Centre and Museum required to support tourism development within Municipality.

1.2. PURPOSE

The specific purpose of the project is to formulate a Tourism Development Strategy and Implementation Schedule that will identify catalytic products that are packaged for funding and to conduct Research on the Establishment of Municipal Tourism Information Centre and Museum. The Tourism Development Strategy and Implementation Schedule will form a key performance and monitoring tool for the Mandeni Municipality. The strategy will guide the development of the tourism sector and allow Mandeni Municipality to coordinate tourism activities in the area.

1.3. SCOPE OF WORK

The contents of a draft of Inception Report document were reviewed with Mandeni at the Project Commissioning Workshop, held on 13 August 2014, at which the Scope of Work for the Project was finalised and the document adjusted. Where after the Final Inception Report was approved by Mandeni as the agreed basis for the Project. The Scope of Work was as per below:

In accordance with the scope of work and reporting requirements, the Service Provider was required to deliver the following:

1. An inception report noting the detailed activities and timeframes to successfully complete the project.
2. A comprehensive stakeholder analysis that included:
 - I. Strategy to collect inputs from key stakeholders in the drafting of the strategy, the process will obtain information and guidance through interviews, semi structured questionnaires and focus group meetings.
 - II. Consultation with key stakeholders such as:
 - Tourism Authorities
 - Government Department and Agencies
 - Community Tourism Organisations
 - Tour Operators
 - Investment Agencies and others.
3. Tourism Situational Analysis that involved;

- I. A desk top literature review and analysis of existing strategies, policies, plans, projects products, routes and activities
 - II. Review of tourism enterprises, activities, and products to ascertain existing tourism standards.
 - III. Identification of gaps, strengths and weaknesses in existing data.
4. The identification and selection of catalyst tourism products will be guided by outcomes from the gap analysis and input from stakeholders. Identification of initiatives specifically within the context of agro-tourism, given that Mandeni also has agriculture as a potential key driver for economic growth and development. This section will incorporate the following:
- I. Feasibility studies on potential catalyst projects undertaken.
 - II. Identification of feasible catalyst projects.
 - III. Formulation of business plan and budget for identified projects.
5. Drafting of Tourism Development Strategy and Implementation Schedule will be underpinned by the outcomes from the situational and gap analysis. The approach of the implementation team in developing the strategy will be:
- Participatory – building on existing initiatives and responding to community concerns.
 - Strategic – linking infrastructure provision and LED facilitation with tourism product development.
 - Integrated –linking it to larger initiatives.
6. The Tourism Development Strategy & Implementation Schedule should include:
- I. Detailed analysis of priority tourism issues.
 - II. Set out the Vision, objectives and strategies for tourism development.
 - III. Preparation of draft tourism development strategy for comment taking into cognizance environmental conservation and responsible tourism requirements.
 - IV. Documentation of the tourism development strategy.
7. Research on the Establishment of Municipal Tourism Information Centre and Museum
- I. Detailed research findings on the possibilities of establishment of the Tourism Information and Centre and Museum.
 - II. Identification of the possible sites for this project.
 - III. Research Findings and possible implementation Schedule.

2. PROPOSED TIMEFRAME & ACTIVITIES

The following activity tables indicate the process and timeframes that were proposed for the Mandeni Tourism Strategy Review, Phases 1 to 4. All activities were undertaken, and the timeframe was achieved in the majority with a slight delay to bring the Phase 4 Close Out Report to early March 2015 with no cost implications.

**MANDENI LOCAL MUNICIPALITY
 REVIEW OF THE TOURISM STRATEGY & RESEARCH ON ESTABLISHMENT OF INFO CENTRE & MUSEUM**

ACTIVITY	2014																			2015											
	AUGUST				SEPTEMBER					OCTOBER				NOVEMBER				DECEMBER			JANUARY				FEBRUARY						
	wk 1	wk 2	wk 3	wk 4	wk 5	wk 6	wk 7	wk 8	wk 9	wk 10	wk 11	wk 12	wk 13	wk 14	wk 15	wk 16	wk 17	wk 18	wk 19				wk 20	wk 21	wk 22	wk 23	wk 24	wk 25	wk 26	wk 27	
Phase 1 (a) Inception Report & Stakeholder Mobilisation																															
Phase 1 (b) Research & Tourism Situational Analysis																															
Phase 2 Development of Tourism Strategic Framework including Selection & Packaging of Catalyst Tourism Projects																															
Phase 3 Catalyst Tourism Project Business Plans (One of which is to include the Municipal Information Centre & Museum Business Plan)																															
Phase 4 Close Out Report																															

3. PERSONNEL INVOLVED IN THE PROJECT

Project Role	Name	ID Number	Email	Method of Employment
Project Manager	Mike O'Brien	5409045230081	mike@haleysharpe.co.za	Existing HSSA team member.
Ecotourism Specialist	Matthew Drew	7902095104089	matt@haleysharpe.co.za	Existing HSSA team member.
Project Researcher	Sarah Andersen	8404230045086	sarah@haleysharpe.co.za	Existing HSSA team member.
Project Researcher	Kathryn Fourie	8206140175089	kath@haleysharpe.co.za	Existing HSSA team member.

4. FINANCIAL REPORT

The total cost of the project, as per the signed contract is R233,072.75, plus VAT of R32,630.19. The following invoices have been issued by HSSA and paid by Mandeni:

- Invoice 3590 / MTS889/01 dated 7 August 2014 in the amount of R46,614.55 plus VAT of R6,526.05: Paid by Mandeni on 15 September 2014
- Invoice 3593 / MTS889/02 dated 3 November 2014 in the amount of R46,614.55 plus VAT of R6,526.05: Paid by Mandeni on 5 December 2014
- Invoice 3597 / MTS889/03 dated 22 January 2015 in the amount of R69,921.83 plus VAT of R9,789.08: Paid by Mandeni on 6 February 2015
- Invoice 3599 / MTS889/04 dated 8 April 2015 in the amount of R69,921.83 plus VAT of R9,789.08: Payment outstanding at the time of this report.

5. PROJECT COMPLETION CERTIFICATE

HSSA hereby certify that, in accordance with the terms of the agreement signed on 28 August 2014 with the Mandeni Local Municipality for the Tourism Strategy Review, the services, as set out within this Close-out Report, were duly completed on or prior to 30 April 2015.

For Haley Sharpe Southern Africa

M J O'Brien



.....
Signature:

Michael J O'Brien.
Name:

30 April 2015.
Date:

For Mandeni Local Municipality

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Signature:

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Name:

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Date: